Record numbers of visitors are discovering our city.

Now we must work together to share this with all who seek
an exceptional city for business, fun and more.

WE ALL MAKE UP THE FORT WORTH STORY.

IMPACT of TOURISM
2017

9.1 Million
visitors

23,000+
jobs

$2.4 Billion
annual economic impact
direct & indirect spending

$116 Million
local tax revenues

$598
tax relief per household

Source: 2017 Study by Tourism Economics,
An Oxford Economics Company
Our culinary scene has blossomed, from traditional Texan to globally inspired. Visitors give high marks to Fort Worth dining.
Filmmakers are returning to Fort Worth, bringing hundreds of commercials, shows and other moving-image projects. The Fort Worth Film Commission is working to continue this momentum.
Recognized as the first music-friendly city in Texas, Fort Worth is embracing creative talent and celebrating new sounds.
Investment in attractions is helping write Fort Worth’s next chapter in tourism. The Fort Worth Zoo – number four in the nation – is preparing to open the first phase of a $100 million project in new and expanded animal exhibits.
With new boutiques, outlets and luxury options from north to south, Fort Worth has more shopping than ever before to satisfy this top activity visitors crave.
New hotels are emerging at the strongest pace in a decade, reflecting the growing demand for visiting Fort Worth.
PARTNERS IN ECONOMIC DEVELOPMENT

This is a pivotal time for tourism in Fort Worth, with many developments that will benefit visitors and locals alike.

- By the end of 2018, TEXRail will connect DFW International Airport with Downtown Fort Worth. The commuter rail’s proximity to the Fort Worth Convention Center and hotels makes Fort Worth an even greater meeting package.
- The Fort Worth Zoo – number four in the nation – has undertaken a $100 million expansion of exhibits. The Zoo is already ranked one of our top attractions, and this new development will only enhance its profile.
- Dickies Arena is marching toward completion in late 2019 and will change the way we think about entertainment. Not only will Dickies Arena offer 14,000 seats for concerts, sporting events, and even the rodeo, it will serve as the perfect complement to Will Rogers Coliseum and the Convention Center downtown.
- The $200 million renovation of the Fort Worth Stockyards is taking visible shape, bringing a breath of fresh air to one of the most historic parts of Fort Worth.
- And developments from Tanger Outlets to Sundance Square to Clearfork are giving visitors more options for shopping and dining – two top activities for tourism.

Amid this growth, we also must work on the challenges facing our city. This includes tackling the transportation needs of a rapidly growing city, as well as maintaining our culture of friendliness and inclusivity.

I am excited about the future because now, more than ever, we are all working together toward a better Fort Worth.

In 2017, the City of Fort Worth and Chamber of Commerce each completed landmark strategic plans for economic development, working closely together on goals and strategies.

I am excited that these will be joined by Visit Fort Worth’s Destination Master Plan. When we invest in tourism, we support jobs and local business. We also raise our profile by introducing our city to new visitors coming here for fun, business or both.

With more than 9 million visitors per year and a $2.4 billion economic impact, it’s clear that our city is not only represented by industries such as aviation and logistics – we are also in the tourism business.

BETSY PRICE
Mayor, City of Fort Worth
DOUBLEDOWN ON TOURISM

Tourism plays a distinct and vital role in the economic development of our city.

We introduce visitors to the city. We bring tourists, meetings and conventions, many representing key industries such as aviation, energy, education and health care.

With the city’s rapid growth, now is the time to double down on tourism.

Visitors have more things to do than ever. The developments along the Trinity River are redefining our city. We are seeing the first wave of hotel development in a decade.

Our western heritage remains a calling card for conventions and international visitors. In addition, Fort Worth’s funky town vibe is feeding innovation in food, music and film.

Now is the time to increase our investment in drivers for tourism:

• expansion of the convention center
• a new convention headquarters hotel
• transportation solutions for visitors and locals
• unique attractions and experiences

The work is underway. Sundance Square’s investment in downtown is returning dividends in convention bookings. Dickies Arena, now more than a third complete, will redefine entertainment. The new Whiskey Ranch has already become a must-see attraction.

