

VISIT  **DALLAS**®

BIG THINGS HAPPEN HERE

— 2016-2017 —

**Accomplishments
& Action Plan**

Letter From the President & CEO



Phillip J. Jones
President & CEO

Dallas sales, sports and tourism teams booked a record number of room nights, generating \$1.95 billion in future economic impact.

The Dallas Sports Commission has brought us monumental exposure and unprecedented prospects for bringing great sporting events to Dallas.

Dallas CityPASS continues to give visitors even more reasons to experience the best of the city. Since CityPASS was introduced in May 2015, more than 45,000 discount admission booklets have been purchased.

International tourism has experienced major growth—in fact, Dallas currently holds the No. 2 spot for growth of international tourists in the country, bringing in more than 2.59 million visitors from outside of the United States.

This April, we launched our new website, offering visitors relevant and dynamic content and user-friendly experiences, as well as our new blog, Dallas Now.

These are just a few of the outstanding accomplishments of the DCVB team this year, as we continue to focus on bringing more and more visitors to Dallas. And as we move forward into 2017, we're making a big change to reflect that focus.

Effective Dec. 1, 2016, the Dallas Convention & Visitors Bureau will be called VisitDallas. This change boosts our visibility in the leisure travel market, holds us true to our promise of Dallas as a great destination and underlines our commitment to promoting Dallas as a top leisure and

IT'S BEEN A BIG YEAR for Dallas. When I started at the Dallas Convention & Visitors Bureau (DCVB) in 2003, Dallas looked a little different. We went from 11 citywides and 598,026 hotel room nights in 2003 to now 36 citywides and 2,052,853 hotel room nights, a new record for Dallas and a testament to the great partners we have all around the city. Since 2003, we've accomplished many things and have provided a better-than-ever product for Dallas tourism. We're reaching more people worldwide than ever before and it's obvious that our investments are paying off. The Dallas area continues to be recognized as the top visitor destination in Texas and is the only Texas city ranked in the Top 10 cities for conventions by Cvent.

Our successes and partnerships broke new records and created new opportunities for our great city. The

VISITORS TO DALLAS

25.7M

ECONOMIC IMPACT

\$7.6B

ROOM NIGHTS BOOKED

2,052,853

CITYWIDES BOOKED

36

business destination. Read through the rest of this report to gain a full picture of what our teams have accomplished and our plans for the future.

On behalf of our board of directors, staff and partners—thank you for making 2016 an incredible year for our city! We look forward to more exciting developments in 2017 and we're eager to work together to make BIG Things Happen Here.

Phillip J. Jones
President & CEO

FY2017 TOTALS

ROOM DEMAND

7.92M

3.9% increase

HOTEL REVENUE

\$946M

\$93m (10.9%) increase

ANNUAL OCCUPANCY

70.6%

2.7% increase

ADR

\$119.43

6.8% increase

REVPAR

\$84.26

10.9% increase

Tourism is big business for Dallas and the North Texas region. Acting as the city's sales and marketing arm, the DCVB/VisitDallas provides outreach to potential visitors throughout the United States and destinations around the globe, urging them to come to Dallas.

We do this with marketing campaigns and sales missions, promoting the best that Dallas has to offer, whether you're a trade association looking to hold a meeting for several thousand members, sports organizations planning tournaments, families planning their annual vacation or couples looking for a weekend getaway.

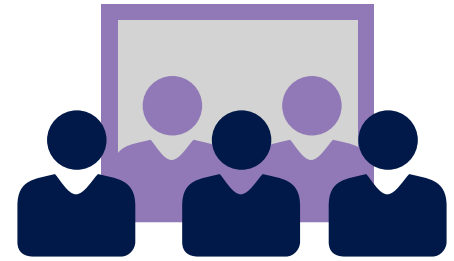
We also ensure that the visitor experience continues to shine for every visitor that comes to Dallas, starting from the moment they arrive. We tell them about the practical stuff, like how to get around using free transportation like DART's D-Link and Dallas Streetcar as well as the McKinney Avenue Trolley. In collaboration with our hotel partners, the entire hospitality industry helps create BIG moments in Dallas by making sure visitors know what's happening at our attractions and where to shop and eat while they're here. But

we also promote the culture of Dallas that we all love and the diversity that people can expect in Dallas, from a world-class arts scene and inclusive neighborhoods to the staples that make Dallas famous. We're a place where BIG Things Happen.

Last fiscal year, 25.7 million people visited Dallas, spending \$4.4 billion for a total economic impact of \$7.6 billion, generating \$532 million in state and local tax revenue, resulting in an offset of household taxes for residents. All that spending translates into jobs, about 1 out of every 20 jobs in the city of Dallas. Without this, the average household would have to pay \$1,138 more in taxes each year to sustain the same level of service.

For continued success, we must all work together, letting others know how important visitors are to Dallas. Get involved by becoming a partner of DCVB/VisitDallas. Urge any organizations to which you belong to bring their events here. You don't have to be a hotel or major attraction to make a difference. Be an advocate. Tell your friends and family to come visit and show them what Dallas can offer.

The DCVB/VisitDallas' Board of Directors plays an important role in the success of the organization. The 46-member board, representing diverse members from throughout the industry and community, provides strategic oversight, guidance and influence to support the bureau's mission.



