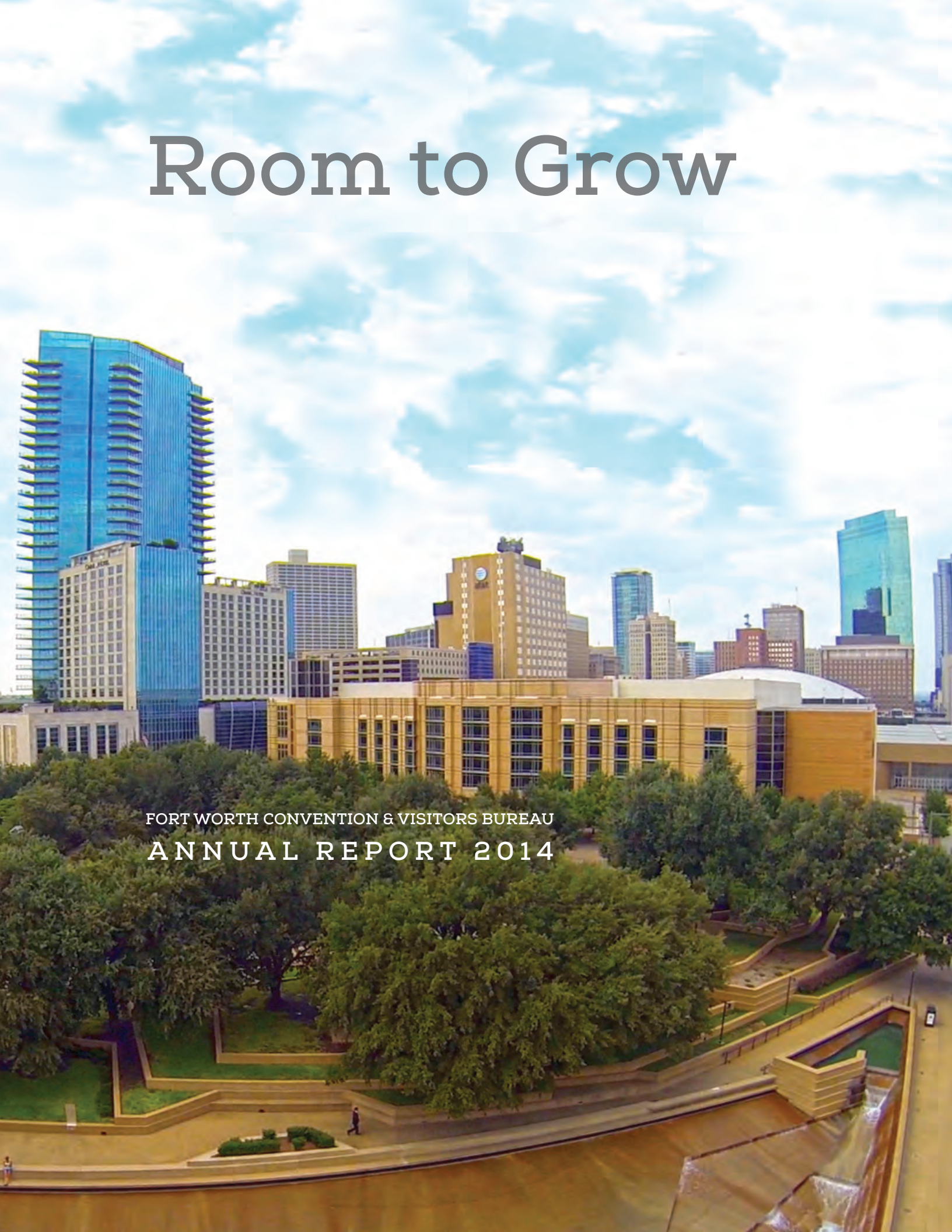


# Room to Grow

FORT WORTH CONVENTION & VISITORS BUREAU  
ANNUAL REPORT 2014



MADE POSSIBLE BY GENEROUS SUPPORT FROM



PRINTED IN FORT WORTH, TEXAS

## There is Room to Grow

During the past year record numbers traveled to Fort Worth for business and leisure visits. Significant enhancements to city districts were completed and even grander plans were announced. Now is the time to accommodate demand for more visitors and manage the incredible opportunities ahead.

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## Planning for Growth

Fort Worth is definitely on the move and tourism is playing an important role in our growth.

The city has been named one of the fastest growing in the nation, home to the No. 1 downtown and one of the best cities for jobs, young professionals, starting a career and buying a home.

In addition to new residents moving here, we have recorded historic numbers of visitors. They come to experience our Western heritage, vibrant arts scene and model of urban renewal.

Let's face it: Fort Worth is a hot city.

Tourism and convention activity contributes to our local economy in significant ways:

- Visitors produce a \$1.6 billion economic impact here each year.
- Tourism supports more than 14,000 jobs.
- Tax revenue from leisure and business tourism saves each Fort Worth household more than \$800 annually.

But we cannot stand still. These upward trends point to even more opportunity that we can grasp with a commitment to accommodating visitor demand for our city. We have identified three priorities to do this:

First, we need to expand downtown convention facilities and hotel rooms in the next decade. Today demand exceeds supply disproportionately. Fort Worth is not able to host multiple events or compete for larger conventions. We aspire to the next logical step in our capacity to host business meetings in Fort Worth, to accommodate more of the demand of those who want to convene in our city.

Second, we must continue investing in international outreach to bring visitors and business investment to Fort Worth. Together with the City of Dallas and Dallas/Fort Worth International Airport, we are boosting awareness of our region. Tourism, after all, is the front door to economic development.

Third, we need to embrace opportunity with a reasonable, managed approach to growth. This is the Fort Worth way. The opportunity is great and we can add to the visitor experience through effective planning and public-private partnerships.

This is your Fort Worth. Recent gains and our forward momentum are made possible by your partnership in making the City of Cowboys and Culture an exciting place to visit and the most hospitable destination in Texas.

Betsy Price  
Mayor, City of Fort Worth

## Board of Directors

**Gary Brinkley, Chairman\***  
Stockyards Station

**Randall Gideon, Vice Chairman\***  
Gideon Holdings, LLC

**Dave Fulton, Secretary\***  
Hilton Fort Worth

**Susan Alanis\*\***  
City of Fort Worth

**Larry Anfin**  
Community Volunteer

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SW Expo & Livestock Show

**Henry Borbolla**  
Ciera Bank

**Jessica Brandup\*\***  
Kimbell Art Museum

**Jennifer Brooks**  
Brooks Educational Consultants

**Jim Campbell**  
DFW Marriott Hotel & Golf Club

**Johnny Campbell\***  
Sundance Square

**Richard Casarez, P.E.**  
Oncor Electric Delivery

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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

**Devoyd Jennings\*\***  
Fort Worth Metropolitan Black  
Chamber of Commerce

**Greg Kalina**  
Del Frisco's Double Eagle  
Steak House

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JMK Holdings Management

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Texas Motor Speedway

**Paul Paine\*\***  
Fort Worth South, Inc.

**Asusena Reséndiz\*\***  
Fort Worth Hispanic  
Chamber of Commerce

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Bureau of Engraving & Printing

**Brant Ringler\*\***  
ESPN Events/Lockheed Martin  
Armed Forces Bowl

**Van Romans\*\***  
Fort Worth Museum  
of Science & History

**Dennis Shingleton\***  
Fort Worth City Council  
District 7

**Kirk Slaughter\*\***  
City of Fort Worth

**Andy Taft\***  
Downtown Fort Worth, Inc.

**Michael Tothe\*\***  
Colonial Country Club

**Jerre Tracy\*\***  
Historic Fort Worth, Inc.

**Jody Ulich\*\***  
Arts Council of Fort Worth &  
Tarrant County

**Melonye Whitson\*\***  
Fort Worth Chamber of Commerce

**Alexis Wilson\*\***  
Fort Worth Zoo

**Julie Wilson**  
Reasons Group

\*Executive Committee  
\*\*Ex Officio

as of September 30, 2014



## Building on our Foundation

Fort Worth has an extraordinary opportunity to embrace the growing visitor interest in our city.

