

THE

VISITOR



ECONOMY

2 0 1 8 A N N U A L R E P O R T



IMPACT *of* TOURISM ₂₀₁₈

9.4 Million
visitors

24,000+
jobs

\$2.6 Billion
annual economic impact
direct & indirect spending

\$126 Million
local tax revenues
\$108 million state tax revenue

\$638
annual tax relief
per homeowner

*Source: 2018 Study by Tourism Economics,
An Oxford Economics Company*

GROWING BUSINESS

SUPPORTING JOBS

INCREASING VISIBILITY

The Visitor Economy is vital to Fort Worth's prosperity.

We share the Fort Worth welcome with all so that people from other places can

experience our great city and share our story when they depart.





BOOSTING OUR VISIBILITY

Our showcase at the international SXSW

festival in Austin branded Fort Worth with

innovation, technology and creativity.



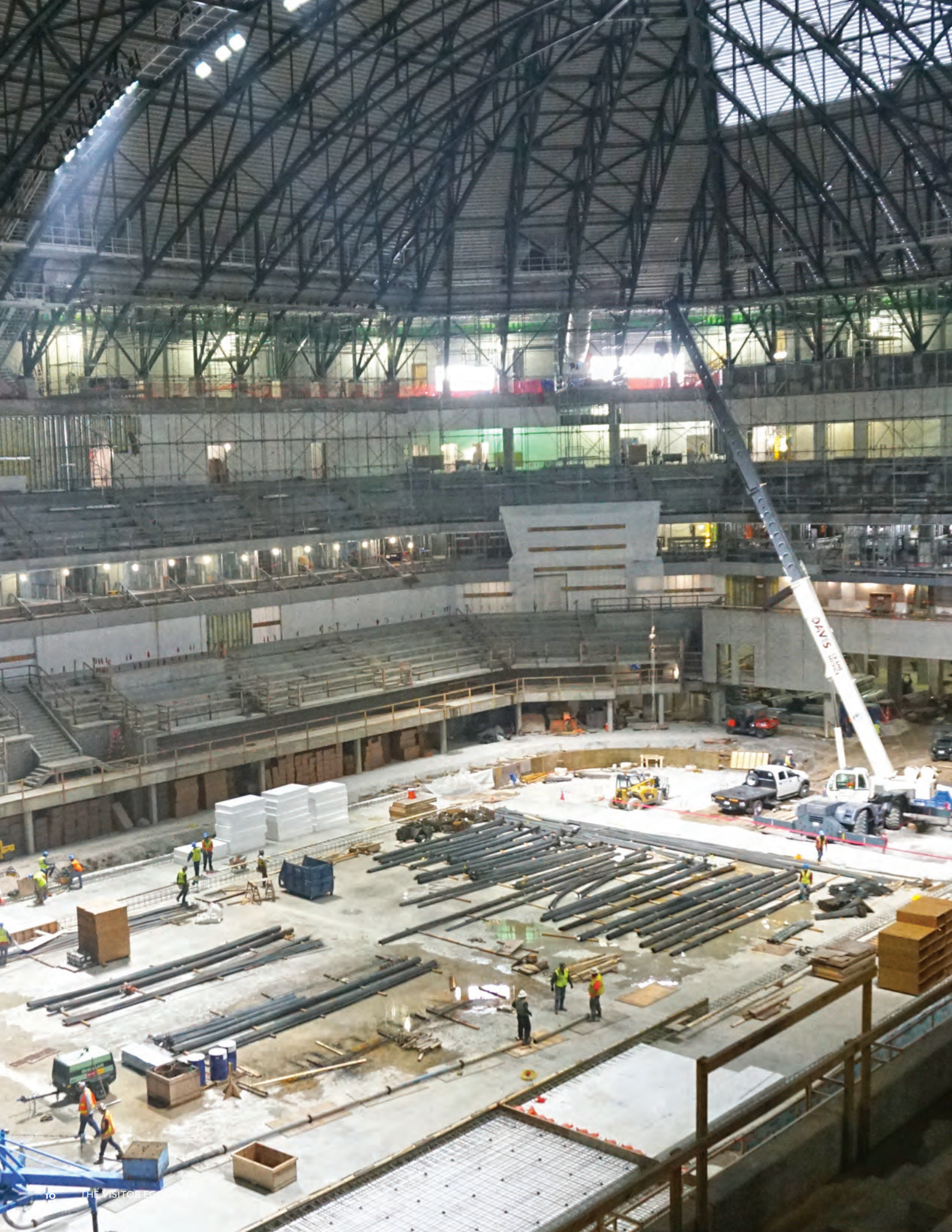
BRANDING OUR HOSPITALITY

*The new video series, Fort Worth Stories, promoted
tourism in an unconventional way, showcasing
the friendly hospitality of our people.*



CELEBRATING NEW DEVELOPMENT

Our Destination Master Plan encourages new development and celebrates those who enhance Fort Worth as a tourism destination, such as the Fort Worth Zoo's new African Savanna.



GOING BIG IN SPORTS

As Dickies Arena nears completion,

Fort Worth Sports is welcoming major

collegiate tournaments to the city.



ATTRACTING NEW AUDIENCES

*Visit Fort Worth is proud to support Fortress Fest,
named one of the best music events in the
DFW region and called out in national media
for bringing a hip, new vibe.*

PHOTO CREDIT: ROBERT HEIN

DESTINATION: FORT WORTH

ACCOLADES FOR TOURISM

Top 6 Destinations to Watch

Condé Nast Traveler

Top 6 Underrated Cities for Tourism

Thrillist

Top 50 City for Conventions

CVENT Event Management Platform

1st Music-Friendly City in Texas

Texas Music Office, Office of the Governor

11 Best U.S. Cities to Visit

Smart Travel

Global Airport of the Year: DFW

Air Transport World

Finest Small Museum in the U.S.

Kimbell Art Museum

The New York Times

Top 5 Zoo

USA Today

*“This city is unpretentious, laid-back,
and charismatic in all the right ways.”*

Yahoo! Travel



A CITY FOR THE FUTURE

We have so much to be proud of when we show off our city to visitors.

They may be here for a convention or a family weekend, for a sports tournament or meeting. Whatever the reason, Fort Worth has so much to offer for these experiences.