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MEMBERS OF THE BOARD OF DIRECTORS

The board helps guide the vision for the DCVB/VisitDallas, working to help our convention and tourism business grow today and strengthening our foundation for sustainable growth in the future. Board members provide policy direction to the DCVB/VisitDallas and support several key strategies integral to our success, including:

- ▶ Supporting long-term and sustainable funding options for expansion and improvement of the Kay Bailey Hutchison Convention Center Dallas.

- ▶ Serving as ambassadors and influencers in support of our goals, representing the DCVB/VisitDallas messages throughout the community, acting as liaisons with key civic and industry organizations and encouraging participation and supporting influential business and community leaders.
- ▶ Supporting the DCVB/VisitDallas marketing efforts, including identifying and helping with public relations opportunities, advocating for the DCVB/VisitDallas marketing initiatives and helping to identify and secure prospective strategic partners.

- ▶ Being ambassadors and influencers to advance the DCVB/VisitDallas' diversity and inclusion goals and engaging non-traditional partners to support these efforts.
- ▶ Establishing and sustaining an active, diverse and effective board by continuing to recruit highly capable, high-profile and influential members, and maintaining a commitment to board diversity.

OFFICERS

CHAIR

EDDIE W. REEVES

Reeves Strategy Group

VICE CHAIRMAN AND DIVERSITY & INCLUSION COMMITTEE CHAIR

MONICA R. ALONZO

City of Dallas

CHAIR-ELECT/TREASURER & FINANCE COMMITTEE CHAIR

MARICELA S. MOORE

Law Office of Maricela Moore PLLC

IMMEDIATE PAST CHAIR & NOMINATING COMMITTEE CHAIR

PEG HALL

Dentons US LLP

CULTURAL TOURISM COMMITTEE CHAIR

AMY HOFLAND

Crow Collection of Asian Art

MARKETING COMMITTEE CHAIR

DANA WILLIAMS

Southwest Airlines

DALLAS SPORTS COMMISSION CHAIR

TARA GREEN

Klyde Warren Park

SALES & SERVICES COMMITTEE CHAIR

MARK WOELFFER

Renaissance Dallas Hotel

STRATEGIC ALLIANCES COMMITTEE CHAIR

DEREK GEROW

Bain & Company

DIRECTORS

ROBBIE BRIGGS

Briggs Freeman Sotheby's Intl. Realty

COLE DAUGHERTY

Dallas Market Center

DARLENE ELLISON

Veritex Community Bank

FRED EULER

Hyatt Regency Dallas

CECILE FERNANDEZ

Hotel Association of North Texas

JAY FORTE

American Language Technologies

ANDREA GATES

Rosewood Mansion on Turtle Creek

JENNIFER STAUBACH GATES

City of Dallas

DARWIN GIBSON

Janssen Pharmaceuticals, Inc.

WANDA GRANIER

BridgeWork Partners

GEOFF GREEN

Netvious Networks

NEVIN GRINNELL

Dallas Area Rapid Transit

KIYUNDR A GULLEY

Oak Cliff Chamber of Commerce

HATTIE HILL

Women's Foodservice Forum

ANANT K. JAIN, PH.D.

United Solutions Associates, Inc.

RON KING

City of Dallas

LACEY LAPOINTE

Dallas Zoo

LAURA MACNEIL

Wells Fargo Bank

BEATRICE A. MARTINEZ

Beatrice Martinez Realtors

BILL MACATEE

CBS Sports

MARGARET MCKOIN

The Time Group

PAULINE MEDRANO

Dallas County Treasurer

SHABNAM MODGIL

FunAsiA

WILTON S. MUNNINGS

Dallas Black Chamber of Commerce

SCOTT MURRAY

Murray Media

BENTON PAYNE

42 Deep Ellum, LP

DON PEREZ

JPMorgan Chase & Co.

MARIE PERRY

Jamba Juice

DALE PETROSKEY

Dallas Regional Chamber

CHRISTEL ROCO, PMP

American Airlines

JIM E. RODRIGUEZ

Dallas County Schools

KERRY TASSOPOULOS

Mary Kay, Inc

ROBERTO VAN GEENEN

The Ritz-Carlton, Dallas

TONY VEDDA, IOM

North Texas GLBT Chamber of Commerce

JOYCE WILLIAMS

Dallas County Community College District

TINA YOUNG

Marketwave

PHILLIP J. JONES

President & CEO
DCVB/VisitDallas

SHERRY ANDRUS

Board Secretary
Vice President, Administration
DCVB/VisitDallas

TEAM MISSION

To seek the highest levels of professional performance and innovation in the promotion of Dallas as a preferred destination for conventions, trade shows and corporate meetings, and to ensure complete customer satisfaction.

TOP 10

The only Texas city to rank in the Cvent® Top 10 list of convention cities.

ANNUAL OCCUPANCY

70.6%

Up by 2.7%



GROUPS SERVICED

1,493

ECONOMIC IMPACT

\$1,541,679,363



HOTEL



ROOM NIGHTS

1,102,872

CITYWIDES BOOKED

36

Airport and Dallas Love Field, street light pole banners throughout the city and welcome signage on every hotel registration desk. The team also assisted in planning receptions and dinners for attendee groups ranging from 10 to 10,000 guests. Following is a list of the citywides we serviced.