The Fort Worth Zoo’s national reputation will be enhanced even more by its $100 million in new and expanded animal exhibits. The Stockyards’ $175 million makeover will help preserve and enhance that district. And entrepreneurs are developing hip and memorable dining experiences across the city.

Working together, we can make Fort Worth a must-visit destination for visitors from around Texas and the world.

JULIE H. WILSON
Chairman, Visit Fort Worth Board of Directors
2017 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

VELENDA DEWBERRY
Director of Sales – Southeast Region

JASON SANDS
Director of Sports Marketing

DOUGLAS J. DVORAK
Director of Sales – Midwest Region

ROGER FREEMAN
Director of Sales – Western Region

JULIE GORMAN
Director of Sales – Eastern Region

CARRIE HUFF
Senior National Sales Director

CASSIE POSS
Sports Coordinator

ALEX REDLIN
National Sales Manager – Executive Business Meetings

MELISSA RITCHIE
Director of Sales – Mid-Atlantic Region

STEAFIE SCHAFNER
National Sales Manager – Executive Business Meetings

ELIZABETH STORY
Convention Sales Assistant

ANDREA TIMBES
CRM Analyst

MARY WILSON
Director of Sales – Central Texas Region

MARKETING

MITCH WHITTEN
Vice President of Marketing

IRENE CHASE
Touism Sales & Marketing Coordinator

JESSICA CHRISTOPHERSON
Director of Marketing & Film Commissioner

SARAH COVINGTON
Assistant Director of Public Relations

HILARY DUPRIEST
Content Coordinator

TAYLOR HARDY
Marketing & Film Coordinator

ENSE HAWKINS
Director of Visitor Services

TOM MARTENS
Creative Director

ESTELA MARTINEZ-STUART
Director of Tourism

CICELY NIXON
Marketing Coordinator

DRU OLIVER
General Sales Services Assistant

MEGHAN RIDDLESPURGER
Main Street Visitor Center Manager

CONVENTION SERVICES

ANNIE WILSON
Director of Convention Services

SOPHIE GARCIA
Convention Services Manager

HEATHER HUHN
Convention Services Manager

APRIL MONTIEZ
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

CATHERINE LOCSDIN
Administrative Assistant, Finance & HR

THE FORT WORTH HERD

KRISTIN JAWSKOR
Headl Boss

DEWAYNE WALDRUP
Head of Visitor Services

AMY WEATHERHOLTZ
Head of Visitor Services

VISIT FORT WORTH

It’s a new day for tourism in Fort Worth.

To take advantage of the opportunities before us, we have a lot of work to do. But we have a sturdy foundation upon which to build.

For the first time, the number of visitors has surpassed 9 million, continuing an upward trend in tourism for the past decade.

And tourism delivers great results for our city:

- $2.4 billion economic impact each year
- Support for more than 23,000 jobs
- Revenue that offsets the average homeowner’s tax bill by about $598

As I begin my sixth year in this role, we find ourselves embarking on new endeavors.

The Fort Worth hotel community initiated the creation of a Tourism Public Improvement District to increase our ability to secure conventions and expand the marketing reach for our city.

We have developed a Destination Master Plan, informed by thousands of community voices, to increase the impact of tourism.

We recognize that visitors come for more reasons than ever before – for conventions and meetings, for sports, music, film, family fun, amazing art and architecture, for weekends and of course for our unique brand of western heritage.

To reflect this expansive mission, we are changing our name.

Our legal name will remain the Fort Worth Convention & Visitors Bureau. But our customers will know us as Visit Fort Worth.

This is easier to remember and keeps us in line with the growing number of tourism offices that have moved away from the old, longer names.

Most of all, our greatest calling card remains the achievements of our incredible partners, who are creating memorable experiences for our visitors. We are proud to share the Fort Worth story around the world.