But we all know that as the city continues to grow, we have more work to do to tell Fort Worth's story and continue shaping that growth.

I am proud that this past year Visit Fort Worth's Destination Master Plan was shaped with community input and in partnership with other strategic initiatives, especially the Fort Worth Chamber of Commerce Strategic Plan, Fortify, and the City of Fort Worth Economic Development Strategic Plan.

These partnerships are already showing results, including:

- Inaugural City Visit to Kansas City, Mo., to study regional cooperation, entrepreneurship in the local economy and early childhood education.
- Promotion event at SXSW, the international, high-visibility festival in Austin.
- Coordinated marketing messages, developed with the Chamber, City, Fort Worth Hispanic Chamber of Commerce, Fort Worth Metropolitan Black Chamber of Commerce and the Real Estate Council.

Last November, I led a delegation of 60 Fort Worth leaders to Kansas City and introduced them to my friend Mayor Sly James. He emphasized the importance of working together on common goals:

“We are building a city for the future, not a city for the past,” he said.

That is my goal for Fort Worth – collaboration is essential for our continued progress.

Tourism, conventions, and the visitor economy play their part in supporting our city's growth, raising our visibility and enhancing our quality of life. Let us keep working together to share Fort Worth's welcome with all.

BETSY PRICE

Mayor, City of Fort Worth

2018 BOARD OF DIRECTORS

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Secretary/Treasurer
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Fort Worth Stock Show & Rodeo

HENRY BORBOLLA
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Kimbell Art Museum

MICHAEL BRENNAN**
Near Southside, Inc.

JENNIFER BROOKS
Brooks Educational Consultants

DAVID COOKE*
City of Fort Worth

JULIE FAVER-DYLLA**
Hotel Association of Tarrant County

CRAWFORD EDWARDS
Cassco Development Company

MAE FERGUSON**
Fort Worth Sister Cities International

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Firestone & Robertson Distilling Company

BRANDOM GENGELBACH**
Fort Worth Chamber of Commerce

TRACY GILMOUR*
Sundance Square

JOHN HERNANDEZ**
Hispanic Chamber of Commerce

MATT HOMAN**
Dickies Arena

DEVOYD JENNINGS**
Metropolitan Black Chamber
of Commerce

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Performing Arts Fort Worth

BRENDA KOSTHORYZ
Hickman Companies

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KENTON NELSON**
Texas Motor Speedway

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Rahr & Sons Brewing Company

CAROL RIGGS**
Bureau of Engraving & Printing

BRANT RINGLER**
ESPN Events/Armed Forces Bowl

VAN ROMANS**
Fort Worth Museum of
Science & History

RED SANDERS**
Film Commission Chairman
Red Productions

BRIDGET SHELTON**
Sales Committee Chairman
Embassy Suites Fort Worth

DENNIS SHINGLETON*
Fort Worth City Council

KIRK SLAUGHTER**
City of Fort Worth

GLORIA STARLING
The Capital Grille

ANDY TAFT**
Downtown Fort Worth, Inc.

MICHAEL TOTHE**
Charles Schwab Challenge

JERRE TRACY**
Historic Fort Worth, Inc.

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

ALEXIS WILSON**
Fort Worth Zoo

JOHN YEUNG*
Sheraton Fort Worth
Hotel Downtown

ANN ZADEH
Fort Worth City Council

**Executive Committee*
***Ex Officio*

as of September 30, 2018



ENHANCING OUR DESTINATION

One of the most important lessons from my career in marketing and public relations is that success relies on more than pretty advertisements and clever headlines.

Marketers understand the audience and help shape the product we are selling.

That is why I am pleased to have led Visit Fort Worth in creation of a Destination Master Plan – a roadmap for enhancing our city in ways that encourage visitors to stay longer and spend more in our local economy.

In both those statistics, we have lagged behind the national average for tourism.

We announced the Destination Master Plan one year ago after months of study and community discussion. We received more than 2,000 responses to our survey for community and customer input, exceeding similar efforts in Denver and Indianapolis.

The Plan focuses on five key areas of opportunity:

- Creating new experiences and enhancing current ones give visitors reasons to stay longer and spend more.
- Coordinated messaging ensures we are talking about Fort Worth in similar ways – even though we must also tailor our messages to various target audiences.
- Adding new facilities is vital to keeping Fort Worth competitive for conventions, youth sports and more.
- Promoting and increasing connectivity helps visitors (and locals) move around the city.
- Collaboration is fundamental to making progress in all these areas.

Visit Fort Worth will take the lead on a number of projects, such as marketing experiences and tours, supporting our downtown circulator and extending the twice-daily cattle drive.

The Destination Master Plan will also celebrate the progress of our partners, from Dickies Arena to the reimagined Cowgirl Museum and Hall of Fame, from lighting Pioneer Tower to Downtown Fort Worth Inc.’s ambassador program.

We welcome your continued input. Contact Visit Fort Worth at Contact@FortWorth.com.