Dallas citywides serviced

- ▶ Ambit Energy
- ▶ American Fuel & Petrochemical Manufacturers
- ▶ Anheuser-Busch Companies
- ▶ Aviation Week
- ▶ Bible Study Fellowship International
- ▶ CAMX/Composites & Advanced Materials Expo (SAMPE/ACMA)
- ▶ CEDIA
- ▶ Dallas Safari Club
- ▶ IEEE
- ▶ Mary Kay, Inc.
- ▶ National Retail Federation
- ▶ Nerium International
- ▶ Republican Party of Texas
- ▶ Texas FFA Association
- ▶ Women's Foodservice Forum

Future citywides

- ▶ Ace Hardware Corporation
- ▶ Ambit Energy
- ▶ ASAE: The Center for Association Leadership
- ▶ Aviation Week
- ▶ CEDIA
- ▶ Cisco Systems
- ▶ Computer Science Corporation
- ▶ Helicopter Association International
- ▶ International Association of Fire Chiefs
- ▶ Mary Kay, Inc.
- ▶ National Recreation and Park Association
- ▶ Specialty Graphic Imaging Association

ACHIEVEMENTS

New records

The Sales & Services division booked 1,102,872 for-the-year and future room nights, a record for the organization and 8.9% percent increase over the previous record year (1,012,637).

City collaboration

Working together with transportation companies, hotels, restaurants, museums and other cultural attractions, as well as the Kay Bailey Hutchison Convention Center Dallas, we toured more than 886 customers and their teams throughout the city. This

collaboration helped position Dallas as the ideal destination for conventions, meetings, dinners, receptions and tours and resulted in an increase of 96.9% over last year.

A BIG welcome

For citywide events, the DCVB/ VisitDallas Client Services team directly assisted event organizers with their needs outside of the Kay Bailey Hutchison Convention Center Dallas. We welcomed attendees at every touch point in the city, including baggage claim at Dallas/Fort Worth International

Future citywides (continued)

- ▶ Texas Association of School Boards
- ▶ Texas FFA Association
- ▶ The Obesity Society
- ▶ Women's Foodservice Forum

THE STRATEGY FOR 2017

Continued focus on research and data-driven sales strategy

We have been developing our database of customer information over the past 24 months and will continue to engage with our partners at STR, TAP, Tourism Economics, and MDI to identify the best business for Dallas in all segments.

We have developed profiles of businesses that have been booking Dallas for their events, and worked to identify other accounts and events that match those profiles to point our sales team leaders to that business with greatest propensity to book Dallas.

We have reduced the number of accounts each person engages and increased the depth to which we engage recommenders, influencers and decision makers.

We are also narrowing our information on targeting those groups that specifically meet our need months of May, June, August, November and December to put together our strategy with the resources of the Tourism Public Improvement District (TPID) to sway that business.

Commitment to service

As a new service, the Client Services team also dedicated one of its existing positions to focus on those groups that book their event through the DCVB/

VisitDallas, but use only one hotel, to ensure we continue to exceed customer expectations for events big and small.

Increasing demand to track with increasing supply

The city of Dallas will add over 850,000 available hotel room nights to our market by the end of 2018. The booking window for that business is upon us. Without an increase in demand, we will experience a decline in occupancy, which historically results in a decline in average rate/revenue/REVPAR. This will have a negative effect on jobs and future investment in these valuable hotel assets. We have increased our group goals by 8.8%, in consultation with the board of directors' sales committee, to position the DCVB/VisitDallas to increase its contribution to this growing market.

Increased marketing investment in group business

As companies like STR and PKF have reported higher group growth than transient growth, and in consultation with the TPID board and our marketing leaders, we will increase our investment in marketing to the group business market to attract higher levels of group business to stay ahead of supply. Our Customer Advisory Board (CAB) has, and will continue to have, an

active role in the development of our website for meeting planners, online, face-to-face and print messaging to this highly competitive market segment.

Investment in our people

So that we can be the most competitive destination marketing association possible, we are investing in basic and strategic sales training with all our sales team members from convention sales, sports, tourism, strategic alliances, and including the sales personnel from the Kay Bailey Hutchison Convention Center Dallas. In this way, we will create a culture of consistency and success in how we engage our partners and external customers in all market segments. Additionally, this same company will be providing sales training to our member partners that might not have access to this level of sales training to help hotels, restaurants, venues, cultural attractions and others be more successful. That training will take place in February. Additionally, we will be providing a year-long curriculum of training for all of our administrative personnel in the DCVB/VisitDallas to enhance their job skills and customer focused engagements.

TEAM MISSION

The Tourism team is responsible for sales and marketing to the leisure/consumer market, including international strategies and plans; the management of the DCVB/VisitDallas' twelve international agencies and representation firms; domestic group leisure sales; cultural tourism; and partnerships and marketing opportunities with other DMOs, airports, airlines and other industry partners.



which had been held in the U.S. only twice before in its history. This crown jewel of international tourism audiences included attendance by more than 700 C-Level global leaders from 54 different countries. In addition to securing \$3 million in funding from 47 sponsors to produce the event, the team oversaw all aspects of the planning of the summit.

Perceptions of Dallas were changed as a result. 69% of attendees said they were more likely to recommend Dallas as a good place to do business after participating, and 66% were more favorable about Dallas as a tourism destination as a result of their attendance.

Michelin milestone

The team worked to secure Dallas as a Michelin-rated city in the Michelin Green Guide, a potential game-changer for international and domestic markets. No Texas city had previously been included and not only was Dallas included this year, it was ranked as a Michelin 3-Star city, the highest possible rating. This also included 40 pages of Dallas-specific content in the Michelin guide.