BOB JAMESON
President & CEO
**MEETINGS & CONVENTIONS**

**BIG CONVENTIONS ON PACE**

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<td>10</td>
<td>8</td>
</tr>
<tr>
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<td>11</td>
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<tr>
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Visit Fort Worth continues to book citywide conventions at a strong pace. These large meetings, with 1,000+ rooms on peak night, reflect the strong demand of the city as a destination. One of the largest such events, Kenneth Copeland’s annual Southwest Believers Convention, marked its 55th anniversary in 2017.

**INTERNATIONAL SCIENCE**


**FY17 RESULTS: MEETINGS MEAN BUSINESS**

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<td>72.5%</td>
<td>75.7%</td>
<td>72.5%</td>
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*Revenue Per Available Room  Source: Smith Travel Research

**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 Visit Fort Worth. Legacy Award winners were the Reverend Nehemiah Davis, presented shortly before his death, and historian Reby Cary. Reby Cary, below center with Tarrant County Commissioner Roy C. Brooks (left) and emcee Bob Ray Sanders. Bring Meetings Home Recipients were Artie Jackson, for her work with The Drifters, and educator Harnell Williams, (above) for her work with Top Ladies of Distinction.

**NEW WAYS TO WELCOME CONVENTIONS**

Visit Fort Worth is creating experiences to welcome conventions as meeting planners seek more entertainment-driven elements and unique venues.

For example, attendees at the 2017 National Conference on Race and Ethnicity in American Higher Education (NCoRE) were greeted with a welcome reception featuring Funkytown Donuts and a DJ. Sidewalk chalk, buttons and t-shirts featured the branded message “Fort Worth Welcomes All.” (top and middle)

The American Council of Learned Societies selected the Kimbell Art Museum for its opening reception. Fort Worth-based Musicbed hosted several hundred guests from the film and music industry at the Community Arts Center. And the Texas Association of Convention and Visitor Bureaus opened with a River Ranch concert featuring Fort Worth’s Austin Allsup (below).

MARKETING

SOCIAL MEDIA
Visit Fort Worth's social media puts the spotlight on districts and attractions across the city.

Most Shared Facebook Post
THINGS TO DO VIDEO
- Post Reach: 433,466
- Video Views: 145,406
- Total Reactions, Comments & Shares: 11,240

Most Liked Instagram
SUNDANCE SQUARE TREE
- Likes: 1,600

Most Engaging Tweet
SUNDANCE SQUARE CHRISTMAS TREE HAS ARRIVED!
- Impressions: 18,693
- Engagements: 1,684

SPOTLIGHT ON MUSIC
Visit Fort Worth teamed with the non-profit advocacy group Hear Fort Worth to promote the city’s growing music scene. For the second time Fort Worth music was showcased at SXSW with a Fort Worth House, a day-long lineup hosted by Visit Fort Worth to promote the city. Performers included Gollay, Luke Wade, Summer Dean, Grady Spencer and the Work, Cale Tyson, Chet Stevens, and Josh Halverson. In October, Visit Fort Worth went to the UK with 14 artists – featuring Fort Worth’s own Pat Green, Casey Donahew, Wade Bowen, Austin Allsup, Abraham Alexander, Luke Wade and Grady Spencer – to perform more than eight shows. Fort Worth was also able to promote at IndexFest in Fort Worth and Dallas where they provided screen printing Fort Worth t-shirts provided by Dickies.

LEON BRIDGES HONORED
GRAMMY®-nominated recording artist Leon Bridges was honored by Visit Fort Worth in 2017 for promoting his hometown on his international tour through social media, interviews and staging during his meteoric rise.

“People travel to destinations where there is a vibrant cultural scene, and music is an important part of Fort Worth’s story. Leon has helped put the spotlight back on Fort Worth music and share our story around the world. We are excited to honor him in his hometown,” said Brandon Anthony, director of Texas Music Office in the Office of the Governor, presenting the award to Bridges, who attended with his mother, Lisa Sawyer (below).