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

2018 VISIT FORT WORTH STAFF

ROBERT L. JAMESON
President & CEO

LINDA JINGLES
Executive Assistant

MEETING SALES

JOHN CYCHOL
Vice President of Meeting Sales

JUANA BARBA-ADAME
Convention Sales Assistant

VELEND A DEWBERRY
Director of Sales – Southeast Region

DOUGLAS J. DVORAK
Director of Sales – Midwest Region

ROGER FREEMAN
Director of Sales – Eastern Region

JULIE GORMAN
Director of Sales – Western Region

MELISSA HAYDEN
Director of Sales – Mid-Atlantic Region

MELANIE HOOVER
Assistant Vice President of Meeting Sales

CARRIE HUFF
Senior National Sales Director

CASSIE POSS
Sports Events Manager

ALEX REDLIN
National Sales Manager – Executive Business Meetings

JASON SANDS
Director of Sports Marketing

STEFANIE SCHAFNER
National Sales Manager – Executive Business Meetings

ANDREA TIMBES
CRM Analyst

MARY WILSON
Director of Sales – Central Texas Region

MARISA ZAMORA
Convention Sales Assistant

MARKETING

MITCH WHITTEN
Executive Vice President for Marketing & Strategy

IRENE CHASE
Tourism Sales & Marketing Coordinator

JESSICA CHRISTOPHERSON
Assistant Vice President of Marketing & Film Commissioner

SARAH COVINGTON
Assistant Director of Public Relations

ADAM CRABTREE
Senior Manager of Visitor Centers

HILLARY DUPRIEST
Content Coordinator

TAYLOR HARDY
Marketing & Film Coordinator

AUSTIN JAMES
Main Street Visitor Center Manager

TOM MARTENS
Creative Director

ESTELA MARTINEZ-STUART
Director of Tourism

CISSY NIXON
Marketing Coordinator

DRU OLIVER
General Services Assistant

RYAN OLIVER
Destination Strategy Manager

LAUREN PHILLIPS
Director of Research

BRIC SHELTON
Partnership Manager

CONVENTION SERVICES

NANNETTE EILAND
Director of Convention Services

STEPHANIE GARCIA
Convention Services Manager

HEATHER HUHN
Convention Services Manager

APRIL MONTEZ
Convention Services Manager

ELIZABETH STORY
Convention Services Coordinator

FINANCE & ADMINISTRATION

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Vice President of Finance & Administration

CHERYL WILSON
Finance & Human Resource Manager

FRAN COLLINS
Receptionist

CATHERINE LOCSIN
Administrative Assistant, Finance & HR

THE FORT WORTH HERD

KRISTIN JAWORSKI
Trail Boss

DEWAYNE WALDRUP
Herd Operations Supervisor

AMY WEATHERHOLTZ
Herd Coordinator

as of September 30, 2018



SUPPORTING A VISITOR ECONOMY

We often say that great cities cannot stand still. We must continually add to our progress to stay competitive and grow our economic development.

The visitor economy is a part of this story. Visitors support more than 24,000 jobs. They generate revenue for the city and support our cultural institutions, restaurants, shops and, by extension, a vast number of supporting industries.

In 2018 Visit Fort Worth continued our momentum in growing the visitor economy. Some highlights included:

- Booked more than 274,000 room nights to Fort Worth for conventions and meetings.
- Landed key sports events such as the UIL cheer competition, with 40,000 attendees, and the National Association of Sports Commissions, which could generate even more conventions.
- Increased social media engagement 25 percent, showcasing more news about things to do for our visitors.
- Celebrated three years of the Fort Worth Film Commission, helping 199 projects and earning recognition by *Variety* magazine.
- Enhanced our local music initiative by providing travel grants to touring artists to help them spread the word about Fort Worth.
- Provided more than \$250,000 in grants to local arts organizations.

In 2019 we must make more progress in several key areas to ensure our long-term success:

- Create a process and guidelines for expanding the convention center. Conventions bring thousands of first-time visitors and can align with priority industries outlined by the City and Chamber of Commerce.
- Complete a sports facility plan to bring more youth and amateur tournaments, a recession-proof business.
- Evaluate the total impact of visitors to Fort Worth, measuring spending in addition to hotel beds.

Visit Fort Worth is proud to share our welcome with all to increase the economy, image and quality of life for our city. Thank you for your partnership and support in this endeavor.

BOB JAMESON
President & CEO



9.4
Million
VISITORS EACH YEAR

Fort Worth continues to draw record numbers of visitors, introducing more people to the city.



\$2.6
Billion
ANNUAL ECONOMIC IMPACT

Tourism delivers dollars, including support for local business and \$100 million+ in city tax revenue to meet municipal needs.



24,000 Jobs

IN LOCAL HOSPITALITY

Tourism-driven job growth in Fort Worth outpaced the nation. One in 20 local jobs are supported by the visitor economy.



\$560 Million

ON FOOD & BEVERAGE

Visitors spend more on food and beverage than any other category.



72.6%

Fort Worth

HOTEL OCCUPANCY

Fort Worth exceeded the national average again for hotel occupancy in 2018. Revenue per available room increased 4.6 percent to \$77.03.



FIRSTS

DR. EDWARD W. GUINN

Visit Fort Worth and the Fort Worth Metropolitan Black Chamber of Commerce honored Dr. Edward W. Guinn, the first African-American elected to the Fort Worth City Council, in 1967.

Bob Jameson, Visit Fort Worth President & CEO; Dr. Edward W. Guinn; Devoyd Jennings, Fort Worth Metropolitan Black Chamber of Commerce President & CEO; Bob Ray Sanders

A photograph of two women walking and shopping in Sundance Square. The woman on the left is wearing a gold knit sweater and holding a black shopping bag with 'WHITE HOUSE BLACK MARKET' and 'Sundance Square' printed on it. The woman on the right is wearing a green button-down shirt and holding a white shopping bag. In the background, there is a brown awning with the word 'BARGE' on it.

18% Growth

IN VISITOR SPENDING

Since 2014, visitor spending has jumped from \$1.7 billion to \$2.1 billion.

A photograph of a man sitting in a chair, wearing a VR headset and holding a controller. He is pointing his finger towards the screen. The background is a blurred indoor setting with purple lighting.

SXSW = 2 Million

SOCIAL CURRENCY

Fort Worth Now at SXSW, led by Visit Fort Worth, reached up to 2 million people on social media.

LA CIUDAD DE FO
ALCALDESA BE

200 International Media Mentions

Visit Fort Worth helped generate media coverage in target markets such as Mexico, Canada, UK, Australia and Germany.

Mayor Betsy Price



10 Top Food Trends for 2018



Distilleries You Don't Want to Miss Visiting This Summer

Forbes

Smartmeetings

Big Business: 36 Hours in the Dallas-Fort Worth Metroplex



70 National Articles

Visit Fort Worth reported recognition in over 70 national publications including *Food & Wine*, *Skift* and *Robb Report* plus a quarter-million organic engagements across social media channels in 2018.



Fort Worth Invested Big in SXSW to Show the World It's Not a Dallas Suburb

Skift.