ACHIEVEMENTS

Increased performance

The Tourism team booked a record number of room nights in 2015-2016 totaling 611,268 room nights. These were all booked in-the-year, for-the-year and represent an increase of 16% over last year's record. The team has booked more room nights in the past three years than in the preceding ten years combined.

And others are taking notice. This year, the National Travel & Tourism

Office ranked Dallas the #2 city in the nation for year-over-year growth from overseas markets—up 33% from last year. TripAdvisor ranked Dallas #4 in the U.S. for increased international market share gain—up 27% from the preceding year.

Global reach

The team secured and implemented the 2016 Global Summit of the World Travel & Tourism Council in Dallas,

In addition to the city's ranking, sites throughout Dallas were highly ranked including five that were called out with a 3-Star top rating. These included the Dallas Arts District, the Sixth Floor Museum at Dealey Plaza, the Dallas Museum of Art, the Perot Museum of Nature & Science and the Meadows Museum.

Dallas CityPASS

The new Dallas CityPASS program, bundling tickets to six Dallas attractions, was launched last year with significant

results. Sales were 30% ahead of the highest level projections from CityPASS, and we've seen a 26% year-over-year increase above that in our second year performance. In the first year of the program, we saw over 45,000 units sold, representing 150,000+ incremental visits to Dallas attractions. We expect significant growth in international and domestic markets in its second year.

Amplified collaboration

The Tourism Team negotiated sales and marketing agreements for the DCVB/VisitDallas to collaboratively invest with the Fort Worth CVB and DFW International Airport in several major international markets this year, including Australia, China, the UK and Germany. These multi-year agreements

allow for additional investment in these critical markets beyond just the DCVB/VisitDallas' investment including financial, staffing and other resources. These three organizations have aligned very powerfully in doing so.

THE STRATEGY FOR 2017

Build Dallas awareness

With increased investment in our international agencies, we will more deeply engage them in comprehensive training on the Dallas product with operators and agents in their markets. Earned editorial with international media will still be an important top priority for the DCVB/VisitDallas Tourism team, as well as an increased focus on influencing key wholesalers, consolidators and receptives. We will also identify other sources of international marketing and advertising funds to further extend the awareness of Dallas in these important markets.

Airport alliances

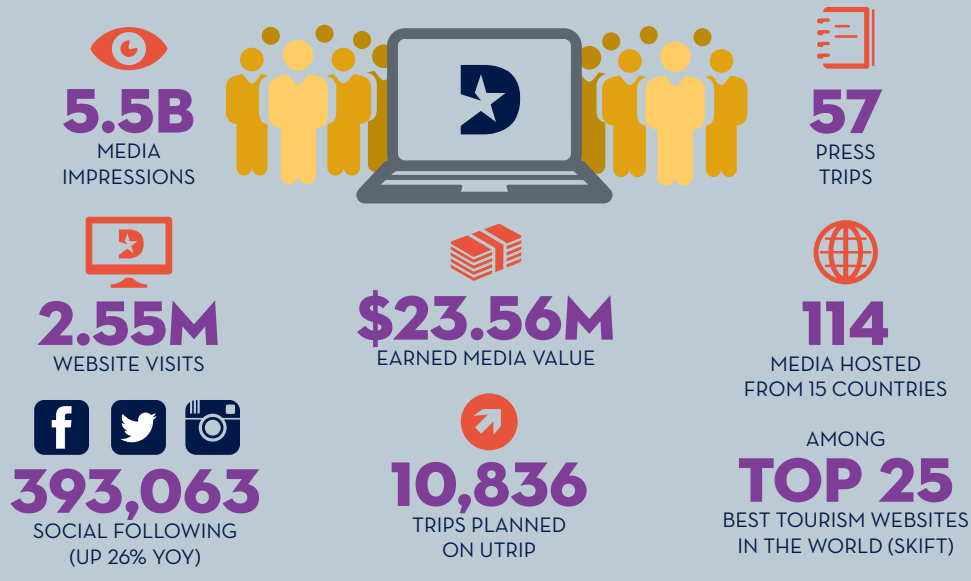
We will play an increasingly stronger role in DFW International Airport's global initiatives. The support of current direct-flight markets and working to assist in expanding successful new ones is a top priority for the DCVB/VisitDallas, and has been an essential part of our growth from international markets. Three new direct flights to DFW were recently announced (Vancouver, Rome and Amsterdam) and we will increase sales and marketing efforts in those markets.

Continued partnership

We'll collaborate to increase our partnerships with online travel agencies in international markets, working with Brand USA to extend the value of those partnerships and placements. We'll also further develop sales opportunities with Dallas CityPASS in influencing increased international visitation to Dallas. Lastly, the Tourism team will facilitate and engage even more utilization of DTPID funds by arts partners for in-market events that drive visitation and hotel stays.

TEAM MISSION

The Marketing & Communications Department's goal is to market Dallas as the ideal visitor and convention destination to the regional, national and international marketplace through advertising, creative partnerships, social media and public relations.



ACHIEVEMENTS

Digital wins

► New website launch

In April, the DCVB/VisitDallas Marketing & Communications team launched the new VisitDallas.com. The new site is relevant, dynamic and user-friendly and presents Dallas as the vibrant, cosmopolitan city that it is. The cutting-edge site incorporates impactful video and imagery throughout and features helpful tools for visitors, clients and media. Dallas Now, our new blog, adds fresh and fun weekly content to site.