Visit Fort Worth presents the annual Hospitality Award each year at its annual meeting for contributions to the city’s growth as a tourism destination. Previous honorees include Hilt Hickman and the museums of the Cultural District.

VISIT FORT WORTH ANNUAL REPORT 2017
25
Visit Fort Worth partnered with VisitDallas for the third year in a row on a mission to Australia and New Zealand. Fort Worth was prominently showcased at high-profile media and trade events in Sydney, Melbourne and Auckland, with more than 100 top tour operator and travel journalists in attendance. Firestone & Robertson’s TX Whiskey was showcased at each event and Fort Worth musician Austin Allsup entertained, providing a sample of the music scene back home. During the mission Visit Fort Worth President and CEO Bob Jameson and Allsup were featured on Radio NZ. Sunrise on 7, the top national morning show in Australia, also featured Fort Worth.

Visit Fort Worth led a two-day mission to Mexico City to promote tourism from this top source of international visitors. Led by Mayor Betsy Price and Francisco de la Torre, consul general of Mexico for Dallas-Fort Worth, (middle right) the trip included Fort Worth Opera’s announcement of “The Last Dream of Frida and Diego” about the legendary artists Frida Kahlo and Diego Rivera. The Visit Fort Worth social media campaign reached more than 1.1 million Mexicans, with a 65 percent jump in page followers. Mission sponsors included DFW International Airport, where Mexico represents about a third of its 57 direct international routes; Kimbell Art Museum, which launched its Nuestro Kimbell dual-language program this year; and Cook Children’s Health Care System, which is increasing its service to international families. Mexico is the No. 1 source of visitors to Texas.

Visit Fort Worth increased marketing in the U.K. to boost tourism in the No. 1 source for overseas visitors. Fort Worth partnered with Rival Entertainment to present the second annual Texas Music Takeover in London, a six-day concert series featuring Pat Green, Casey Donahew, Austin Allsup, Abraham Alexander, Luke Wade, Joey Green, Grady Spencer and others.

Visit Fort Worth also partnered with VisitDallas to reach a younger demographic of travelers at Grillstock, a meat-and-music festival held each summer in Bristol, west of London. The organizations sponsored the grilling competition, a mechanical bull and a football video game booth.

A comprehensive marketing campaign in Canada helped increase room-night bookings in Fort Worth from the state’s second largest source of international visitors. The campaign, celebrating Canada’s 150th birthday, offered travelers with a Canadian passport hotel deals and attraction discounts. Visit Fort Worth collaborated with local musicians on the video “O Canada” that was promoted on many social media platforms. The video featured personalities from around Fort Worth, including Cliburn CEO and Canadian Jacques Marquis (right). Fort Worth participated in two missions to Canada, with Texas Tourism and with DFW International Airport and Mayor Betsy Price.

**Canada Campaign Highlights**

- **Expedia**
  - 1,370 airline tickets
  - 179 room nights
  - Room night bookings up 48% YoY

- **Social Reach**
  - Unique Social Reach: 773,405
  - Total Post Engagement: 213,550

- **Web Traffic**
  - 28,451 (as of July 31, 2017)

- **Placements in**
  - Zoomer Magazine, Toronto Star, and Air Canada’s in-flight magazine, enRoute

**International at a Glance**

- **International visitors share of total tourism to Fort Worth**
  - 5%

- **International visitor spending as share of total tourism spend in Fort Worth**
  - 15%

**Top International Markets**

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

**Top International Media Hits**

- Toronto Star (Canada)
- Sunrise on 7 (Australia)
- Nylon Magazine (Mexico)
- enRoute Magazine (Canada)
- Travel OZ (Australia)
EQUESTRIAN STRENGTH

Fort Worth added a prominent event to the already impressive equestrian line-up at Will Rogers Memorial Center. The National Reined Cow Horse Association held its Snaffle Bit Futurity in October, its first outside the Western U.S. since its inception in 1970. The show generated an estimated $7 million in economic impact and brought 55,000 visitors to Fort Worth. The NRCHA Snaffle Bit Futurity is contracted through 2019 with two option years beyond that.