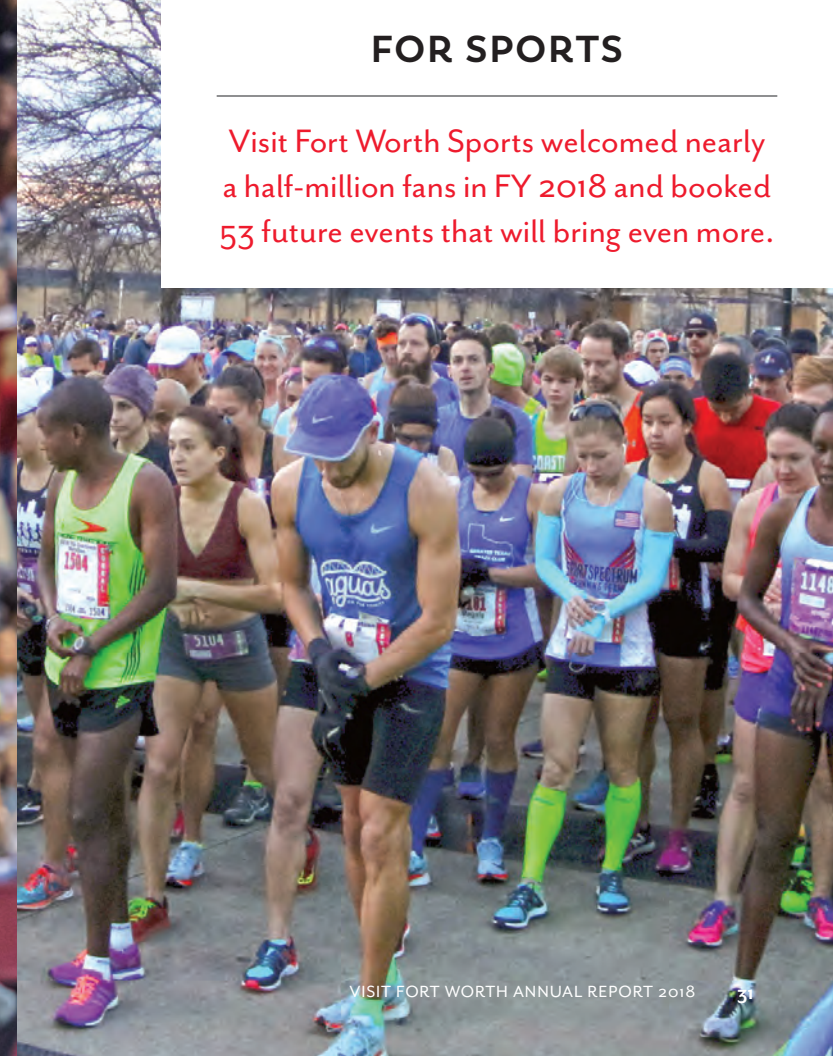
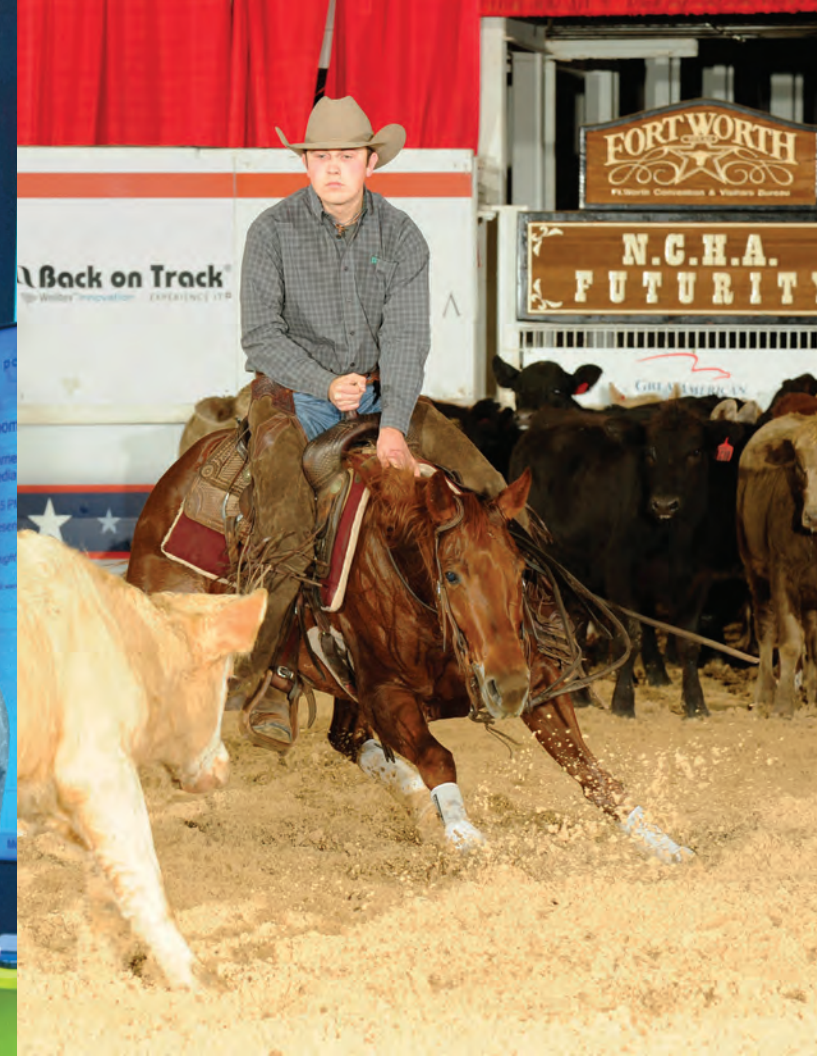


People Sell The City

NEW MARKETING IDEAS

Personalities hit the road with Visit Fort Worth to engage meeting planners and sell them on the city. Convention room nights topped 274,000 in FY 2018.

Kari Crowe of Melt Ice Creams



455,000 Visitors

FOR SPORTS

Visit Fort Worth Sports welcomed nearly a half-million fans in FY 2018 and booked 53 future events that will bring even more.



Certified for Safety

THE FORT WORTH HERD

Extensive livestock training and horsemanship certification keeps the world's only twice daily cattle drive one of Fort Worth's top visitor attractions.

Legendary livestock consultant Dr. Temple Granger (center) with Herd Trail Boss Kristin Jaworski (right) and CHA member Jennifer Willey



98% Satisfaction

FROM CONVENTION CUSTOMERS

Meeting planners who choose Fort Worth give the city high marks as a convention destination.