The culture of our city today reflects not only our Western heritage and love of the arts but also an influx of young people from across the state and nation who are adding to the Fort Worth story.

Just consider some of the many strengths of our community that support business and leisure tourism and give us international visibility:

- Downtown has been named the best in the nation.
- Our cultural institutions have never been stronger.
- Sports venues such as Texas Motor Speedway and AT&T Stadium draw millions here each year.
- D/FW International Airport brings record numbers to our front door.
- Developers have announced more than \$1 billion in enhancements to event venues, attractions, mixed-use areas and more.

During fiscal year 2014 the Board of Directors took an active role to ensure this organization is poised for continued growth. This will help ensure we are returning dividends to the city in terms of visitor spending and visibility in Texas and around the world.

In the past year the Board supported strategic investments in key areas that strengthen the organization's ability to engage prospective visitors and bring business to our city: technology, international outreach, market research and organizational effectiveness.

The FWCVB Board has also identified the need for a long-term planning process that will involve members of the community as we outline future needs.

The Board is composed of leaders from a diverse field of businesses and organizations. Working together, our members form a partnership committed to sharing the Fort Worth experience with the world.

It is an honor to have served as chairman of the Board alongside such a distinguished group of community leaders who give time and guidance to shaping the organization's vision and strategies. As I hand the gavel to incoming Chairman Randy Gideon, I see an incredibly bright future ahead for this organization in its service to one of the greatest cities in the nation.

Gary Brinkley  
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

**Velenda Dewberry**  
National Sales Manager

**Josh Dill**  
National Sales Manager –  
Sports/SMERF

**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

**Donna Saenz**  
National Sales Manager –  
Executive Business Meetings

**Elizabeth Story**  
Convention Sales Assistant

**Andrea Timbes**  
CRM Analyst

**Mary Wilson**  
Director of State Accounts

### MARKETING

**Mitch Whitten**  
Vice President of Marketing

**Jessica Dowdy**  
Director of Public Relations

**Tom Martens**  
Art Director

**Estela Martinez-Stuart**  
Director of Tourism

**Irene Chase**  
Tourism Sales &  
Marketing Coordinator

**Matthew Clement**  
Marketing Statistics Manager

**Sarah Covington**  
Public Relations Coordinator

**Cissy Nixon**  
Marketing Communications  
Coordinator

**McKenzie Zieser**  
Web Specialist & Content Editor

### CONVENTION SERVICES

**Barbara Stone**  
Vice President, Convention Services  
& Community Relations

**Denise Hawkins**  
Director of Visitor Services

**Stephanie Garcia**  
Convention Services Coordinator

**Heather Huhn**  
Convention Services Manager

**April Montez**  
Convention Services Manager

**Dru Oliver**  
General Services Assistant

**Perry Whitten**  
Assistant Manager –  
Downtown Visitor Center

**Patti Crabtree**  
Assistant Manager –  
Stockyards Visitor Center

**Bill Phillips**  
Manager –  
Stockyards Visitor Center

**Rich Thornton**  
Manager – Downtown Visitor Center

### FINANCE & ADMINISTRATION

**Linda G. de Jesus**  
Vice President of Finance  
& Administration

**Cheryl Wilson**  
Administrative Assistant to the  
Vice President of Finance

**Fran Collins**  
Receptionist

**Debbie Pettigrew**  
Receptionist

### THE FORT WORTH HERD

**Kristin Jaworski**  
Trail Boss

**Dwayne Waldrup**  
Herd Operations Supervisor

**Courtney Gray**  
Herd Coordinator

as of September 30, 2014



## A Remarkable Trajectory

Fiscal year 2014 produced strong results in business and leisure travel to Fort Worth. The FWCVB sales team booked more than 450 meetings and hosted a record 10 citywide conventions, those with at least 1,100 hotel rooms on peak nights.

Unprecedented numbers of people are engaged with our organization through social media, e-mails and website – markers of high interest in the city. For example, visitors to FortWorth.com are four times as likely to visit our city than those who do not.

The visitor count over the past five years has grown 20 percent to 6.5 million. In just the past year, employment supported by the hospitality industry increased 4 percent to 14,000 jobs. This is a remarkable trajectory given that Fort Worth has not added substantial hotel inventory since 2009.

The mission of our organization is to increase economic development and our quality of life by encouraging visitors to spend time and money here. Visitor activity supports local business and provides funds for municipal services in the form of hotel and sales tax revenue.

We have even more work to do. Developers have planned more than \$1 billion in projects that will enhance our offerings to visitors during the decade ahead – from the new Multi-Purpose Arena to the premier Clearfork development along the Chisholm Trail Parkway, from enhancements to the Stockyards and Cultural District to continued growth downtown.

The FWCVB will continue to advocate for the development of experiences and facilities that draw visitors' interest and add to the rich fabric of our city. For example, some of the pressing issues before us include:

- Renovation and expansion of the Fort Worth Convention Center, the next phase of a 20-year planning process, will accommodate more meetings and visitors.
- Transportation enhancements are underway to provide rail service between Fort Worth and D/FW International Airport.
- Investment in international marketing with regional partners is needed to ensure Fort Worth receives its share of visitors and economic development opportunities.

Fort Worth in many ways embodies the essence of Texas, with so much appeal to visitors from near and far: a frontier town that has grown into a modern city, enriched by the investment of leading citizens and a love for our distinct, local culture.

As I enter my third year leading this organization, I am convinced more than ever that we have a historic opportunity to support Fort Worth and its great institutions by sharing your story with the world.

Thank you for your support and partnership.

Bob Jameson  
President & CEO

**Members of the Fort Worth Convention & Visitors Bureau staff are Certified Tourism Ambassadors.** The nationwide program, designed to train and inspire hospitality employees and volunteers, seeks to increase tourism by turning every visitor encounter into a positive experience.



## There is **ROOM TO GATHER**

The opening of Sundance Square Plaza and the Renzo Piano Pavilion at the Kimbell Art Museum in November 2013 were the latest examples of visionary investment in Fort Worth. These incredible spaces provide exciting new reasons for leisure and business visitors to choose our city.

*Sundance Square Plaza is at the heart of America's No. 1 downtown.*



## There is ROOM TO CELEBRATE

Events such as the new Fort Worth Food + Wine Festival generate excitement among the traveling public and press looking for key dates on the calendar for a Texas trip. Festivals – such as Fort Worth MAIN ST. Arts Festival and Panther Island’s Oktoberfest – offer food, music and art with unique experiences for locals and visitors alike.

*Visitors and locals enjoy the city’s growing number of festivals and events, such as the Kimbell Art Museum’s Matsuri: A Samurai Celebration held last year.*



## There is **ROOM TO SHARE**

Fort Worth provides the perfect stage for showing off the best of Texas, with irresistible charm and authentic experiences. The Stockyards National Historic District provides visitors a place to encounter the city's Western heritage and interact with the "ambassadors on horseback" who greet guests from around the world.

*The Fort Worth Herd is the world's only twice-daily cattle drive, operating on Exchange Avenue at 11:30 a.m. and 4 p.m.*





## There is **ROOM TO CONVENE**

A record number of citywide conventions filled Fort Worth in 2014, each with more than 1,100 total peak hotel room nights. Restaurants filled up and street crowds swelled as these meetings came to town. Each year Fort Worth competes for conventions head-to-head with other cities, many of which are opening new space for convention exhibits and hotels.

*The Texas GOP statewide convention last summer drew 8,000 attendees, part of a record-breaking year.*



## There is **ROOM TO DREAM**

Developers have planned more than \$1 billion in enhancements for Fort Worth, including the new Multi-Purpose Arena at Will Rogers Memorial Center. The next decade will usher in major additions for shopping, hotels, attractions and event space, providing more ways for the city to entertain the rising number of visitors.

*Voters overwhelmingly approved funding for the new Multi-Purpose Arena at Will Rogers Memorial Center.*



Photo Courtesy of Brian Luenser

## 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.



# CONVENTION SALES

## MISSION

Promote Fort Worth as a premier meeting and convention destination, creating demand for properties and facilities and increasing economic impact in our city.