► Social media photography contest

In effort to showcase the many perspectives of Dallas, we launched an Instagram photo contest to highlight the emotional connection the visitors and residents have

to Dallas. The four-week contest introduced Dallas photography to potential travelers like never before. Participants submitted personal photography for the grand prize offering and for potential use in future communications materials. See results of the campaign on Instagram by searching #DallasTho.

► LGBT Pride campaign on Snapchat

The team launched the first-ever Snapchat channel, featuring the LGBT community in Dallas, as a summer promotional campaign. Followers could watch stories about members of the community and submit their own videos for a chance to be part of a longer narrative video during September's Dallas Pride festival.

► Dallas Strong video

Following the tragic events of the Dallas police shootings in July, we produced a compilation of the community tributes and speeches delivered at the police memorial, celebrating the strength of the Dallas community amidst the difficult time. Sony Music generously provided the rights to Stevie Wonder's hit song, "I'll Be Loving You," poignantly shared at the memorial by Dallas Police Chief David Brown.

Media wins

In addition to national and international journalists researching Dallas story angles, we hosted targeted, themed press familiarization trips (FAMs). Each FAM highlighted Dallas as the ideal destination for travelers in a variety of niche markets and showcased diverse, and sometimes undiscovered, parts of the city.

► Crusoe the celebrity dachshund

Crusoe, arguably the most famous weenie dog on the planet, launched a book and went on tour this fall, stopping in Dallas for several days to experience the city's dog-friendly amenities. We coordinated an on-air appearance, a custom dog-friendly itinerary and a variety of other treats and surprises, all shared on social media.

► Millennial media FAM

Millennials are increasingly considered the most important generation for travel and tourism growth. In effort to promote Dallas as the go-to destination for Millennials, a select group of influential media outlets were invited to the city for a four-day media tour. Video bloggers, lifestyle bloggers and the editor of online Millennial Magazine experienced how Dallas is becoming an Impact City and a cultural and food mecca for young adults.

► **LGBT Pride FAM**

In honor of the Pride festivities in Dallas, four LGBT media from the United States and Canada visited Dallas to explore the city's rich LGBT heritage and visitor destinations. The press itinerary highlighted the city's Pride festivities, in addition to a robust line-up of attractions and restaurants. Media included bloggers, vloggers and traditional print writers.

► **Fashion influencers Instagram FAM**

In conjunction with CVB partners, we held a unique press trip featuring fashion influencers and national writers to experience luxury travel and shopping in Dallas, proving that Dallas is a city that will suit any travel interest. Six media experienced the best of the Dallas social and arts scene, luxury shopping, hospitality and hot restaurants.

On the small screen

We engaged with some notable TV programs to showcase the city's culinary creativity and top attractions.

► **Simply Ming**

To tout Dallas' significant culinary scene, the team engaged PBS star Ming Tsai and his culinary program, **Simply Ming**, to feature four top Dallas chefs and the city as a foodie destination. Features included a Dallas Farmers Market tour with chef Matt McCallister and cheese making at Paula Lamberts' Deep Ellum shop, among others.

► **The Daytripper**

Chet Garner, TV host of the popular **Daytripper** PBS series, filmed in Dallas for the first time, featuring the Perot Museum, outdoor activities, Pecan Lodge and other Dallas attractions. Part of the 2016 season, the episode aired in the fall.

B&G is still a big deal

In its third year, our "Big Things Happen Here" campaign continues to capture the imagination of visitors and locals. This year, we have collaborated with local artists to create sets that personify and reflect neighborhoods across Dallas, as well as created several themed sets, including the latest ones that celebrate the holiday season—see them around the city, including at the Dallas Arboretum, Galleria Dallas, Main Street Garden, Pegasus Plaza, Belo Garden and more.

New tools

The Marketing & Communications team has developed and launched a new sales and marketing collateral suite for use by all of the DCVB/VisitDallas teams. We also partnered with Lonely Planet to develop a Dallas-themed version of their well-loved Official Visitors Guide, as well as a Business Traveler's Guide. Both pieces can be viewed and downloaded on the new VisitDallas.com

THE STRATEGY FOR 2017

Regional focus

After extensive marketing research and supporting data, we have confirmed that the Dallas message resonates with certain regional audiences, both in our drive-in and fly-in markets. We will continue to focus our targeted efforts in several key markets, including Albuquerque, New Orleans, Kansas City, Memphis, Oklahoma City, Shreveport, Tulsa, Little Rock, Austin,

Amarillo, Lubbock, San Angelo and Jackson, Mississippi.

B&G - getting bigger

We will continue to build upon the momentum of this successful campaign, creating more recognition and engagement with the B&G sets, both with locals and visitors. Social media will play a BIG part in this campaign, as well as multiple other communication outlets. In the new year, permanent

sets designed by local artists will be installed throughout our many entertainment districts to tell the story of the area and create an engaging tour for visitors.

Themed media outreach

To build on the success of this year's outreach, we will continue to host targeted, themed FAMs, promoting Dallas as the ideal destination for travelers in a variety of niche markets.

TEAM MISSION

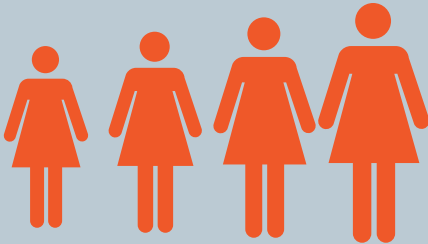
To promote Dallas as the ideal convention and leisure destination for women, multicultural, multigenerational, and lesbian, gay, bisexual and transgender (LGBT) groups. The team has expanded its reach to support veterans and persons with disabilities groups.