MUSIC GRANTS

FOR ROAD TRIPS

Visit Fort Worth announced four grant programs to help musicians tour and spread the word about our city.

Chris Vivion of Niles City Sound



\$19 Million

IMPACT FROM FILM

The Fort Worth Film Commission has assisted 199 projects in its first three years, generating a big economic impact.

The Old Man & the Gun filming in Worthington National Bank, Sundance Square

LEADERSHIP & CHAMPION PARTNERS



FRIENDS OF THE FORT WORTH HERD



SPECIAL PARTNERS

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



For more information contact Bric Shelton, Partnership Manager, BricShelton@FortWorth.com or 817.698.7836.

2018 SALES COMMITTEE

BRIDGET SHELTON Chairman <i>Embassy Suites Fort Worth</i>	MICHELE CONNORS <i>Marriott Sales - DFW/Fort Worth</i>	CLAIRE MAISEL <i>Fairfield Inn & Suites Downtown</i>	LORI PRESTWOOD <i>Worthington Renaissance Hotel</i>
GEORGIANA BARHAM <i>Embassy Suites Fort Worth</i>	KIM DINSMOOR <i>Sheraton Fort Worth Hotel</i>	CHARLES MAYER <i>Fort Worth Convention Center</i>	KAREN RODGERS <i>Freeman Company</i>
BOBBY BEDSOLE <i>Holiday Inn Express Downtown</i>	KELLY GRAHAM <i>Omni Hotel Fort Worth</i>	BLAKE MOORMAN <i>Fort Worth Convention Center</i>	MARK STEVENS <i>Radisson Fort Worth Fossil Creek</i>
SHELLY CARMICHAEL <i>Worthington/Blackstone Hotels</i>	LANCE HAMILTON <i>Trinity Food & Beverage</i>	JENNY MUZIK <i>Omni Hotel Fort Worth</i>	JULIANNA VIERTEL <i>Aloft Fort Worth Downtown</i>
FELESHIA COCHRAN <i>Fort Worth Convention Center</i>	MARIANNE KOPPERS <i>Hilton Fort Worth</i>	VICKY PATTERS <i>Sheraton Fort Worth Hotel</i>	JOHN YEUNG <i>Sheraton Fort Worth Hotel</i> <i>as of September 30, 2018</i>

2018 MARKETING COMMITTEE

JESSICA BRANDRUP Chairman <i>Kimbell Art Museum</i>	KELLY GRAHAM <i>Omni Hotel Fort Worth</i>	KENTON NELSON <i>Texas Motor Speedway</i>	ALEXIS WILSON <i>Fort Worth Zoo</i>
MATT BROCKMAN <i>Fort Worth Stock Show & Rodeo</i>	MEGAN HENDERSON <i>Near Southside, Inc.</i>	DENA NEWELL <i>Stockyards Heritage</i>	JASON WISE <i>Performing Arts Fort Worth</i> <i>as of September 30, 2018</i>
MAGGIE ESTES <i>The Cliburn</i>	ANDRA BENNETT HOUSE <i>Fort Worth Chamber of Commerce</i>	MATT OLIVER <i>Trinity River Vision Authority</i>	
BECKY FETTY <i>Downtown Fort Worth Inc.</i>	PAULINA MAGDALENO <i>Fort Worth Opera</i>	REBECCA RODRIGUEZ <i>Fort Worth Museum Science and History</i>	
TRACY GILMOUR <i>Sundance Square</i>	JONATHAN MORRIS <i>Fort Worth Barber Shop</i>	HEIDI SWARTZ <i>Cowtown Marathon</i>	

2018 FRIENDS OF THE FORT WORTH HERD

EXECUTIVE COMMITTEE	PAM DODSON <i>Autobahn Motorcar Group</i>	KRISTIN JAWORSKI <i>Fort Worth Herd</i>	STEVE MURRIN <i>River Ranch</i>
PAM MINICK President <i>Gentle Giants TV</i>	JACK EDMONDSON <i>Heroes & Legends of Texas</i>	MICHAEL JOHNSTON <i>Brown, Dean, Wiseman, Proctor, Hart & Howell LLP</i>	KEELY NEZWORSKI <i>Hickman Investments</i>
TONY PETTITT Vice President <i>Pettitt & Kimball, PLLC</i>	CARLOS FLORES <i>Fort Worth City Council</i>	JOE KIMBALL <i>Pettitt & Kimball, PLLC</i>	STEPHANIE PARK <i>Cowtown Coliseum</i>
DOUG HARMAN Secretary <i>Harman Consulting</i>	DEANNA GARCIA <i>Fort Worth Hispanic Chamber of Commerce</i>	BRENDA KOSTOHRYZ <i>Hickman Investments</i>	LAURA STANDLEY <i>Fort Worth Stock Show & Rodeo</i>
BOARD OF DIRECTORS	LOLA HARDISTY <i>Lavender Pathways Photography</i> <i>By Lola</i>	JIM LANE <i>Attorney at Law</i>	AMY WEATHERHOLTZ <i>Fort Worth Herd</i>
JIM AUSTIN <i>Jim Austin Online/National Multicultural Western Heritage Museum</i>	ANDREW HARRIS <i>Gladiator Fence Co.</i>	PAULINA MACIAS <i>Stockyards Heritage</i>	GEORGE WESTBY <i>Quick Park</i> <i>as of September 30, 2018</i>
HUB BAKER <i>Stockyards Championship Rodeo</i>	ROBERT L. JAMESON <i>Visit Fort Worth</i>	LORI McCARTY <i>Bruce McCarty Promotions</i>	