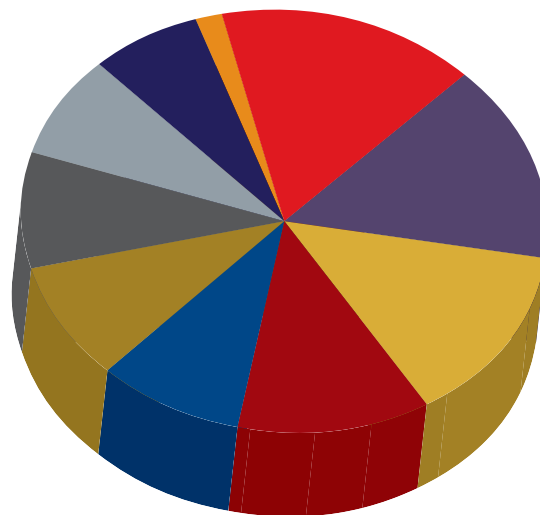


### Convention Booking Trends

During FY14, Fort Worth hosted a record 10 citywide conventions – meetings that book more than 1,100 peak hotel room nights. While Fort Worth hotels continue to demand an average daily rate above industry average, the convention climate is becoming more competitive. Now two strategies have become vital in the industry: short-term financial incentives to entice event booking 1-2 years out and long-term expansion of meeting and hotel facilities to accommodate larger or simultaneous mid-sized events.

### Top Meeting Prospects by Industry

- Education 16%
- General Business 15%
- Sports 14%
- Transportation 12%
- Government 9%
- Agriculture 9%
- Science/Technology 9%
- Religious 8%
- Health/Medical 7%
- Culture 1.5%



ROOM TO GROW

## TOTAL ROOMS CONTRACTED\*



### Top States\* by Total Room Nights Generated:

- Texas
- Washington, D.C.
- Virginia
- Florida
- New York
- Illinois
- California

\*Locations of organizations booking meetings in Fort Worth 2010-2014.

### Industry Lauds Fort Worth

The convention industry's leading firms for meeting planners recognized the Fort Worth Convention & Visitors Bureau with top awards in 2014.

HelmsBriscoe, a leader in the meetings procurement industry, named FWCVB its **Destination Marketing Partner of the Year**. This demonstrated the growing appeal of the city as a convention location and the organization's strength in working with prospective customers.

HPN Global, a site selection and meeting procurement firm, named FWCVB Western Region Sales Director Julie Gorman as its **Destination Partner of the Year**.

And Cvent, the largest distribution channel for meeting activity, named Fort Worth as a **Top 50 Destination** in the United States.



### Study Emphasizes Expansion

Fort Worth must add about 200,000 square feet of meeting and exhibit space and 1,400 hotel rooms downtown to remain competitive as a convention destination, according to a study released this past year.

### Recommendations:

- **Add 193,000 square feet of convention space** so Fort Worth can meet demand to host larger conventions or two medium-sized events simultaneously. One-third of space repurposed from existing, outdated arena, to be replaced by new Multi-Purpose Arena at Will Rogers Memorial Center.
- **Double convention hotel room inventory.** Meeting planners require more rooms adjacent to the Fort Worth Convention Center rather than paying to transport attendees from multiple hotels across the city.

The Market and Feasibility Study, conducted by Hunden Strategic Partners, was commissioned by FWCVB and the City of Fort Worth.

### Growth in Downtown Hotel Metrics

	2012	2013	2014	Growth
Occupancy	61.9	63.7	65.6	6%
Average Daily Rate	91.84	93.66	96.69	5%
RevPAR*	56.83	59.67	63.41	12%

### Growth in Total Fort Worth Hotel Metrics

	2012	2013	2014	Growth
Occupancy	67.4	67.6	68.6	2%
Average Daily Rate	146.24	154.16	161.29	10%
RevPAR*	98.58	104.26	110.68	12%

\*Rev PAR is Revenue Per Available Room, a hotel industry metric that demonstrates the strength of hotel rooms sold and of the market.

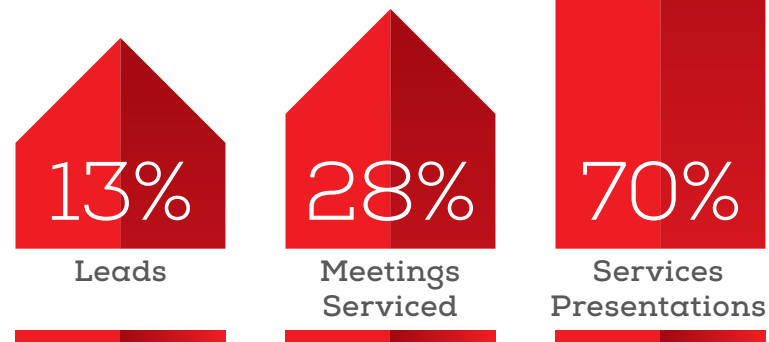


# CONVENTION SERVICES

## MISSION

Enhance visitors' experience in Fort Worth by connecting meetings and conventions with the hospitality industry and experiences unique to the city.

## INCREASED SERVICE 5-year growth



Source: FWCVB

**96%** Customer Satisfaction Rating

Source: FWCVB, by meeting planners surveyed after conventions in Fort Worth.

### Milestones

In 2014 Services Vice President **Barbara Stone** retired after 23 years of distinguished service to the FWCVB and the community. Her many accomplishments included tremendous growth in the volume of meetings in the city, increased use of technology to engage meeting planners and establishment of the downtown visitor center.



The new Director of Convention Services is **Nannette Eiland**, who brings significant event marketing, service and management experience from Gateway Church, Gaylord Texan Resort and Convention Center and Verizon Theater.

ROOM TO GROW

### Services Trends

In a city known for warm and friendly hospitality, the mission of the Services team is to be a reliable source of information from the time of confirmation through completion of a meeting or event in the city.

To help meeting planners achieve their goals, the services industry is evolving. In addition to providing high levels of personal attention, services managers must help develop:

- more creative ways to hold successful meetings
- ideas to embrace local flavor of the host city
- innovative means to engage and attract attendees, especially through technology and social media



### Mobile Hospitality

Fort Worth's visitor information centers saw a 6 percent increase in guest traffic during the past year. To accommodate the demand for more service and information, the Stockyards center now incorporates tablets to provide online resources in addition to the volunteers who provide assistance every day.

The mounted tablets also enable collection of e-mail addresses (right).

Visitors can also now access dining and attraction information more easily than ever through the new FortWorth.com, which automatically sizes to desktop-, tablet- and phone-size screens.

Visitor centers are also located in Sundance Square and during peak hours at Will Rogers Memorial Center and the Intermodal Transportation Center.

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### TOP FY14 EVENTS BY TOTAL ECONOMIC IMPACT

- Red Bull Sports**  
\$26,468,159.79
- Kenneth Copeland Ministries**  
\$20,925,285.15
- Premier Designs, Inc.**  
\$20,484,815.00
- Texas FFA Association**  
\$13,939,684.87
- Conference for the Advancement of Mathematics Teaching**  
\$9,277,029.80
- National Sherriff's Association**  
\$8,832,557.68
- National Association of Free Will Baptists**  
\$7,489,459.26
- WorldVentures Marketing LLC**  
\$6,508,052.04
- Aircraft Owners and Pilots Association**  
\$6,271,753.16
- American Cheerleaders Association**  
\$5,581,525.74

Events booked by Fort Worth Convention & Visitors Bureau. Source: FWCVB and economic impact calculator provided by Destination Marketing Association International.





# MARKETING

## MISSION

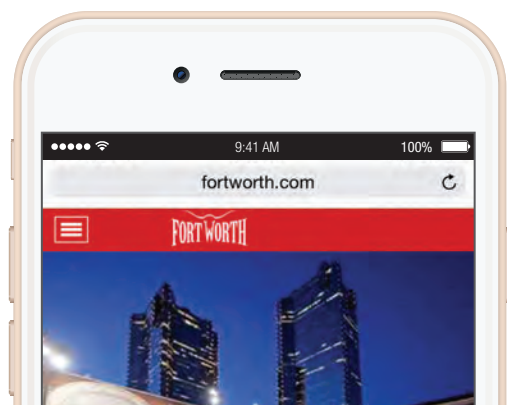
Work with partners citywide to promote and enhance awareness of Fort Worth as a compelling experience for leisure and business travelers.