The Appaloosa Horse Club’s board has approved returning to Fort Worth for both of their premier shows, National Appaloosa Show & World Championship Appaloosa Youth Show (June/July) and the World Championship Appaloosa Show (October/November), for 2018 – 2020 with five additional option years. Will Rogers has hosted the World Championship Appaloosa Show since 1989 and the National Appaloosa Show & World Championship Appaloosa Youth Show since 2015. The combined annual economic impact for the two shows is more than $6.7 million.

TRI FORT WORTH

More than 5,000 triathletes competed in the inaugural Tri Fort Worth, the only such event in May in Texas. The event was held May 21, 2017 and included full- and half-distance races beginning at Marine Creek Lake and finishing in the heart of downtown Fort Worth. Texas is a leading state for the triathlon industry. The second annual race is scheduled for May 20, 2018.

DICKIES ARENA

The new 14,000-seat, multi-purpose Dickies Arena – set to open in November 2019 – will help further cement Fort Worth’s standing as a premier sports destination. With several NCAA and other high profile collegiate championships already booked, Dickies Arena is making waves in the sports tourism world.

Currently Booked at Dickies Arena:

- NCAA Women’s Gymnastics Championship (2020 - 2022). Fort Worth received national acclaim from hosting 2015 and 2016 Championship and the NCAA will be back for four straight years starting in 2019. Eight of the nation’s top women’s gymnastics programs will compete for the national championship live on ESPN.

- American Athletic Conference Men’s Basketball Championship (2020 - 2023). Twelve of the nation’s best men’s basketball programs will converge on Fort Worth to battle for a conference championship and a berth in the Big Dance. All games will be televised on ESPN, giving Fort Worth and Dickies Arena national visibility.

- NCAA Division I Men’s Basketball First and Second Rounds (2022). The world’s most watched basketball tournament will call Fort Worth and Dickies Arena home in 2022. Thousands of fans from across the country will converge on our city and millions will be watching at home.

- Fort Worth Stock Show and Rodeo (2020 and beyond). This 122-year staple of Fort Worth will call the new Dickies Arena home.

In addition to great sports, Dickies Arena will host high-profile concerts and other spectator events.

SPORTS HUDDLE: TEXAS RANGERS

Fort Worth Sports featured Texas Rangers President & General Manager Jon Daniels with journalist Jim Reeves (top) at the second annual Sports Huddle. The new ballpark under construction in Arlington is expected to be a major asset to Tarrant County, including Fort Worth. At the event, updates on the city’s growing sports scene were announced and new Sports Director Jason Sands (middle) was introduced.
THE FORT WORTH STORY

VISIT FORT WORTH ANNUAL REPORT 2017

AMBASSADORS ON HORSEBACK

Making Way for Growth
To make way for renovation of the historic Stockyards, the Fort Worth Herd relocated its horse barn and training facility from Mule Alley to North Houston. The new home was formerly occupied by Fort Worth Police Mounted Patrol. Renovations to the facility were made possible by the Friends of the Fort Worth Herd and the City of Fort Worth.

Honoring a Legend
The annual American Cowboy Gala honored U.S. Rep. Kay Granger for her lifetime dedication to making Fort Worth a better place to live and work. Also honored was Pat O’Neal for her lifetime promotion and support of the Fort Worth Stockyards. At the historic Cowtown Coliseum, the event also featured tastings from more than 10 local chefs. The gala, held each summer, benefits the Friends of the Fort Worth Herd and the Coliseum.

Pictured l to r: Trail Boss Kristin Jaworski, Friends Chair Pam Minick, U.S. Representative Kay Granger, Pat O’Neal.