BOARD DEMOGRAPHICS

Growth from 2013-2016

GROWTH IN WOMEN

37% → 49%



GROWTH IN MINORITIES

30% → 47%



466
HOURS OF
DIVERSITY TRAINING

- 700** GENERAL REQUESTS
- 18** SUBMISSIONS OF NEW RFPs
- 75** WELCOMED W/MBE & LGBT SUPPLIER DIVERSITY PARTNERS
- 12** NEW CORPORATE PARTNERSHIPS

ACHIEVEMENTS

Strengthened diversity and inclusion in the DCVB/VisitDallas

The Diversity & Inclusion board committee, comprised of executive leaders from Dallas' ethnic and LGBT chambers and other city and key corporate partners, added Oncor's Supplier Diversity Manager; Southern Glazer's Wine and Spirits' National Diversity & Inclusion; BridgeWork CEO; and PhaseNet Hospitality's CEO to the committee this year as part of the strategic plan to expand the DCVB/

VisitDallas' corporate representation. The committee provides thought leadership and executive engagement for the bureau's diversity and inclusion strategy, assisting with educating the market, engaging external partners and promoting collaboration in the community.

Additionally, we continue to monitor representation by women and minorities on our board. Among the DCVB/VisitDallas' 46-member board, 49% are women and 47% are minorities.

Supported and elevated services provided to diverse groups

We submitted 18 RFPs to convention sales and assisted in booking the following: National Diversity Council, National Panhellenic, NAACP Board & Trustee Retreat, National League of Cities, AFRIMMA-African Muzik Magazine Awards, Texas County Treasurers Association, The National Association of Blacks in Criminal Justice, National Black Public Relations Society, LULAC Board Meeting, Leadership Women, Leadership Texas, Leadership Women Annual, Annual Latino Leadership, Texas Latino Gay Pride, The Women's Foodservice Forum Annual Leadership Conference and The Women's Foodservice Forum Executive Summit. RFPs were also submitted for National Council of LaRaza and the NAACP National Convention.

The team responded to 700 internal and external requests and 10 proposals throughout the year, including:

► The Women's Foodservice Forum (WFF) Annual Leadership Development Conference

Held at the Omni Dallas Hotel and the Kay Bailey Hutchison Convention Center Dallas, March 13-16. The team strategized with the WFF planning committee to ensure a smooth transition as this was the first year the meeting was ever held at a convention center. Mike Rawlings, mayor of Dallas, and Phillip J. Jones, DCVB/VisitDallas President & CEO, addressed the opening session and welcomed over 2,700 attendees to Dallas. Collaboration between Convention Sales, Services, Marketing and Diversity & Inclusion departments assisted us in rebooking this group for three consecutive years.

▶ **NAACP Board of Directors and Trustees meeting**

We enticed the NAACP Board and Trustees to change their schedule and bring the Board & Trustee Meeting to Dallas, May 18-21. We hosted a BIG Dallas welcome reception at the Hilton Anatole for the group that included city and state dignitaries as well as presidents of the local NAACP chapters. As a result, the NAACP submitted an RFP for Dallas to bid on the National Convention.

▶ **National Association of Latino Elected Officials (NALEO)**

In preparation for the NALEO Conference, June 22-25 at the Sheraton Dallas Hotel, the team hosted a welcome reception that highlighted the city's entertainment districts and Hispanic heritage. Over 700 people attended the closing event at the Omni Shoreham in Washington D.C. The team conducted a site visit for NALEO's executive team and was recognized at a corporate reception for the years of engagement with NALEO leading up to the 2017 Conference.

▶ **47th Federally Employed Women's national training program**

Held at the Hilton Anatole July 11-14. The Services and D&I teams collaborated to support the group by participating in pre-event meetings to discuss logistics, community leadership involvement and sharing the event to local women-owned businesses. D&I assisted in securing speakers with our partners from DFW International Airport, Dallas Police Department and the City of Dallas. Mayor Pro Tem Monica

Alonzo gave a motivating and BIG welcome to 2,000 attendees.

▶ **World Travel and Tourism Council**

The team supported the Tourism Department by serving as a WTTC liaison for the Ministries of Tourism from Uganda and the Bahamas during the conference in Dallas.

▶ **COMTO**

Conference of Minority Transportation Officials hosted its annual National Meeting and Training Conference, the nation's premier gathering of professionals in the transportation industry, at the Omni Hotel July 10-13. The group's solidarity and united spirit supported the City of Dallas after the tragic shootings, with 600 in attendance.

Increased partnership with diverse community groups

We've been actively involved with key civic and community partners in the Dallas area, including the North Texas GLBT Chamber of Commerce, Greater Dallas Asian American Chamber of Commerce, Greater Dallas Hispanic Chamber of Commerce, Dallas Black Chamber of Commerce, Leadership Women, Women's Foodservice Forum, Hispanic 100 and Texas Diversity Council.

Promoted more inclusive business partnerships

In an effort to ensure our vendor and supplier base is as diverse as our city and the visitors we serve, we've expanded the Supplier Diversity Program by identifying and verifying 75 businesses, including 12 LGBT welcoming hotels in the Dallas/Fort Worth area. These businesses are operated by women, minorities and the

LGBT community and are vital to the economic growth of our city.