### Investment in Technology

In 2014 the FWCVB launched the new FortWorth.com with travel-planning tools, bold images and a responsive design that automatically fits phones, tablets and desktops.

### Results from FortWorth.com

- 1.5 million visitors.
- 68% growth in mobile users last year.
- Visitors to FortWorth.com four times more likely to travel to the city.
- Visitors to FortWorth.com pay a higher hotel rate and stay longer.
- More than half of traffic to FortWorth.com from organic search.



### PR HIGHLIGHTS:

#### Media Trips to Fort Worth

- American Airlines Mexico Media FAM
- Fort Worth Food + Wine Festival Media FAM
- Netherlands Media FAM
- Chinese Media FAM
- French Media FAM

#### Hosted Individuals

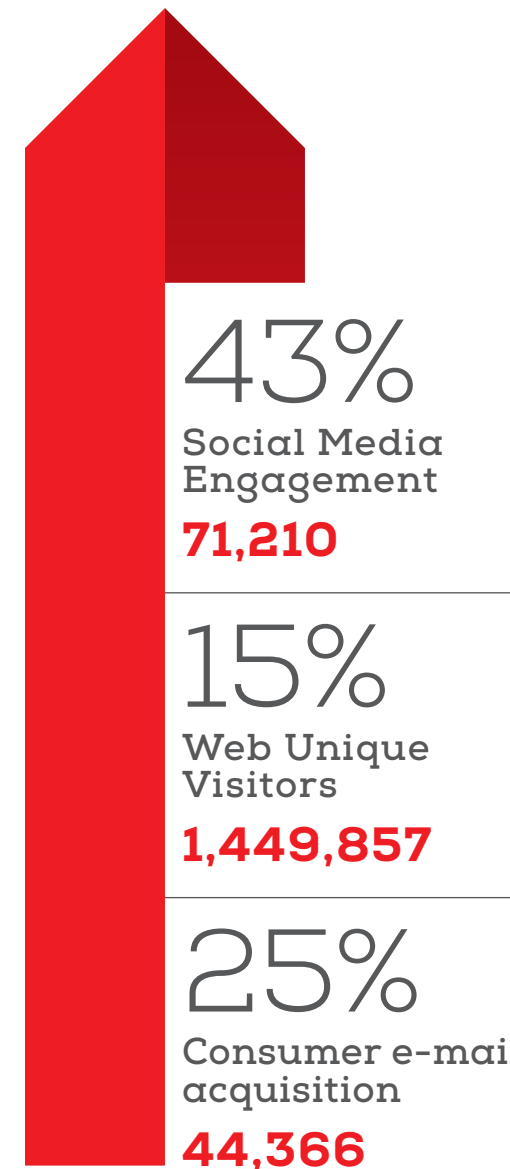
- Esquire Magazine
- The Times London
- Forbes Mexico
- Chart Toppers U.K.
- Golf.com
- Entertainment Tonight Canada

#### Coverage Highlights

- Los Angeles Times
- Conde Nast Traveler
- Dick Vitale Allstate Challenge
- Wall Street Journal
- Texas Highways
- America Journal (Germany)
- WestJet Up! (Canada)
- The Times London (U.K.)

ROOM TO GROW

## FY14 INCREASE IN OUTREACH



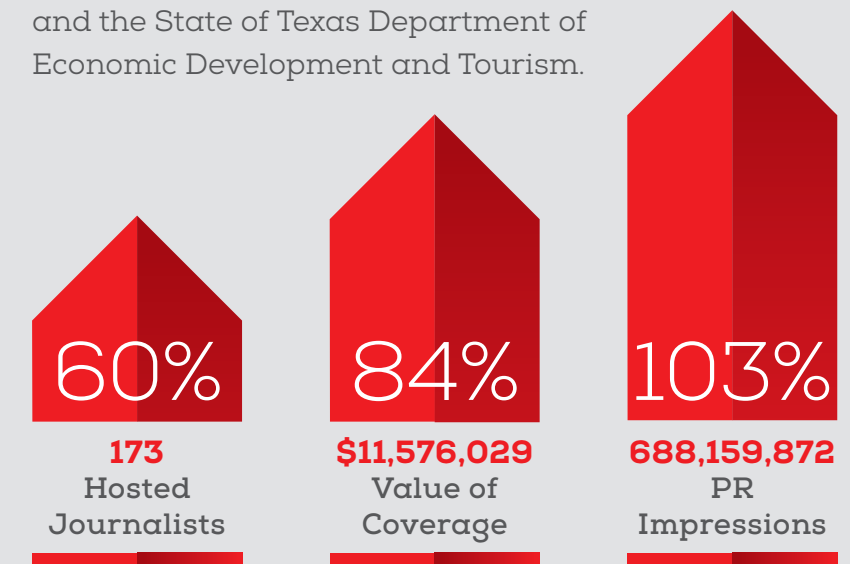
Source: FWCVB

Esquire <sup>Condé Nast</sup> Traveler

Los Angeles Times

### INVESTMENT IN MEDIA STORIES

Developing Fort Worth stories with travel and news journalists delivered double- and triple-digit results. Highlights from 2014 include new emphasis on New York-based national media and international media in target markets, in addition to important regional outlets. Public relations efforts are augmented by media opportunities supported by D/FW International Airport, Brand USA and the State of Texas Department of Economic Development and Tourism.



Source: FWCVB



FWCVB 2014 ANNUAL REPORT

### Big Ratings for Aussie Morning Show

Fort Worth had the honor of hosting Australia's No.1 national morning show, Sunrise on 7. The City was handpicked by producers to represent Texas as one of five host locations alongside Los Angeles, Las Vegas, Miami and New York City. The exposure came just weeks before Qantas launched its Airbus 380 direct flights to D/FW. With the Stockyards National Historic District as their backdrop, the program showcased the city to 1.8 million viewers in a top international market. During the broadcast, an integrated consumer campaign showcased travel to Fort Worth through Flight Centre, a leading travel agency in Australia. The episode was the highest-rated in the series and produced nearly **\$1 million in media value.**



# TOURISM

## MISSION

Engage domestic and international travel planners to increase the number of group and leisure visitors staying overnight in the city.

### TOP COUNTRIES OF ORIGIN FOR GROUP TOURS TO FORT WORTH:

- United States
- U.K.
- Mexico
- France
- China

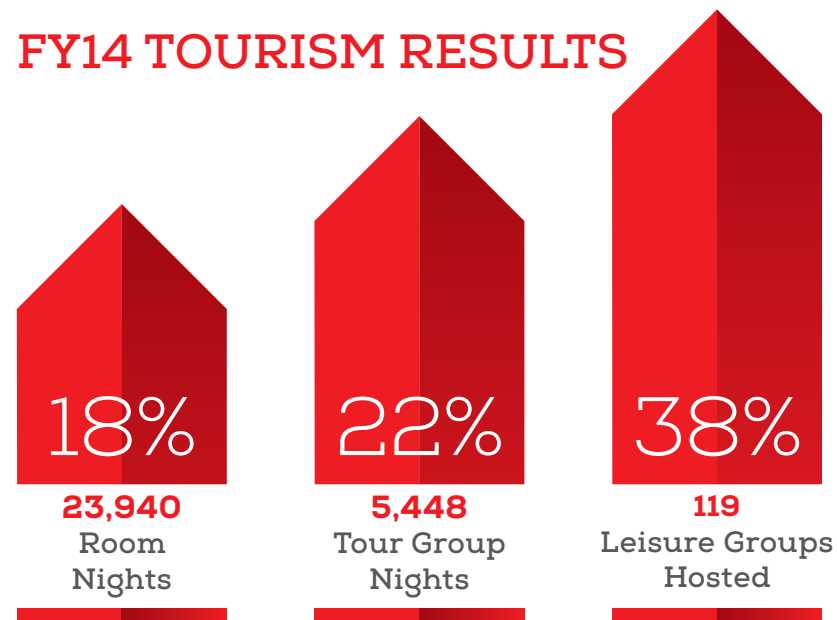
Source: FWCVB

### TOP COUNTRIES OF ORIGIN FOR ALL VISITORS TO TEXAS:

- Mexico
- Canada
- U.K.
- Germany
- Brazil

Source: State of Texas Economic Development and Tourism

## FY14 TOURISM RESULTS



### Travel Trade Outreach

FWCVB promotes hotel stays with travel trade professionals through key missions and conventions. International opportunities are made possible with support from D/FW International Airport, State of Texas Economic Development and Tourism and Brand USA.