RED SANDERS* Chairman Red Productions	ERICA ESTRADA Fort Worth Chamber of Commerce	JOHN HERNANDEZ* Fort Worth Hispanic Chamber of Commerce	CHANNING GODFREY PEOPLES Writer + Director
MIKE GAYLER* Chair-Elect MCG Group	JARROD FAY Near South Studios	AARON HOLLOWAY DFW Locations Manager	TAYLOR POTTS Balcolm Agency
CARLOS AGUILAR Endeavor Cinema Group	BECKY FETTY Downtown Fort Worth Inc.	JARRED HOWARD* Fort Worth Chamber of Commerce	TONY PRENGER* Pinnacle Bank
MICHAEL APPLEMAN Cantey Hangar	JAMES FINN Panavision	DR. TRICIA JENKINS TCU	ANNE STREET SKIPPER Wildcatter Ranch
JOSHUA BLOCK Niles City Sound	MIKE FISHER Near South Studios	JAMES JOHNSTON Filmmaker	CHRIS SPINKS Billy Bob's Texas
STEVEN CAMP Ten10 Entertainment	NATHAN FLETCHER* Fletcher Productions; F2 Media	CHRIS JUEN Out of Order Studios	ROBERT STURNS* City of Fort Worth
SHANNA CATE Trinity River Vision Authority	TRACY GILMOUR* Sundance Square	FRAN LONG Tarrant County College	JOEL TIMMER* TCU
ROSS CONNER Hotchkiss Insurance	DUKE GREENHILL J.O. Design	CHAD MATHEWS* Lone Star Film Society	BECKY TURNER Actress
WARREN COOK JAG Productions	CHAD GUNDERSEN Out of Order Studios	JOSH MILLS Ten10 Entertainment	GAIL WASHINGTON Tarrant County College
FERNANDO COSTA Cit of Fort Worth	JAMES HAWTHORNE Arlington Film Society	JUSTIN MULLER Muller Holdings	BART WEISS* UTA
NEIL CREQUE Writer + Producer	STEPHEN HEDRICK Cinematographer	ADRIAN NEELY Tarrant County College	<i>*Executive Committee as of September 30, 2018</i>
	MEGAN HENDERSON Near Southside Inc.	MATTIE PARKER* City of Fort Worth	

MEETINGS GROUP	STEVEN HACKER Schneider Publishing Company Inc.	RUBEN PEREZ Lamont & Associates	LEISURE GROUP	LIZ FLEMING Travel Writer, Canada
BITSY BURNS Southwest Veterinary Symposium	GRACE JAN Management Solutions Plus	SANDY REYNOLDS Meetings and Events USA	LEE ABBAMONTE Travel Personality	GREG STALEY U.S. Travel Association
JOY CMIEL ConferenceDirect	DONNA JOHNSON SAE International	JORGE RIVAS Prospanica	BILL CHAMBERS Tourico Holidays	JAKE STEINMAN NAJ Group & Events
DAREL COOK Promotional Products Association International	MIKE NICHOLS National Business Aviation Association	JOHN SILD CS Week	ANDREW COLLINS Travel Writer, Mexico City	DIANNE TURNER Brand USA
CAMERON CURTIS SmithBucklin	TIM NIEDECKEN Texas and Southwestern Cattleraisers Association	ANDREA STREAT International Foodservice Distributors	JOANNA CRAIN WCT Events	VICKY UZAL American Airlines Mexico
JOHN DIRBA HelmsBriscoe		DAVID DUNHAM Texas Monthly	DARREN DUNN Adara, Inc.	<i>as of September 30, 2018</i>

VISIT FORT WORTH
FISCAL YEAR 2019 MARKETING PLAN

Submitted to the City of Fort Worth on August 1, 2018

Fort Worth’s growing tourism scene plays an important role in our economic development strategies. Visit Fort Worth is dedicated to increasing the impact of tourism and through these efforts increase the visibility of our city.

VISION

Sharing the Fort Worth welcome with all.

MISSION

To enhance Fort Worth’s image, economy and quality of life through business and leisure tourism.

ECONOMIC IMPACT HIGHLIGHTS

- 9.4 million visitors
- \$2.6 billion in economic impact
- 24,000+ jobs
- \$126 million in local sales taxes
- \$638 per household saved per year in taxes generated by tourism

Source: Tourism Economics



ADMINISTRATION

Visit Fort Worth has established processes for strategic planning, regional collaboration and development of our destination to meet yearly and long-term goals.

DESTINATION MASTER PLAN

The new Destination Master Plan is a community-wide effort to increase the impact of tourism on our economy and enhance the visibility of our city. These strategies are in collaboration with strategic plans developed by the City of Fort Worth, Fort Worth Chamber of Commerce, Fort Worth Metropolitan Black Chamber of Commerce and Fort Worth Hispanic Chamber of Commerce.



Key Strategies:
ENHANCED EXPERIENCES: Create and enhance experiences for visitors, helping people connect with things to do around the city. Packaged experiences such as food tours, passes that combine multiple organizations such as the Fort Worth Ale Trail are popular with today’s travelers and help extend their stay and spending.

STRENGTHENED MESSAGING: Strengthen the message and awareness about Fort Worth. This begins by listening to customers and understanding their needs. Fort Worth has a lot to offer but is not one size fits all. Visit Fort Worth must work with its partners in economic development to ensure we are managing these messages in a coordinated fashion.

EXPANDED FACILITIES: Work together on visitor facility needs, especially convention center and headquarters hotel, which are vital welcome mats for business. Competitors are already updating and expanding facilities. Fort Worth is losing out on larger and prestigious conferences that complement the city’s economic development goals.

IMPROVED CONNECTIVITY: The community is engaged in a vigorous discussion about connectivity and transportation. Fort Worth will soon complete development of commuter rail from DFW Airport to downtown, and now must rally support for the transportation master plan.

GREATER COLLABORATION: Visit Fort Worth must work more closely with its partners on economic development strategy and enhancements to the destination.



ORGANIZATION PRIORITIES

Initiate programs to fulfill the Destination Master Plan and motivate community organizations to develop products and infrastructure that increase visitor spending and the city’s quality of life.

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

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

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

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



PLANNING AND COMMUNICATION OPPORTUNITIES

Board of Directors Retreat: Held annually to review Visit Fort Worth long- and short-term goals and plans.

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

Destination Advisory Boards: Convened annually with travel, tourism and convention experts and customers to provide feedback about our destination and growth opportunities.

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

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

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

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

Hear Fort Worth Board and Town Halls: Help direct efforts to promote music and increase local music initiatives in the city, bringing economic impact and attracting and supporting the creative class.