Accolades

We received the DiversityFirst Award from the Texas Diversity Council and the Driving Diversity Award from the Greater Dallas Asian American Chamber of Commerce.

Diversity and inclusion training

The staff participated in over 466 hours of diversity and inclusion training and development throughout the year, from "What Gen Y Wants... Succeeding through Generational Diversity" facilitated by Lindsey Pollak, **The New York Times** Best Selling Author to Heritage Month speakers program sponsored by the Diversity and Inclusion Employee Resource Group.

Help promote events highlighting diversity and inclusion

We partnered with Southern Methodist University Latino Leadership Initiative to bring Soledad O' Brien to town, which focused on her "I am Latino in America" tour, April 26 at the McFarlin Memorial Auditorium on the SMU campus. The tour included a national conversation with influencers, celebrities, national and local advocates, business leaders and academics. We partnered with the Dallas Business Journal's "Women in Business Awards" program and luncheon and launched the first-ever "Women in Tourism" category. Honorees include Paula R. Fenner, The Adolphus; Maura Allen Gast, Irving Convention & Visitors Bureau; Andrea Gates, Rosewood Mansion on Turtle Creek; Mary German, Arlington Convention & Visitors Bureau; Dusti Groskreutz, Reunion Tower; and Sue Trizila, Wyndham Jade.

THE STRATEGY FOR 2017

We'll continue to integrate diversity and inclusion into the bureau's operations so that it influences all aspects of the organization and the creation of a common organizational language around diversity and inclusion. We'll do this by:

- ▶ Supporting efforts to bring diverse groups to Dallas while reviewing and applying best practices for customizing the experience for definite groups.
- ▶ Implementing Phase III of the Supplier Diversity Program.
- ▶ Continue to update data for the Resource Guide, offering diverse listings of available resources and marketing the city as an inclusive destination.
- ▶ Overseeing the Integration Team and Host Committee for MegaFest 2017.
- ▶ Continuing to engage BIG Influencers in the community while establishing strong relationships and partnerships to increase awareness about Dallas conventions, meetings and leisure travelers, thus boosting economic impact.
- ▶ Developing tracking and measurement tools used to evaluate the organization over the long term while continuously improving processes.
- ▶ Continuing to implement Diversity & Inclusion training and development.
- ▶ Coordinate with Marketing team and diverse agencies to produce CEO and community leaders event.
- ▶ Collaborate with D&I Committee to create nomination process for diverse influencer campaign, to develop one diverse influencer event.

TEAM MISSION

To support the mission of the bureau through the recruitment, sale, retention and servicing of appropriate companies across the Dallas area, thereby significantly increasing the marketing revenue base.

2015-2016

PARTNER CONNECTIONS



NETWORKING EVENTS

1,380

PARTNERS ATTENDED
15 NETWORKING
EVENTS

11

COMMUNITY
ENGAGEMENTS

689

PARTNERS

ACHIEVEMENTS

Strategic Alliances re-introduced educational events, focusing on timely topics that would support Dallas as a destination. The first was a breakfast on utilizing social media with Splash Media, held in a private event space at Dave & Buster's. The VisitDallas brand was featured during this discussion that included focusing on current social media trends.

The second was a breakfast event, held at The Rustic, to educate members on how to benefit from the efforts of the Dallas Sports Commission. This thorough discussion covered the spread of the commission's efforts with its variety of sports and impact on the Dallas area.

Finally, the DCVB/VisitDallas held Hostile Awareness training with

representatives from the Dallas Police Department, Homeland Security and the FBI, held at the DCVB/VisitDallas offices.

The fourth was an educational session and a tour at the D.E.C. (Dallas Entrepreneurial Center), and how Dallas continues to grow as a tech hub and a Smart City.

Networking opportunities

Strategic Alliances held 15 networking events, including nine trainings on PartnerNet (our ExtraNet) at our office, and six networking events held at the locations of Citizen, The Eberhard, The Ranch at Las Colinas, and 3015 at Trinity Groves.

Community partnerships

Strategic Alliances partnered with 689 partners.

THE STRATEGY FOR 2017

Strategic Alliances is part of the new Experience Division. The DCVB/VisitDallas is the first in the country to create a C-level role and entire division focused on the customer experience.

Dallas is making the total visitor experience our number one priority by engaging front line employees at airports, hotels, attractions, meeting spaces and other hospitality professionals to make our brand and brand promise memorable and deliver best in class customer service to set our destination apart. As such, the DCVB/VisitDallas has appointed Renee McKenney, CMP, to provide strategic direction and operational leadership to the organization's customer service teams that will include Client Services (formerly

in the Sales Department), Visitor Information (formerly in the Tourism Department), and Strategic Alliances, coordinating all three departments to function as one.

The DCVB/VisitDallas' goal is to mark Dallas as the ideal convention and visitor destination to the regional, national and international marketplace and to favorably impact the Dallas economy through meetings and tourism. The Dallas metro area is the leading business and financial center in the Southwest, offering visitors an unparalleled array of amenities and a central location with two major airports with more domestic nonstop flights than any other in the nation. The Dallas area is the top visitor destination in Texas.

TEAM MISSION

The Dallas Sports Commission, which celebrated its two-year anniversary on October 30, positions Dallas as the country's premier sports destination and creates a positive impact on the economy and quality of life for Dallas residents.