## FY14 RESULTS

Engaged **572** travel professionals through trade events and missions, and hosted more than **100** tour operators in Fort Worth.

### FUTURE MISSIONS AND TRADESHOWS

**American Bus Association Marketplace**  
St. Louis

**National Tour Association**  
New Orleans

**Go West Summit**  
Colorado Springs, CO

**Australia Visit USA Roadshow**  
Sydney

**Texas Tourism Industry Association**  
Austin

**NAJ Summit West**  
Marina del Rey, Calif.

**ITB Internationale Tourismus-Börse**  
Berlin

**Active America China**  
Las Vegas

**TTIA Travel Fair**  
South Padre Island

**China Sales Mission**  
Beijing

**Brazil Mission**  
Sao Paolo

**Australia**  
Sydney, Melbourne, Perth

**IPW**  
Orlando

**Asociados Representantes de Lineas Aereas de Guadalajara**  
Guadalajara

**West Coast Receptive Sales Mission**  
Los Angeles

**Southwestern Music Exhibition**  
San Antonio

**Calgary Stampede & Trade Mission**  
Calgary

**Destination Marketing Association International**  
Austin

**Student and Youth Travel Association**  
Branson

### Increased Opportunity: U.K.

The U.K. is one of the largest and fastest-growing overseas markets to Texas. Last spring an integrated advertising, public relations and trade campaign was launched to drive visitation from the U.K. to Fort Worth.

The campaign included a British-focused microsite, **HowdyFortWorth.com**; story placement in high-profile publications like *The Times London*; product placement with tour operators such as Virgin Holidays and Travel Bag U.K. and multi-platform advertising in print, radio and online outlets. The campaign resulted in more than 13,000 promotion entries and a 32 percent increase in room-night bookings from the U.K. to Fort Worth.

*“The hidden gem of Fort Worth is its people. The openness and warmth of the locals helped create lifelong family memories and a positive impression of the country.”*

—Andrew Lonsdale of London  
Howdy Fort Worth promotion winner

### Milestone in Mexico

Fort Worth’s social media presence in Mexico – the top country of origin for international travelers here – reached the **30,000-likes milestone** in FY14 through the Visita Fort Worth Facebook page.



### Measuring Medical Tourism

Visitors to the United States who travel here for medical consultation and procedures will be counted as a subset of general tourism figures, the Department of Commerce decided last year. This “medical tourism” is a growing segment of interest for Fort Worth and other major Texas cities that have significant hospitals, universities and other health centers that draw visitors each year. Fort Worth’s considerable assets include the TCU School of Nursing, Cook Children’s Hospital (above), UNT Health Science Center and the JPS Level 1 Trauma Center.

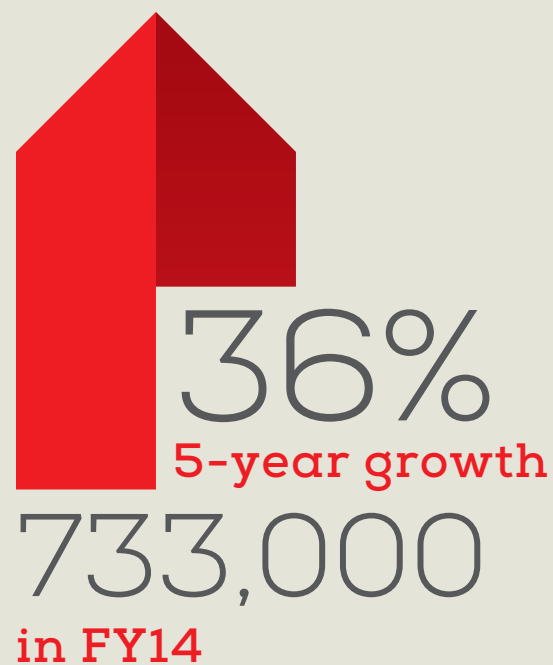


# FORT WORTH HERD

## MISSION

*Preserve, enhance and share Fort Worth's distinctive Western heritage through an authentic experience appealing to visitors of all ages.*

## ATTENDANCE



### Commitment to Education

In FY14 more than 17,000 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.



### Friends of the Fort Worth Herd

In addition to funding from the Fort Worth Convention & Visitors Bureau, the Fort Worth Herd is sustained by a group of visionary supporters who are committed to preserving and promoting this unique aspect of the city's Western heritage.

Lead supporters include **Autobahn Motorcar Group**, **Stockyards Station** and **Red Chain Feeds**. In 2014 Friends funded a new branded trailer that facilitates special appearances by the Herd. For a listing of board members see page 34.

### Celebrating 15 Years

This past year the Fort Worth Herd marked 15 years in operation, offering the world's only twice-daily cattle drive to 700,000 visitors each year. The Herd began as an initiative of the City of Fort Worth and continues today as a program of the Fort Worth Convention & Visitors Bureau, with the support of partners and the Friends of the Fort Worth Herd.



### Ambassadors on Horseback

The Fort Worth Herd operation includes a team that cares for 22 head of cattle and 13 horses, conduct the twice-daily drive and greet visitors in the Stockyards National Historic District.

**Luke Brewer**  
Drover

**Darrin Caldwell**  
Drover

**Lance Clayton**  
Barn Attendant

**Courtney Gray**  
Herd Coordinator

**Tim Gray**  
Drover

**Lauren Happel**  
Drover

**Wayne Hickman**  
Drover

**Jeff Hoffman**  
Drover

**Kyle Houpt**  
Drover

**Michael Howell**  
Drover

**Kristin Jaworski**  
Trail Boss

**David Mangold**  
Drover

**Kevin Parsons**  
Drover

**Tyler Peterson**  
Drover

**Matt Rolston**  
Drover

**Jake Rydell**  
Drover

**Kenneth Sansom**  
Drover

**Brenda Taylor**  
Drover

**DeWayne Waldrup**  
Herd Operations Supervisor

**Jeff Williams**  
Drover



## Special Partners

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



DALLAS/FORT WORTH  
INTERNATIONAL AIRPORT



**U.S. TRAVEL**  
ASSOCIATION

## Advance Fort Worth

Advance Fort Worth is a partnership program comprised of generous 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



DALLAS/FORT WORTH  
INTERNATIONAL AIRPORT



### PREMIER PARTNER

Briggs Freeman  
Cantina Laredo Gourmet Mexican Food  
The Capital Grille  
Eddie V's Prime Seafood  
Ellerbe Fine Foods  
GRACE  
Grand Prairie Premium Outlets  
Hawaiian Falls Water Park  
Ruth's Chris Steak House  
West 7th

Buttons Food and Music  
Campisi's Fort Worth  
Cast Iron Restaurant  
Clay Pigeon Food and Drink  
Crockett Street Bottle Shop  
Earth Bones  
Echo Transportation  
Eclipse Entertainment  
Flowers to Go  
Fort Worth Museum of Science and History - Sodexo  
Fossil Rim Wildlife Center

Sedona Productions at Cendera Center  
Silver West Executive Transportation  
Super Sports Travel Tours  
Shuttle/ExecuCar DFW  
Texas Star Dinner  
The Golf Club at Fossil Creek  
Ultimate Ventures  
Usher & More  
Waterchase Golf Club  
Wells Fargo  
Whole Foods Market  
Whiskey & Rye

### DISTINCTIVE PARTNERS

Radio Shack Corporation  
Freeman

Four Day Weekend  
Hello! Texas Destination Management  
Hoffbrau Steak  
Hunt Conference Group, Inc

Yellow Cab/Go Yellow Checker Shuttle/Go Sedan  
Zoom.7 Meeting & Events

### CONVENTION MARKETING PARTNERS

ACCESS Texas  
Affairs Afloat  
AFR Event Furnishings  
Allied PRA Dallas/ Fort Worth  
The Ashton Depot  
Athans Audio Visual

Inclusive Management Services  
Lagniappe Productions  
Lone Star Park  
M&M The Special Event Company  
Mallouf Photography  
Main Event - Fort Worth  
Max's Wine Dive  
Norris Conference Center

### TOURISM MARKETING PARTNERS

Professional Specialties  
Worthington National Bank

as of September 30, 2014

For more information contact Matt Clement, marketing manager, at 817.698.7836 or MattClement@FortWorth.com.