2016-17 Project Highlights
- The Old Man and the Gun
- Never Goin’ Back
- Flip or Flop Fort Worth
- Sunrise on 7 Australia
- Japan Airlines
- Toyota

Theatrical Debuts
- A Bad Idea Gone Wrong
- A Ghost Story

Texas Flip & Move Day
City Manager David Cooke (middle) presented a proclamation to the cast and crew of Texas Flip N Move recognizing February 24, 2017 as Texas Flip N Move Day. Now in its 7th season, the show has created over 1,200 jobs since its inception.

Flip or Flop Launch Party
The FWFC, HGTV and Stockyards Heritage partnered to launch of Flip or Flop Fort Worth with a watch party in the Stockyards in October, including comments from Ashley and Andy Williams and Mayor Betsy Price. (top)

Projects Assisted
173

Projects Filmed in Fort Worth
66

Pitched Projects
32

Connecting with Filmmakers
Working with the Texas Association of Film Commissions, the FWFC has promoted Fort Worth as a film-friendly location at high-profile film festivals and tradeshows. The Film Commission also sponsored Lone Star Film Festival filmmakers lounge for the second year.

- Sundance Film Festival
- Austin Film Festival
- SXSW
- Austin TV Festival
- Dallas International Film Festival

Redefining Texas Flip & Move

The Fort Worth Film Commission (FWFC) celebrated its second anniversary in 2017 and reported an $11.9 million economic impact from film, television and commercial productions. The total was determined using an industry formula as recognized by the Association of Film Commissions International. In the first two years as an operating commission, FWFC assisted 323 projects, pitched 57 and tracked 136 that filmed in Fort Worth.

Redford Films in Fort Worth
The Fort Worth Film Commission had the opportunity to work with David Lowery’s Old Man and the Gun, starring Robert Redford and Casey Affleck. The film shot scenes throughout Fort Worth including Downtown, Near Southside, Sundance Square, T&P Station, the Stockyards, Tarrant County College NW Campus, Tarrant County Belknap Facility, Thistle Hill, Freestone & Robertson, Frost Bank, Washington Bank, HealthSouth and more.

The film Never Go’nt Back filmed throughout Fort Worth during the summer and premiered at the Sundance Film Festival in January 2018.

Photo credit: Near South Studios

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The film Never Go’nt Back filmed throughout Fort Worth during the summer and premiered at the Sundance Film Festival in January 2018.

Photo credit: Near South Studios
2017 SALES COMMITTEE

BRIDGET SHELTON, Chair
Embassy Suites Fort Worth

GEORGIANA BARHAM
Embassy Suites Fort Worth

BOBBY BEDSOLE
Holiday Inn Express Downtown

SHELLY CARMICHAEL
Worthington/Blackstone Hotels

PELESHA COCHRAN
Fort Worth Convention Center

MICHELE CONNORS
Marriott Sales - DFW/Fort Worth

KIM DINSMOOR
Sheraton Fort Worth Hotel

KELLY GRAHAM
Orion Fort Worth Hotel

LANCE HAMILTON
Truluck’s Food & Beverage

MARIANNE KOPPERS
Hilton Fort Worth

FELESHIA COCHRAN
Fort Worth Convention Center

MICHELE CONNORS
Marriott Sales - DFW/Fort Worth

KIM DINSMOOR
Sheraton Fort Worth Hotel

KELLY GRAHAM
Orion Fort Worth Hotel

LANCE HAMILTON
Truluck’s Food & Beverage

MARIANNE KOPPERS
Hilton Fort Worth

as of September 30, 2017

2017 MARKETING COMMITTEE

JESSICA BRANDRUP, Chair
Kimbell Art Museum

ANDRA BENNETT
Fort Worth Chamber of Commerce

MATT BROCKMAN
Fort Worth Stock Show & Rodeo

MAGGIE ESTES
The Cliburn

BECKY PETTY
Downtown Fort Worth Inc.