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

MEETINGS AND CONVENTIONS

CONVENTION SALES

MISSION

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

SALES STAFF DEPLOYMENT

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

FORECAST

The Center for Exhibition Industry Research (CEIR) noted the tradeshow industry is still experiencing growth in 2018 and is predicting stability in the exhibition industry moving forward. Leisure and transient markets remain strong and with limited new supply in the meeting/full-service inventory it is anticipated that these segments will continue to experience strong demand.

Fort Worth hotel bookings continue to reflect strong demand and growth compared to same time last year. YTD as of June 30, 2018*:

	OCCUPANCY	AVERAGE DAILY RATE
City of Fort Worth	73.6%	\$108.05
Downtown Properties	76.7%	\$170.28

** new data will be reflected starting January 2019*



PRODUCT DEVELOPMENT

Customers agree that a city’s ability to envision and build capacity for meetings and events has a direct effect on the popularity of a city. For instance, the industry considers Nashville a very popular destination, even though it is a second-tier convention city and smaller city than Fort Worth.

Their efforts to develop new product, facilities and promotion are paying off. Fort Worth is on the threshold of the same situation. Many high-profile conventions have expressed the need for a large, singular property instead of having to contract with many smaller hotels. The 2014 Market & Feasibility Study called for adding 1,400 hotel rooms to the downtown hotel package, including a 1,000-room hotel on the east side of the Convention Center. A second convention hotel would complement the Omni Fort Worth on the west side of the convention facility. It could also be adjacent to TexRail commuter rail service from DFW International Airport to downtown, planned to begin in late 2018. This feasibility study will be updated to determine today’s environment for development and establish a timeline for the future.

Several downtown properties opened in late 2017 and several others are under construction or in planning stages. In addition to downtown, there is product development interest in other areas of the city, including the Cultural District, Stockyards, Near Southside and Alliance.

STRATEGY

Secure **short- and long-term bookings** to address needs and opportunities.

TACTICS

- Use newly acquired resources from the Tourism Public Improvement District to retain and attract bookings based on need months and new business.
- Encourage local groups to book meetings and promote the benefits of staying local.
- Reach meeting planners through targeted digital marketing, familiarization trips to Fort Worth and experiential marketing at key industry events.

STRATEGY

Identify **new convention prospects** for priority industries identified in the strategic plans from the City, Chamber of Commerce and Destination Master Plan.

TACTICS

- Shift emphasis in destination education programs for meeting planners from quantity of events to fewer, more specialized opportunities.
- Host customer events in key markets: Austin; Atlanta; Washington, D.C.; Chicago and New York.
- Utilize new integrated Knowland Group software to research new convention prospects who are a good fit for Fort Worth package.
- Enhance the “Bring Meetings Home” program to identify new business from Fort Worth companies and host an annual recognition event to celebrate those who did.
- Align with Chambers target industries.

STRATEGY

Ensure a yearly, **integrated marketing plan** is targeted to the right customers and measured for effectiveness.

TACTICS

- Increase targeted advertising and promotions through trade partners.

- 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.

- Engage customers through experiential marketing at tradeshow and events.



SPORTS

STRATEGY

Promote sports at all levels that bring significant economic impact and visibility to Fort Worth. Leverage new and future facilities to secure more sports-related meetings and events.

TACTICS

- Enhance Visit Fort Worth’s voice in sports marketing through personal outreach by the sales staff, targeted marketing and online engagement.
- Partner with TCU and other local higher education institutions on potential NCAA and Big 12 Conference championship events and business meeting opportunities.
- Partner with the City of Fort Worth Parks and Community Services to evaluate bidding opportunities and the ability to use facilities for such events.
- Identify future event opportunities with the University Interscholastic League.
- Identify key need periods and facilities to generate new business.



TRADE SHOWS AND CONFERENCES

The following is a list of trade shows, conferences and client networking events that members of the Visit Fort Worth’s sales team have attended this year or will attend.

- IMEX America
- Connect Faith
- ConferenceDirect CEO Summit
- MPI Hill Country Chapter Texas Education Conference
- National Coalition of Black Meeting Planners Education Conference
- U.S. Sports Congress Annual Conference
- IAEE Annual Meeting & Exhibition EXPO
- Association Forum Holiday Showcase
- Professional Convention Management Association Convene
- PBR Customer Event in NYC
- Connect Specialty
- Southwest Showcase
- Connect Diversity
- International Franchise Association Annual Conference
- Meeting Professionals International WEC
- DMAI Destinations Showcase
- Georgia MPI Annual Customer Event
- DFW Association Executives Association Day 2019
- ConferenceDirect Annual Partners Meeting
- National Association of Sports Commissions Sports Event Symposium
- U.S. Sports Congress Sponsor Forum
- TSAE Summer Event
- IAEE Central Texas Chapter Summer Event
- Helms Briscoe Annual Business Conference
- Direct Selling Association Annual Meeting
- Professional Conference Managers Association Education Conference
- CESSE Annual Meeting
- Destinations International Annual Convention
- ASAE Annual Meeting
- Connect Sports
- HPN Partner Conference
- Texas Society of Association Executives Annual Meeting
- Congressional Black Caucus Annual Legislative Conference



CONVENTION SERVICES

MISSION

Convention Services ensures the satisfaction of our customers by meeting their needs for meetings in Fort Worth. The team strategically works in collaboration with Fort Worth hospitality partners to support and enhance the attendee experience, increasing economic impact as a result.

STRATEGY

Provide **innovative tools for meeting planners** to engage their audiences and boost attendance.

TACTICS

- Offer digital marketing tools and content to promote Fort Worth.
- Engage partners to ensure we provide the best resources and newest venues to meeting and event customers.
- Provide Destination Education opportunities for qualified planners showcasing unique and diverse opportunities in Fort Worth.
- Develop promotional and attendance-building materials that engage attendees.
- Encourage meeting attendees to spend more time in Fort Worth, enjoying local attractions, dining and shopping.
- 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) – Convening Leaders
- Valentine’s Dinner in Austin, Texas
- Atlanta Client Appreciation Event
- Bring Meetings Home
- DI (Destinations International annual conference and services summit)
- TACVB Annual Conference and local events
- Simpleview Summit
- TxACOM
- MPI
- NACE
- PartyFest
- Celebrate Fort Worth
- Fort Worth Initiative
- Connect Meetings

ATTENDANCE-BUILDING TRIPS

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

- Texas Municipal League
- National Tour Association
- ASI
- National Beta Club
- Texas Medical Association
- TTIA (Texas Travel Industry Association)

MARKETING

MISSION

Promote and enhance the Fort Worth experience so that it delivers fun and value for conventions and leisure visitors. Promote tourism through aggressive public relations, advertising, social media and further online engagement, visitor services and activities with area partners.