## Sales Committee

**Kelly Graham, Chair**  
Omni Fort Worth Hotel

**Feleshia Cochran**  
Fort Worth Convention Center

**Fran Fairchild**  
Marriott Sales -  
DFW/Fort Worth

**Ian Gregory**  
Radisson Fort Worth  
Fossil Creek

**Gary Griggs**  
Hilton Fort Worth

**Mary Beth Lewis**  
Embassy Suites Fort Worth

**Jackie Loria**  
Freeman Company

**Charles Mayer**  
Fort Worth Convention Center

**Shanda Pettibone**  
Trinity Food & Beverage

**Archit Sanghvi**  
Embassy Suites Fort Worth

**Andrea True**  
Sheraton Fort Worth Hotel & Spa

**John Yeung**  
Sheraton Fort Worth Hotel & Spa  
as of September 30, 2014

## Marketing Committee

**Tracy Gilmour, Chair**  
Sundance Square

**Larry Auth**  
Omni Hotels

**Andra Bennett**  
Fort Worth Chamber of Commerce

**Jessica Brandrup**  
Kimbell Art Museum

**Jaime Carlin**  
Texas Motor Speedway

**Maggie Estes**  
The Cliburn

**Becky Fetty**  
Downtown Fort Worth Inc.

**Megan Henderson**  
Fort Worth South

**Margaret Kelly**  
Texas Christian University

**Nate Krieger**  
Stockyards Championship Rodeo

**Pam Minick**  
Gentle Giants/  
The American Rancher

**Matt Oliver**  
Trinity River Vision

**Stacey Pierce**  
Streams & Valleys

**Holland Sanders**  
Fort Worth Opera

**Chris Spinks**  
Billy Bob's Texas

**Heidi Swartz**  
Cowtown Marathon

**Shanna Weaver**  
Fort Worth Stock  
Show & Rodeo

**Alexis Wilson**  
Fort Worth Zoo

**Jason Wise**  
Bass Hall

as of September 30, 2014

## Friends of the Fort Worth Herd

### EXECUTIVE COMMITTEE

**Pam Minick, Chair**  
Gentle Giants/  
The American Rancher

**Gary Brinkley**  
Stockyards Station

**Larry Barker**  
Autobahn Motorcar Group

**Doug Harman**  
Harman Consulting

### BOARD OF DIRECTORS

**Jim Austin**  
Jim Austin Online/  
National Multicultural  
Western Heritage Museum

**Hub Baker**  
Stockyards  
Championship Rodeo

**Kadee Coffman**  
Superior Livestock

**Jack Edmondson**  
Legends of Texas

**Sal Espino**  
Fort Worth City Council  
District 2

**Deanna Garcia**  
Fort Worth Hispanic Chamber  
of Commerce/The T

**Lola Hardisty**  
Lavender Pathways  
Photography

**Philip Johnston**  
Johnston Legal Group

**Joe Kimball**  
Pettitt & Kimball, PLLC

**Katherine Kolstad**  
Panhandle Slim

**Brenda Kostohryz**  
Hickman Companies

**Keely Kostohryz**  
Hickman Companies

**Jim Lane**  
Attorney at Law

**Sarah McClellan-Brandt**  
Stockyards Station

**Steve Murrin**  
River Ranch

**Scotty O'Bryan**  
Senior Security Benefits Inc.

**Tony Pettitt**  
Pettitt & Kimball, PLLC

**Jeff Posey**  
My Pool Is Cool

**Laura Standley**  
Texas Longhorn Breeders  
Association of America

**Amy Weatherholtz**  
Texas Longhorn Breeders  
Association of America

**George Westby**  
Quick Park

as of September 30, 2014

## Destination Advisory Board

### MEETINGS GROUP

**Mike Adams**  
Kinsley Meetings

**Mark Bice**  
HPN Global

**Bitsy Burns**  
Southwest Veterinary  
Symposium

**Darel Cook**  
Promotional Products  
Association International

**Kathy Dundee**  
Texas Association of  
School Boards

**Pat Dwyer**  
SmithBucklin & Associates

**Joann Freel, CMP**  
National Association  
of EMS Educators

**Michael Grubb**  
Southern Gas Association

**Annette Hicks, CMP**  
Texas Food & Fuel  
Association

**Donna Johnson**  
Courtesy & Associates

**Tim Lamont**  
HelmsBriscoe

**Tina Marshall**  
AcuSport

**Shelley Martinek, CMP**  
APRO/Association  
of Progressive Rental  
Organizations

**Patricia Palacios**  
GlobauxSource

**D.W. Rutledge**  
Texas High School  
Coaches Association

**Gary Schirmacher, CMP**  
Experient, A Maritz  
Travel Company

**Kim Struble**  
National Association  
of Counties

**Anna VanGoey**  
Nation's Best Sports

### LEISURE GROUP

**Andrew Collins**  
Travel Writer

**David Dunham**  
Texas Monthly

**John Eissler**  
Freeman

**Liz Fleming**  
Travel Writer

**Rob Kazmierski**  
aRes Travel

**Sandi Kerth**  
Tour-ific of Texas

**Marcus Mercado**  
Travel Writer

**Jason McAlister**  
Wildcatter Ranch

**Brady McCarthy**  
Orbitz Worldwide

**Greg Staley**  
U.S. Travel Association

**Jake Steinman**  
NAJ Group

**Dianne Turner**  
Brand USA

**Vicky Uzal**  
American Airlines

## FORT WORTH CONVENTION & VISITORS BUREAU FY15 MARKETING PLAN October 1, 2014 - September 30, 2015

The following Marketing Plan for Fiscal Year 2015 details the organization's latest strategies in pursuit of increasing leisure and business visitors to the city. Spending by visitors contributes tax revenues that help fund vital municipal services and that ease the tax burden on Fort Worth citizens.

This report is filed in accordance with the contract between the City of Fort Worth and the Fort Worth Convention & Visitors Bureau.

## IMPACT of LEISURE and BUSINESS VISITORS

- \$1.6 billion in economic impact
- 6.5 million visitors to our city
- 14,000 hospitality jobs
- \$443 million in direct earnings from employment
- \$840 per household saved per year in taxes generated by tourism
- \$130 per visitor spent per day in Fort Worth

## 5-YEAR GROWTH TREND 2010-2014

93% growth in contract room nights

38% increase in group meeting attendees

20% growth in total visitors, from 5.5 million to 6.5 million

## ADMINISTRATION

FWCVB has established processes for strategic planning that will ensure the organization, in addition to meeting yearly goals, understands and plans for long-term growth, needs and success. Except for the Destination Advisory Boards, the following programs were established in FY14 and will continue to play a key role in FY15 and beyond.

### KEY PLANNING AND COMMUNICATION OPPORTUNITIES

- Board of Directors Retreat: Held every two years to review the broad and most pressing objectives of the FWCVB.
- 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 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.



- 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. This Marketing Plan is a section of the Annual Report and is provided to the City of Fort Worth in advance of the full publication.
- Quarterly Letter: Issued by the CEO to stakeholders, providing bullet-point updates on our progress and plans.

## CONVENTION SALES

### MISSION

Promote Fort Worth as a top meeting and convention destination, creating demand for properties and facilities, resulting in increased economic impact.