2015-2016

EVENTS HOSTED



FANS + PARTICIPANTS



ECONOMIC IMPACT



ROOMS NIGHTS



THE FUTURE

FUTURE GROUPS BOOKED



FUTURE ECONOMIC IMPACT



FANS



ACHIEVEMENTS

The Dallas Sports Commission performs many functions that are often required of a host city that are essential for the success and growth of sporting events and meetings, including ticket sales, communications and marketing, operations and event production. In the last year, the Dallas Sports Commission booked 338,713 room nights through 69 events, achieving 113% of the commission's sales goal. This also translates into \$469 million in economic impact.

We provide rights holders with first-rate event operations and services needed for their event, and the Dallas Sports

Commission is a one-stop shop able to provide increased media exposure, assistance securing volunteers, use of our volunteer registration system and other event operation services.

We hosted more than 744,015 participants and fans last year exceeding nearly \$443 million in economic impact from the games, competitions and exhibitions that made their way to Dallas this year.

Economic impact tells only one part of the story. The Dallas Sports Commission will use sports as a way to improve the quality of life within our city for the Dallas community.

BIG wins include:

- ▶ NCA High School National Championship (January)
- ▶ NCA All-Star National Championship (February)
- ▶ Dr Pepper Dallas Cup (March)
- ▶ NCAA Women's Basketball Dallas Regional (March)
- ▶ WWE WrestleMania (April)
- ▶ Mizuno Lone Star Classic Volleyball (April)
- ▶ Dallas Sports Festival (June-July)
 - FIVB World League Volleyball
 - Olympic Day
 - USA Boxing
 - USA Fencing
 - USA Volleyball
- ▶ Cotton Bowl Stadium Prep Showcase (September)
- ▶ Elite Rodeo Association World Championship (November)

OUR FUTURE PLAYBOOK

Future BIG wins include:

- ▶ NCAA Women's Final Four (2017)
- ▶ USA Volleyball Girls' Junior National Championships (2017)
- ▶ NCAA Men's Basketball First and Second Rounds (2018)
- ▶ NCA All-Star National Championship and High School National Championship (extended through 2019)
- ▶ Lone Star Classic National Championship (extended through 2018)
- ▶ Elite Rodeo Association (ERA) World Championships (2017-2020)

To learn more about Dallas sports, check out Dallassports.org.

TEAM MISSION

The Dallas Convention & Visitors Bureau's Finance and Administration team provides support for all departments within the organization, leading efforts related to budgeting, human resources and technical operations.

**BUDGET WITH FOCUS ON
GROWTH**
**EMPLOYEE FOCUS ON
CORE VALUES**

KEY FIGURES AND EVENTS

- ▶ The administration team along with our Employee Engagement Group organized staff events at area attractions like Family Day at Dave & Busters and monthly walks to various restaurants to support our members. We also coordinated community service activities such as breast cancer awareness day, domestic violence awareness day by Painting the Town Purple, volunteering for Habitat for Humanity, collecting business attire for Dress for Success and donating baby items for Vogel Alcove and Dallas Children's Advocacy Center. In addition, we set up a time for Ben & Jerry's to come out and they provided us with an ice cream break.
- ▶ The department led staff training for various computer classes that specialized in Excel, Adobe and PowerPoint. In addition, the department worked with Diversity & Inclusion to offer educational opportunities such as Hispanic Heritage Celebration, Celebrating Black History Month at the Rosa Parks Plaza, Leaning In Together: A Women's History Month Panel Discussion; and a walking tour of Oak Lawn's Cedar Springs District for June Pride Month. Also, we offered various webinars including Developing Leaders Who Engage, Inspire and Move People to Act, offered How to Supervise People Workshop, and started a Toastmasters chapter to empower individuals to become more effective communicators and leaders.

ACHIEVEMENTS

Our bottom line

Under our stewardship, DCVB/VisitDallas has continued to enjoy financial stability and growth. In anticipation of future expenses related to large conventions, events and projects, we increased our financial reserves to ensure the bureau continues to meet its financial obligations. We've also combed through our financial processes and accounting procedures looking for ways to streamline and preparing for the bureau's strategic planning initiative. For the eleventh consecutive year, the DCVB/VisitDallas was debt-free with positive monthly and reserve balances and audit-endorsed practices. Our budget was approved with continued focus on growth.

Staff development

We strive for business excellence, creating the best work environment so that the DCVB/VisitDallas employees can perform at the highest levels. This will become more prevalent in the upcoming fiscal year as the bureau continues to implement a comprehensive training and professional development program. In addition to focusing on specific training needs, the program will

identify leadership potential within the organization to support our business strategy as part of a long-term succession plan.

When Work Works

For the sixth time, the DCVB/VisitDallas was recognized with the 2016 When Work Works Award for its use of effective workplace strategies to increase business and employee success. This award is part of When Work Works, a research-based initiative led by the partnership of Families and Work Institute and the Society for Human Resource Management to highlight how effective and flexible workplaces can yield positive business results and help employees succeed at work and at home. The bureau also received top industry marks for its annual employee satisfaction survey.

We've also continued to develop our Employee Engagement Group, which works on employee initiatives to illustrate how our core values – Inclusion, Collaboration, Passion, Principled, Respect and Innovation (ICAPPRI)—affect and guide everyday work life, and why they are so important to the DCVB/VisitDallas' success.