TRACY GILMOUR
Sundance Square

KELLY GRAHAM
Orion Fort Worth

MEGAN HENDERSON
Fort Worth South

MARGARET KELLY
Texas Christian University

NATE KRIEGER
Stockyards Exchange

PAM MINNICK
Gentle Giants/The American Rancher

KENTON NELSON
Texas Motor Speedway

DEA NEWELL
Stockyards Heritage

MATT OLIVER
Truly Real Texas

STACEY PIERCE
Streams & Valleys

JASON WISE
Bass Hall

as of September 30, 2017

2017 FRIENDS OF THE FORT WORTH HERD

EXECUTIVE COMMITTEE

PAM MINNICK, President
Gentle Giants/The American Rancher

TONY PETTITT, Vice President
Pettitt & Kimball, PLLC

DOUG HARMAN, Secretary
Harman Consulting

BOARD OF DIRECTORS

JIM AUSTIN
Jim Austin Online/National Multicultural Western Heritage Museum

JACK EDMONDSON
Honor & Legends of Texas

CARLOS FLORES
Fort Worth City Council District 7

DEANNA GARCIA
Fort Worth Hispanic Chamber of Commerce

LOLA HARDSTY
LoneStar Photography/By Lola

ANDREW HARRIS
Glikstra Fence Co.

ROBERT L. JAMESON
Fort Worth Convention & Visitors Bureau

KRISTIN JAWORSKI
Fort Worth Herd

MICHAEL JOHNSTON
Brown, Drake, Wimmer, Pitzer, Hart & Howell LLP

JOE KIMBALL
Pettitt & Kimball, PLLC

BRENT KLOSE
Hillman hardwoods

JIM LANE
Attorney at Law

PAMELA MACIAS
Stockyards Heritage

PAULINA MCCARTY
Cowtown Marathon

KEELY NEZWORSKI
Rhythm, Time

STEPHANEY PARK
Cowtown Coltines

LAURA STANLEY
Fort Worth Stock Show & Rodeo

AMY WEATHERWOOL
Fort Worth Herd

GEORGE WESTBY
Quick Pick

as of September 30, 2017

Visit Fort Worth extends its appreciation to these regional, national and international partners for their generous contributions and support.

For more information contact Mitch Whitten, Vice President of Marketing, MitchWhitten@FortWorth.com or 817.698.7841.
Visit Fort Worth 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 continue 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.

VISION
Sharing the Fort Worth welcome with the world.

MISSION
Increase the economic impact of meetings and leisure tourism by enhancing Fort Worth’s hospitality industry.

VISIT FORT WORTH 2018 MARKETING PLAN

Leisure, Business and Convention

- $2.4 billion in economic impact
- 9.1 million visitors to our city
- 23,000+ hospitality jobs
- $2.4 billion in economic impact
- $116 million in local sales taxes
- $598 per household saved per year in taxes generated by tourism

Source: Tourism Economics

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.

ADDITIONAL NOTABLE HOME CITIES

- 9.1 million visitors to our city
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Source: Tourism Economics
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 Visit Fort Worth 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 States.

The forecast for major conventions in 2018 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 June 1, 2017:

**OCCUPANCY**

<table>
<thead>
<tr>
<th>Localized Area</th>
<th>Average</th>
<th>Daily Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>City of Fort Worth</td>
<td>70.9%</td>
<td>$102.35</td>
</tr>
<tr>
<td>Downtown Properties</td>
<td>73.3%</td>
<td>$167.53</td>
</tr>
</tbody>
</table>

Substantial short-term bookings are no longer uncommon. Short-term needs for 2017-18 will require different strategies than efforts dedicated to long-term booking opportunities in 2019 and beyond. Bookings for 2018-19 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. 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.

**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.**
- **Continue efforts in the sports market and leverage the city's facilities to secure more sports-related meetings and events.**

**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:** Pursue short-term bookings to address needs and opportunities in 2017-18.

**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.**
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**STRATEGY:** Identify future event opportunities with the University Interscholastic League.

**TACTICS:**

- **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 Visit Fort Worth sales team will attend in 2017-18.