### GOALS

Definite room nights: **225,000**  
Lead room nights: **1.5 million**

### 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 2015 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. Short-term needs for 2015 and 2016 will require different strategies than efforts dedicated to long-term booking opportunities in 2017 and beyond. Substantial short-term bookings are no longer uncommon. For example, the Omni Fort Worth booked an 1,800-room-night meeting in less than 45 days this past year.

Hotel occupancy in the City of Fort Worth overall is up slightly as of October 2014 by 3.2% at 65.6% at an average daily rate of \$96.61, which is a 3.1% increase over same time last year. Downtown Fort Worth occupancy is relatively flat because hotel supply has not changed in several years but average daily rate (ADR) is up 4.2% over last year at \$160.91 and revenue per available room (RevPar) is up 6.8% at \$111.03.

#### STRATEGIES & TACTICS

**STRATEGY:** Pursue short-term bookings to address needs and opportunities in 2015 and 2016, which are softer than the previous year.

#### 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 occupied rooms up to 1,000 rooms.
- Meet with local groups most likely to book a meeting here and promote the benefits and importance of “bring meetings home.”
- Reach meeting planners through targeted digital marketing.
- Create e-signature supporting 2015-16 opportunities.

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

#### TACTICS

- Shift emphasis in destination education strategy from quantity of events and attendees to fewer, more special opportunities for meeting planners to draw the best prospective customers.
- Undertake telemarketing efforts to identify new prospects through an integrated marketing effort with Collinson Media.
- 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:** Continue efforts to solicit corporate clients, associations and professional societies at the state and national level establishing a necessary business base. Optimize past bookings and potential bookings through local-based entities, analyzing the ability to fit in Fort Worth, the frequency, revenue generation for the destination and other criteria.

#### TACTICS

- Use short-term strategies, including a sales-incentive room rebate program, to maximize bookings for need periods in 2015 and 2016. Deploy long-term strategies for 2017 and beyond.
- Review past and future conventions to identify opportunities to rebook or extend agreements.
- Develop opportunities for hotel partner and FWCVB to make joint sales calls on potential customers with FWCVB regional staff.
- 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.
- Develop strategic relationships aligned with Fort Worth Chamber industry segments, e.g., aviation, life sciences, education and logistics.

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

#### TACTICS

- Increase targeted advertising through trade partners including: Collinson Media, Conference Direct and American Society of Association Executives to identify and target potential companies and trade shows.
- Explore opportunities as an advertising medium to better promote the Fort Worth Convention Center.



ROOM TO GROW

#### 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 2014-15.

##### IMEX America

Las Vegas

##### ASAE Five Star Weekend

Phoenix

##### Collinson Rejuvenate Marketplace

Atlanta

##### ConferenceDirect CEO Summit

Rancho Mirage, CA

##### Travel, Events & Management in Sports

Las Vegas

##### MPI Hill Country Chapter Texas Education Conference

San Antonio

##### National Coalition of Black Meeting Planners

Cincinnati

##### Society of Government Meeting Planners

McLean, Va.

##### Nursing Organizations Alliance (Fall Summit)

Tampa

##### Successful Meetings Diamond Invitational

Pebble Beach, Calif.

##### U.S. Sports Congress Annual Conference

Savannah

##### IAEE Annual Meeting & Exhibition

Los Angeles

##### Texas Society of Association Executives

Austin

##### Association Executives of North Carolina

Raleigh, N.C.

##### Association Forum Holiday Showcase

Chicago

##### Professional Convention Management Association

Chicago

##### PBR

New York City

##### TSAE Southwest Showcase

Austin

##### Collinson Diversity Marketplace

Newport Beach

##### International Franchise Association

Las Vegas

##### Meeting Professionals International

San Francisco

##### MIC

Denver

##### DMAI Destinations Showcase

Washington, D.C.

##### Professional Convention Management Association

Washington, D.C.

##### ASAE Springtime Expo

Washington, D.C.

##### Georgia MPI Annual Customer Event

Atlanta

##### DFW Association Executives Annual Tradeshow

TBD

##### Simpleview Annual Summit

Tucson

##### ConferenceDirect Annual Meeting and Tradeshow

Dallas

##### NASC Sports Event Symposium

TBD

##### Society of Government Meeting Planners

Minneapolis

##### Cities of Big 12 Spring Meeting

TBD

##### U.S. Sports Congress Sponsor Forum

TBD

##### TSAE Summer Event

Austin

##### IAEE Central Texas Chapter Summer Event

Austin

##### Helms Briscoe Annual ABC Partner Fair

Las Vegas

##### Direct Selling Association Annual Meeting

San Antonio

##### Collinson Collaborate Marketplace

Orlando

##### Professional Conference Managers Assn. Education Conference

Ft. Lauderdale

##### CESE Annual Meeting

Norfolk, Va.

##### DMAI Annual Convention

Austin

##### MPI World Education Conference

San Francisco

##### ASAE Annual Meeting

Detroit

##### Collinson Connect & Connect Sports Marketplaces

Pittsburgh

##### HPN Partner Conference

New Orleans

##### TSAE Annual Meeting

Corpus Christi

##### Congressional Black Caucus Foundation Annual Legislative Conference

Washington, D.C.

**STRATEGY:** Undertake a study to establish a sports commission as a department of the Bureau to intensify the efforts of bringing more sports-related meetings and events to Fort Worth.

**TACTICS**

- Retain a consultant in this industry segment to identify growth opportunities and methods for our destination.
- 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.



**CONVENTION SERVICES**

**GOAL**  
 Customer satisfaction rating: **94%**

**MISSION**  
 Enhance visitors' experience in Fort Worth by connecting meetings and conventions with the broader hospitality industry and experiences unique to the city. Outstanding services and direct contact between visitors and the Fort Worth hospitality community is the focal point of the Convention & Visitor Services Team.

**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 tour in the city. The department has earned numerous awards, including *Meetings & Conventions* magazine's Gold Service Award.

Convention Services is evolving as meeting planners 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.

In 2015 FWCVB will welcome a new director of Convention Services, succeeding Barbara Stone, who retired in 2014 after 23 years of distinguished service to the organization and the community.

**STRATEGY:** Provide meeting planners 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 could be used to engage prospective attendees
- Engage partners to ensure we are providing the best resources and newest venues to our meeting customers.

**MARKETING**

**GOALS**

Website uniques:	<b>1,650,000</b>
Social media engagement:	<b>120,000</b>
Consumer database:	<b>40,000 additions</b> = 30% growth on base of 120,000
Pitched stories to media:	<b>500</b>
Hosted journalists:	<b>150</b>
Media value equivalency:	<b>\$15 million</b>
Advertising impressions:	<b>700 million</b>
Advance Fort Worth	<b>\$125,000</b>
In-kind contributions	<b>\$575,000</b>

**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, social media and other online engagement, advertising and activities with area partners.

**OVERVIEW**

During the next year the Fort Worth Convention & Visitors Bureau will identify ways to enhance our outreach to prospective visitors as well as innovative means of reaching these important audiences.



We have identified a branding agency with national experience to assist the Bureau in elevating messages that showcase Fort Worth as a distinctive destination.

The agency will assist in crafting messages for specific target audiences, such as visitors within easy driving distance versus travelers outside our region and in other countries.

We will create a sense of urgency to plan travel to Fort Worth, especially through promotions and new online tools. The website FortWorth.com will be enhanced for mobile devices and even more timely updates and content relevant to our audiences.

**STRATEGIES & TACTICS**

**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.
- Power online and social media outreach with new and enhanced videos, designed to be short, accessible teasers into our destination. Also deploy dramatic new images commissioned by FWCVB photography by locals.
- Develop promotions, outreach and stimulating content to increase engagement on Twitter, Facebook, Instagram, and the Spanish-language VisitaFortWorth.com.
- Develop a segmentation plan to tailor content to travelers based on factors such as size of family and special interests.
- Leverage the website MeetInFortWorth.com, designed exclusively for group event planners.

**STRATEGY:** Engage our audiences through "paid media" such as targeted advertising, informed by sophisticated research into whom and where likely travelers to Fort Worth are.

**TACTICS**

- 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 third parties (e.g., Expedia) and a robust booking engine at FortWorth.com.