PUBLIC RELATIONS & ADVERTISING

STRATEGY

Promote **visits and overnight stays** in Fort Worth, encouraging people to spend more time and money in our destination.

TACTICS

- Advertising and public relations aimed at key drive markets, especially Dallas, Austin, Houston, West Texas and Oklahoma City.
- Coordinated international marketing, especially Australia, UK, Canada, Mexico, Germany and China, coordinated when possible with Texas Tourism and other marketing partners.
- Showcase Fort Worth through engaging experiences at events out of town to entice visitors and meeting planners. SXSW is our biggest example of this to date.

STRATEGY

Engage prospective visitors, media and travel trade through **owned media online channels**.

TACTICS

- Increase social media engagement with more use of video, images and content from local and international influencers.
- Drive traffic to the new FortWorth.com to engage customers in travel planning and encourage them to explore our city. Integrate content produced by influencers.
- Analyze data and research to leverage popular pages, target specific markets and update pages to create a more user-friendly site.



STRATEGY

Engage audiences through **targeted paid advertising**, including paid social media, that reaches prospects in the right place and time.

TACTICS

- Deploy sophisticated, data-driven digital advertising to reach the most likely travelers to Fort Worth.
- Prioritize customer segments based on ongoing market research, including Arrivalist, Adara and TripAdvisor.
- Focus our message on experiences most relevant to those likely to travel here, especially in the categories of Western heritage, arts and culture, dining, music 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 and social media influencers to produce positive commentary about visiting Fort Worth.
- Increase engagement with partners such as the State of Texas and DFW International Airport for media mission opportunities to Fort Worth.
- Leverage our New York-based PR agency, which specializes in travel and tourism, to reach high-profile publications, travel and consumer writers, editors and TV producers.

STRATEGY

Execute an **international strategy** focused on top countries that send travelers to Texas, since international visitors are increasing, staying longer and spending more.

TACTICS

- Increase visitors from key markets Australia, UK, Germany, Mexico, Canada and China through consumer and B2B marketing to travel agents and tour operators.
- Create marketing programs with VisitDallas to leverage the regional brand and share costs for missions, advertising, market research, public relations and product development.
- Increase outreach with Spanish-language media (traditional and online), including multicultural familiarization trips.



TOURISM

STRATEGY

Increase tourism by promoting Fort Worth hotels and attractions to **tour operators and travel agents**.

TACTICS

- Continue training and presentations to the travel trade in key domestic and international markets.
- Leverage destination experiences such as tours to market and reach new consumers, also as content that travel companies can sell.
- Create 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.
- Work with Visit Fort Worth Community Grant recipients and Visit DFW regional tourism coalition to maximize room nights.
- Host educational familiarization trips and sites for the trade.
- Develop dynamic package offerings with hotel and attraction partners.

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, commercials, video games** and more through the Fort Worth Film Commission.

TACTICS

- Work with productions to identify Fort Worth locations and crew.
- Promote Fort Worth as a film-friendly location at high-profile festivals such as Sundance Film Festival, SXSW and at Texas Association of Film Commission events in Los Angeles and NYC.
- Proactively pitch major studios, production companies and directors in Los Angeles, NYC, Texas and beyond.
- Promote local crew and Fort Worth locations through social media and public relations initiatives.
- Support initiatives such as Lone Star Film Festival and Music Bed Film + Music Conference to increase Fort Worth visibility.
- 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.



MUSIC ASSOCIATION

STRATEGY

Work with Hear Fort Worth to promote the city as a **vibrant music destination** to visit with many venues of choice for live concerts and great touring artists.

TACTICS

- Showcase talented artists with key audiences at major events such as Texas Music Takeover in the UK, SXSW in Austin and various media events.
- Hold music town halls to discuss opportunities and needs in the local music community.
- Support initiatives that dramatically increase Fort Worth's visibility such as Fortress Festival, Ranch Bash, Texas Crossroads and Texas Music Office's Music Friendly program.

VISITOR SERVICES

STRATEGY

Maintain **excellent customer service in visitor centers**, including the Stockyards, Sundance Square and Will Rogers Memorial Center.

TACTICS

- Hold quarterly staff training to ensure outstanding customer service.
- Provide engaging visitor information based on research and customer feedback.
- Review staffing and volunteer shifts to ensure adequate coverage during high traffic times in Visitor Center.

STRATEGY

Develop **mobile visitor opportunities** to reach customers during high season and special events.

TACTICS

- Staff places outside of the Visitor Center to increase engagement and convenience.
- Leverage staff time and expertise to help monitor social media.
- Activate volunteers during major festivals and events.

STRATEGY

Expand retail in our visitors centers.

TACTICS

- Expand retail offerings to include local flare of Fort Worth and Texas.
- Research best practices for marketing and selling.

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 19-year history, more than 9 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

Update the current **Education Facility**.

TACTICS

- Ensure educational program is current with Texas Essential Knowledge & Skills (TEKS) state requirements.
- Acquire sponsor to make necessary changes to current facility.
- Update bleachers, fencing, lighting and signage.
- Perform Behind the Scenes during events and peak weekends to engage audiences.



STRATEGY

Expand the Herd experience.

TACTICS

- Explore expanding cattle drive through Rodeo Plaza.
- Update the logo for the 20th Anniversary.
- Increase special appearance opportunity to expand the Herd's brand awareness.

STRATEGY

Increase donations to the Herd.

TACTICS

- Celebrate those who have donated by adding a donor list to the website.
- Create Adopt-A-Steer opportunity for guests.
- Give more donation opportunities such as the Greater Giving app to the American Cowboy Gala.
- Host annual fundraising gala to raise profits to support education program and marketing efforts.



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