**IMEX America**
- Connect Earth
- 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
- JAE 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 Experience 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
- TSEA Summer Event
- JAE 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
- HRN 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 and boost attendance.

TACTICS
• Leverage the new FortWorth.com meeting planner toolkit, which includes self-service resources like photography, video, logos, suggested itineraries and more.
• Offer digital marketing tools and content to promote Fort Worth and its venues to meeting and event customers.
• Facilitate a customer satisfaction survey with a goal of 97 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) – Convention Leaders
Valentine’s Dinner in Austin, Texas
DMAI
TACVB Annual Conference
Simplestive Summit
CMP Conclave
TaCOM
MPI
PartyFor 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 Municipal League – Houston, TX
Science Teachers Association of Texas – Houston, TX
National Tour Association – San Antonio, TX
Texas Speech-Language-Hearing Association – Houston, TX
National Wood Flooring Association – Tampa, FL

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 in FY17.
• Increase social media engagement with more use of video, images and best practices recommended by a FY17 study.
• Analyze web data to leverage popular pages and update or consolidate lower performing pages to create a more user-friendly site.
• Integrate social media content produced by local influencers and direct it to prospective visitors. Engage these locals as an extension of our content team.

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.

Visit Fort Worth has modernized the Fort Worth brand with a marketing 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.

TACTICS
• Display substantial digital advertising to reach the most likely travelers to Fort Worth specifically focused in Texas and surrounding states.
• Prioritize customer segments based on ongoing market research, including new information from Buxton, Arrivals, Sejourn and TripAdvisor.
• Drive traffic to FortWorth.com through advertising and social media. Using data from the website, focus advertising to grow engagement to specific audiences.
• 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 in 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 AccountWays.
• 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.
• Attend New York event for nation’s top travel media.
• 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.
THE FORT WORTH STORY

TOURISM

STRATEGY: Increase tourism related to multicultural markets.

TACTICS
• 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: Explore and identify locations and concepts for the relocation of the Stockyards Visitor Center.

TACTICS
• Identify methods, processes and staffing for Stockyards Visitor Center retail.
• Review staffing and volunteer shifts to ensure adequate coverage during high traffic times in Visitor Center.

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 18-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.

STRATEGY: Ensure well-being and care of livestock and horses.

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 attract 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.
• Create and implement herd merchandising program to increase revenue and support for Friends of the Fort Worth Herd and to create brand awareness.

FISCAL YEAR 2018 MARKETING PLAN

VISITOR SERVICES

STRATEGY: Use online destination experiences platforms to market and reach new consumers, also as content tour operators can sell.

TACTICS
• Use online destination experiences platforms to market and reach new consumers, also as content tour operators can sell.
• Develop and promote Fort Worth outreach and education in key languages.

VISITOR SERVICES

STRATEGY: Continue to conduct training and presentations to the travel trade in key domestic and international markets. Though international visitors account for 5% of the total market, they account for 15% of the spending total.

TACTICS
• Continue to conduct training and presentations to the travel trade in key domestic and international markets. Though international visitors account for 5% of the total market, they account for 15% of the spending total.
• Identify travel promotion opportunities with key partners, airlines and the travel trade market.
• Use online destination experiences platforms to market and reach new consumers, also as content tour operators can sell.
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VISITOR SERVICES

STRATEGY: Develop and promote Fort Worth outreach and education in key languages.

TACTICS
• Develop and promote Fort Worth outreach and education in key languages.
• Work with Visit Fort Worth Community Grant recipients to maximize room nights.
• Increase visibility and use of the booking engine on FortWorth.com to increase room night production.
• Develop dynamic package offerings with hotel and attraction partners.
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THE FORT WORTH STORY

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
• Work with new Visit DFW regional tourism coalition.

STRATEGY: Increase tourism related to multicultural markets.

TACTICS
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STRATEGY: Expand educational programming and visitor experience.

TACTICS
• Ensure educational program is current with Texas Essential Knowledge & Skills (TEKS) state requirements.
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