**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 East and West coast high-profile publications, travel and consumer writers, editors and TV producers.
- Test and evaluate the new PR metrics called the "Barcelona Principle," which measure 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, U.K., Germany, Brazil and Australia.
- Increase outreach with Spanish-language media (traditional and online), including multicultural familiarization trips.
- Leverage cooperative funding partners such as State of Texas tourism and BRAND USA to extend our message outside Texas and international markets.



## TOURISM

### GOALS

Group Tour Definite Room Nights: **5,500**  
 Individual Consumed Room Nights: **25,000**

### MISSION

Promote the city of Fort Worth to domestic and international leisure travel markets to increase the number of visitors traveling and staying overnight in the city. The primary focus of our Tourism Sales and Marketing Strategy will be based on three key actions:

- Sales & lead generation
- Room night production
- Education

### PARTNERS

The FWCVB's group tourism effort partners with many organizations and corporations such as these to reach tour operators, travel agents, consumers and trade media throughout North America and the world.

- Texas State Tourism Office
- BRAND USA
- DFW International Airport
- Dallas/Fort Worth Area Tourism Council
- Airlines including American, Qantas

### STRATEGIES & TACTICS

**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

### MISSION

Provide information to visitors and potential travelers to Fort Worth when, where and how they want it.

### OVERVIEW

FWCVB projects that we will serve a quarter-million customers in our permanent and seasonal visitor centers during the year ahead. These centers are staffed by 75 trained, knowledgeable volunteers who serve more than 8,000 hours per year. Visitor centers are located in the Stockyards National Historic District, Sundance Square and mobile kiosks at Will Rogers Memorial Center and the Intermodal Transportation Center.

FWCVB also works closely with the City of Fort Worth to provide Ambassador Services to all major equestrian shows and events scheduled at Will Rogers Memorial Center.

### 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 2013-14, more than 733,000 visitors attended the cattle drive and more than 17,000 participated in The 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.

### STRATEGIES & TACTICS

**STRATEGY:** Expand educational programming.

### TACTICS

- Ensure educational program is current with Texas Essential Knowledge & Skills (TEKS) state requirements.
- Update "Four Hours of Fun" partnership and enhance the educational aspect by incorporating the last remaining historic scale house.
- Distribute evaluation survey to participating teachers to assist in maintaining excellent rating and incorporate improvement suggestions.
- Add new elements to Cow Camp to engage audiences and appeal to children. Include interactive aspects such as stick horse rodeo competitions, roping, sorting, wild cow milking, steer branding, pony express races and "tip-to-tip" horn guessing contests.

**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.





Photo Courtesy of Brian Luenser

## 50 Years of Progress

*1965-2015* A half century ago the Fort Worth Convention & Visitors Bureau was founded to support and develop tourism and conventions. This followed decades of progress in raising the city's profile around the world. The stage was set for an organization devoted to marketing the City as a major meeting and tourism destination.

# 50 YEARS OF PROGRESS

## 1965-2015 FORT WORTH CONVENTION & VISITORS BUREAU

For more than a century visitors have come to this city "Where the West Begins." Each era has marked progress with memorable milestones and developments, from the coming of the railroad (1876), first Stock Show (1896), Fort Worth Zoo (1909), Will Rogers Memorial Center (1936), Fort Worth Opera and Colonial tournament (1946), Children's Museum (1950) and the Van Cliburn International Piano Competition (1962). In 1964 voters approved bonds to build a convention center, and the stage was set for tremendous growth and opportunity ahead. Here are some of the many highlights from our history.

The **Fort Worth Convention & Visitors Bureau** is founded by the **Fort Worth Chamber of Commerce**.

1965

The **Tarrant County Convention Center** opens.

1968



"**The Way You Want Texas To Be**" marketing tagline adopted.

1960 - 1970s

**Kimbell Art Museum** opens to the public.

1972

**Dallas/Fort Worth International Airport** begins service, opening the region to new levels of convention and tourism business.

1974



**White Elephant Saloon** re-established to the Stockyards, sparking efforts to convert the district into a major visitor destination.

1976

The **Stockyards** is designated a National Historic District.

1976

Community leaders establish **Downtown Fort Worth, Inc.** to coordinate the redevelopment of downtown.

1981

**Billy Bob's Texas** opens in the historic Stockyards.



The Bass family begins development of **Sundance Square**.

1982

The FWCVB opens the **Stockyards Visitor Information Center**.

1983

**Sid Richardson Museum** opens in Sundance Square.

The **Omni Imax® Theater** opens at Fort Worth Museum of Science and History.



1985

The inaugural **MAIN St. Fort Worth Arts Festival** is held.

The **FWCVB** becomes a 501(c)(6) organization independent from the Chamber of Commerce.

1986

The **Will Rogers Memorial Complex** undergoes numerous expansions, including the Amon G. Carter Jr. Exhibit Hall and Equestrian Center.

1980s - 1990s



"**City of Cowboys and Culture**" marketing tagline adopted.

1991

Holt Hickman and partners revitalize the historic Hog and Sheep pens into **Stockyards Station** and construct a new visitor information center.

1992

**National Cowgirl Museum and Hall of Fame** moves to Fort Worth. New building opens in 2002.

1994

**Stockyards Championship Rodeo** begins year-round performances in Cowtown Coliseum.

1996

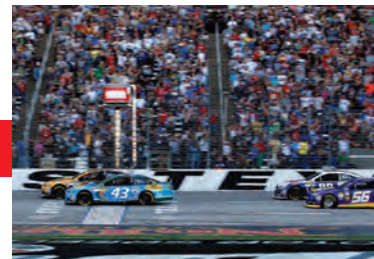
The **Fort Worth Stock Show & Rodeo** celebrates its centennial.



**Fort Worth South, Inc.** is established to coordinate planning and redevelopment of the area known as the Medical District.

**Texas Motor Speedway** opens in north Fort Worth.

1996



The **City of Fort Worth** purchases the Convention Center.

1997

**Bass Performance Hall** opens as new home to the opera, symphony orchestra, ballet and Cliburn competitions.

1998

The City of Fort Worth celebrates its 150th anniversary and establishes the **Fort Worth Herd**.

1999

The **Amon Carter Museum of American Art** completes significant expansion designed by Philip Johnson.

2001

The **Fort Worth Zoo's** "Texas Wild" exhibit opens.

2002

The **Fort Worth Convention Center** opens its \$75 million renovation in two phases.

The **Fort Worth Museum of Modern Art** opens its new building designed by famed Japanese architect Tadao Ando.



The **Trinity River Vision Master Plan** calls for major redevelopment along the original channel.

2003

"**The Big Drive**," a promo event transporting the Fort Worth Herd and Texas Motor Speedway to Times Square in New York City, takes place.

2005

The inaugural **Lone Star Film Festival** and new **Fort Worth Opera Festival** are held.

2007

The **Omni Hotel** opens near the convention center.

2009

**Fort Worth Museum of Science and History** opens its new facility designed by well-known Mexican architects Legorreta + Legorreta.

2010



The **West 7th Street** district emerges as a major restaurant and entertainment district.

2011

The Super Bowl is held at **AT&T Stadium**, with ESPN broadcasting live from Sundance Square.

2012

The **JFK Tribute** is dedicated in front of the Hilton Fort Worth Hotel, formerly the Hotel Texas, where JFK gave his last public speech.

**TCU** joins the Big 12 Conference.

The **Kimbell Art Museum** debuts the **Renzo Piano Pavilion**.

2013



**Fort Worth Bike Sharing** launches on Earth Day.

**Sundance Square Plaza** opens, creating new heart of downtown.



Texas Motor Speedway unveils "**Big Hoss**," the world's largest HD video screen.

2014

The Trinity River Vision Authority rebrands the Trinity Vision project to **Panther Island**.

The inaugural **Fort Worth Food + Wine Festival** is held.

Hickman family and Majestic Realty announce \$175 million development plan for the **Stockyards National Historic District**.

Fort Worth voters approve a tax-based financial plan to build a new **Multi-Purpose Arena** at WRMC.

Room to Grow



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