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**MINUTES OF THE REGULAR CVB BOARD MEETING HELD ON WEDNESDAY, FEBRUARY 27, 2026
AT 8:30 AM IN THE MACK DICK PAVILION IN THE PALO DURO CANYON 11450 PARK ROAD 5,
CANYON, TX.**

| <u>Voting Member</u> | <u>Present</u> | <u>No. Meetings Held</u> | <u>No. Meetings Attended</u> |
|----------------------------|----------------|--------------------------|------------------------------|
| <u>Angela Knapp Eggers</u> | Y | 4 | 3 |
| <u>Vic Ragha</u> | N | 4 | 2 |
| <u>Phyllis Golden</u> | Y | 4 | 3 |
| <u>Bobby Lee</u> | Y | 4 | 3 |
| <u>Coco Duckworth</u> | Y | 4 | 4 |
| <u>Don Tipps</u> | N | 4 | 3 |
| <u>Jason Fenton</u> | N | 4 | 3 |
| <u>Paval Nathu</u> | N | 4 | 3 |
| <u>Al Patel</u> | Y | 4 | 4 |
| <u>Ex-Officios</u> | | | |
| <u>Beth Duke</u> | Y | 4 | 3 |
| <u>Bo Fowikes</u> | Y | 4 | 3 |
| <u>Brady Ragland</u> | Y | 4 | 3 |

1. Call to Order

- Coco Duckworth called the meeting to order

2. Public Forum

- There were no comments for public forum

3. General Announcements from Board Members

- Mar. 28th annual fun run with center city, tomorrow first bank southwest tower run

4. Consideration: Minutes from January 28, 2026

- Phyllis made a motion to approve the minutes; Angela seconded. After a board vote, the motion passed.

5. Review: Visit Amarillo Achievements: First 5 Years

- Kashion Smith noted the accomplishments that the CVB has made since 2020
 - Standalone organization
 - All fiscal responsibilities in house
 - Became a 501-C3
 - Reserve growth
 - Strategic, data driven marketing approach that speaks to the "Amarillo" brand
 - Pay scale was set to guide retaining and gaining employees
 - Tourism Friendly, Music Friendly, Film Commission, Film Festival

- Began the Master Plan

6. Presentation and Discussion: 10 Year Tourism Master Plan presented by JLL

- Vision for 2036: Amarillo will be nationally recognized as the epicenter of **authentic Western culture** and industry **innovation** - anchored by a **revitalized District** centered around a robust **year-round event calendar**, and supported by a community that understands and supports tourism as a driver of **economic vitality and quality of life**.
- Market Context & Opportunity: Amarillo has a defining opportunity over the next decade to bolster itself within the Texas and national visitor economy. Long known as a pass through stop along major highway corridors, the community possesses the raw materials to evolve into a multi day destination rooted in authentic Western culture, large scale events, and outdoor experiences. Achieving this shift will require alignment across the community, disciplined investment in infrastructure, and a clear focus on experiences that generate overnight visitation.
 - We will focus on the authenticity of our Western culture vs. the “popularity” of being “country”. Our authenticity in our culture helps differentiate us from other places.
 - The goal is to create a plan that is “timeless” - a plan that isn’t based on trends, but something that will last us for the next 10 years, and prepare us for the next 20 years. The goal is to use the nostalgia and innovation combined to propel us over the next 10 years.
- Strategic Pillars
 - **Community Alignment as the Foundation:** The future of Amarillo’s visitor economy depends on public understanding and trust. While tourism delivers measurable economic benefits, local skepticism around visitor taxes and major investments has historically constrained momentum. This plan directly addresses that challenge by placing community outreach at the core of implementation.
 - **Building a Destination Through Events and Experiences:** Events represent the most immediate and controllable opportunity to grow overnight visitation. Amarillo already possesses strong demand drivers in rodeo, ranching, and Western culture, alongside emerging momentum in arts, dining, and outdoor recreation. The strategic challenge is not whether to pursue events, but how to organize them into a cohesive system that delivers measurable results.
 - **Civic Center-Led Destination Development:** This plan does not prescribe a single solution, but it establishes a clear strategic direction. The Civic Center must be evaluated not as a standalone building, but as the anchor of a broader District. This district-based approach recognizes that successful venues are supported by surrounding dining, nightlife, hotels, and public spaces that extend visitor spending beyond the event itself. How can we make all of the experiences in Amarillo more cohesive (between I-40, downtown, Civic Center, Hodgetown, Route 66)
- Implementation Roadmap (10 Years)

- In the near term (Years 1-3), the focus is on community alignment, tourism education, establishment of KPI tracking for Visit Amarillo, and the convening of a strategic discussion on the feasibility and visioning for a district that fully supports the event strategy. Implementation of the event matrix, in conjunction with the city events leadership, as a tool for future decision making, will establish an engagement strategy that will ensure compliance with statutory requirements and maximize room-night generation.
- In the mid-term (Years 4-7), Civic Center-led district improvements or redevelopment should move into execution, supported by expanded signature events and measurable growth in overnight visitation. Route 66 and Fairgrounds enhancements should advance as strategic elements of the district concept.
- In the long term (Years 8-10), Amarillo should operate as a fully realized event-driven destination, with a modernized anchor district, a mature year-round event calendar, and consistent performance across core KPIs.
- Alignment with Hotel Occupancy Tax Statutory Purpose
 - The Destination Master Plan is expressly aligned with the allowable uses of hotel occupancy tax revenues under Texas statute. Recommended initiatives focus on: Advertising and promotion designed to attract overnight visitors to Amarillo, Support of tourism-related events that generate hotel demand, development and improvement of tourism-related facilities, including the Civic Center that are directly tied to visitor activity, Visitor information and services that enhance the overall destination experiences.
 - Community outreach and education initiatives included in this plan are structured to support these statutory elements.
- Conclusion: Amarillo's competitive advantage lies in its authenticity. This strategic plan charts a path that does not attempt to imitate larger markets, but instead builds on the city's Western identity, industry dominance, community character, and emerging cultural momentum. By aligning residents, elevating events, and reinvesting in the District conversation as a catalytic anchor, Amarillo can secure a resilient visitor economy that strengthens both economic vitality and quality of life over the next decade.

7. Consideration: Adoption of the 10 Year Master Plan

- There was no vote. The vote was pushed to when the plan is completed (within the next month).

8. Discussion and Consideration: First 1-3 Year Strategic Plan for Board of Directors

- This discussion was pushed to the next board meeting.

9. Discussion: Next Meeting Date

The next meeting will be March 25, 2026

10. Adjournment

- Coco Duckworth adjourned the meeting

Respectfully submitted,

Ashley Roberts

Ashley Roberts
Administrative Assistant

CoCo Duckworth

CoCo Duckworth
CVB Board President

