

COMPREHENSIVE

# DESTINATION STRATEGIC PLAN

JUNE 2026



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## Letter from the Director

College Station stands at a pivotal moment in its evolution as a destination. As home to Texas A&M University (TAMU), one of the largest in-person universities in the country, we possess a competitive advantage that few destinations can claim. Yet for too long, we have operated reactively, allowing our tourism economy to be dictated by football Saturdays rather than strategically leveraging our university's global academic prestige and research excellence. This Strategic Plan represents a fundamental shift in approach: from passive promotion to proactive market development, from generalist coordination to specialized sales expertise, and from fragmented operations to formalized city-university partnership.

According to the lost business reports between 2022-2024 (a list of which can be found in the Appendix), College Station left \$27.6 million in documented economic impact on the table, with over \$4 million lost specifically in academic and educational conferences, events that naturally align with TAMU's institutional strengths. These were not losses due to lack of facilities, but rather due to insufficient sales capacity, fragmented coordination, and the absence of dedicated professionals to navigate the university's complex internal landscape. The market study conducted by JLL reveals we are classified as a "Dawning Developer"—a destination with emerging infrastructure and significant momentum, but one that currently lacks the integrated systems and specialized resources required to capture high-value, year-round business.

This plan does not fundamentally change what we are currently doing; rather, it enhances and sharpens our existing efforts through refined KPIs, specialized expertise, and strategic resource allocation. Just as our sports tourism program has demonstrated very strong performance numbers through focused attention and dedicated resources, this plan applies the same proven approach to academic conferences and leisure events. We are building upon success, not replacing it.

This plan is not a wish list, it is a roadmap built on data, validated by stakeholder engagement, and modeled on peer destinations that have successfully transformed university relationships into measurable economic impact. It calls for bold investment in specialized sales staff, formalized governance through a Memorandum of Understanding with TAMU, professionalized event delivery, and the creation of signature leisure products that fill critical need periods. Every recommendation is tied to quantifiable performance metrics, and every proposed hire is contingent on demonstrated success at each prior stage. The financial model is sustainable and self-reinforcing: initial investments funded through strategic reallocation will generate Hotel Occupancy Tax growth that funds future expansion, creating a virtuous cycle of performance-driven growth.

The opportunity before us is significant, but it will not wait. Competitor destinations are already investing in the specialized university sales teams and formalized campus partnerships this plan recommends. The question is not whether College Station can compete, but whether we will choose to compete with the intentionality, resources, and organizational alignment required to win. This Strategic Plan provides the blueprint. Now we must commit to building upon it.

The time to act is now, and I am confident that together, city, university, and community stakeholders aligned in common purpose, we will realize College Station's full potential as a premier destination that generates economic vitality, supports institutional excellence, and enhances quality of life for residents and visitors alike.

# Executive Summary

College Station, Texas, currently occupies a unique position within the national tourism landscape, defined primarily by its role as the home of Texas A&M University (TAMU). Given TAMU's position as one of the largest in-person universities in the country, the destination's tourism demand has been heavily shaped by the university's academic and athletic calendars, creating distinct seasonal patterns that influence market strategy. However, extensive market research and stakeholder engagement conducted by JLL indicate that the city is at a critical transition point. Classified as a "Dawning Developer" by the Tourism Readiness Index, College Station demonstrates significant momentum and potential but currently lacks the integrated infrastructure and coordinated management required to capture high-value, year-round business. This strategic plan outlines a transition toward a proactive, specialized, and data-centric approach to destination management, focused on six confirmed strategic pillars that bridge the gap between the university's global academic prestige and the city's economic development goals.

The findings of the JLL market study reveal that while College Station benefits from an above-average supply of hotel rooms and meeting spaces, it significantly under-indexes in areas such as leisure concentration and urban readiness. A substantial portion of the destination's visitor traffic remains focused on single-location athletic events, resulting in missed opportunities for local retail and dining establishments.

Furthermore, a detailed analysis of lost business between 2022 and 2024 reveals that College Station failed to capture \$27.6 million in potential economic impact, with over \$4 million of that loss occurring specifically within the academic and educational conference segment. The primary causes of these losses were not facility constraints but rather a fragmented organizational structure and a lack of dedicated sales resources to navigate the university's internal landscape.

The present Strategic Plan aims to develop guidelines for Visit College Station to professionalize its event delivery, enhance the visitor experience for key demographics, and establish a resilient tourism economy that thrives alongside the traditional football season.



# Market Study

## Overview

JLL's approach to Strategic Planning uses a four-phases approach: listening, analyzing, strategizing, and activating. To ensure a comprehensive approach to this plan, the College Station Tourism Strategic Plan integrates insights from stakeholder engagement and market research to develop a clear vision and strategy. Throughout the year-long planning process, extensive qualitative and quantitative market research was conducted to gain an in-depth understanding of the current state of the tourism landscape and identify potential areas for growth. JLL leveraged proprietary planning products, extensive stakeholder feedback, as well as research and data from Visit College Station to better understand the destination. Many of the insights from these findings have been critical to the foundational recommendations in this plan.

The Market Study section includes quantitative and qualitative research that has been detailed further and organized under the following categories:

### *JLL-Conducted research components:*

- 1. Tourism Readiness Index:** Detailed data analysis process which used nearly 1,000 data points across College Station and 14 comparable destinations to assess the readiness and capacity of the tourism industry in College Station. The Typology outcome placed College Station in the Dawning Developer category, a destination with emerging tourism infrastructure, gradual tourism growth, and lower levels of concentration.
- 2. Demand Driver Scorecard:** Evaluation which identified 10 key assets and experiences driving visitor demand in the destination.
- 3. Event Matrix:** Evaluation which identified that aside from university home sports games as key demand generators, there are limited leisure events that drive visitor demand in the destination.
- 4. University Destination Benchmarking:** Peer benchmarking analysis of comparable university destinations analyzing successful case studies relating to academic conference sales staff and formalized university-CVB partnerships that generated academic event capture rates and economic impact.
- 5. Lost Business Analysis:** The Lost Booking Report shows \$4,359,740 in missed economic impact from 26 academic and educational events between 2022 and 2024, including \$153,917 in hotel sales tax and \$29,458 in sales tax from lost business.





# Stakeholder Engagement

Stakeholder input was collected through the following methods, including Tourism Committee discussion forums, a series of topical focus groups, a thorough site visit, and individual meetings with tourism stakeholders, industry leaders, and related entities.



### Steering Committee

The meetings were bimonthly gatherings composed of City of College Station Tourism Committee consisting of 14 members representing diverse areas within tourism, of which a full list can be found in the [Appendix](#).



### Focus Groups

Focus groups were conducted to discuss key themes and gather quantitative data. We conducted 7 focus groups with 35 total participants, including meeting planners, music, economic & business development, infrastructure, restaurants, hotels, assets & attractions.



### Individual Interviews

Individual meetings were held with stakeholders to collect detailed feedback. The stakeholders included industry leadership and management, supporters, and individuals concerned with tourism's potential challenges and impacts on College Station. The interview process encompassed 28 individual interviews with stakeholders representing Attractions, Economic Development, Housing, Workforce, Regional Planning, Hotels, and TAMU.



### Site Visits

Two visits were conducted to College Station to immerse further in the local environment, engage directly with stakeholders, visit tourism sites and attractions, and witness firsthand the dynamics of the tourism industry in College Station.

The diverse set of perspectives ensured the present study comprehensively captures both the benefits and potential challenges within the tourism industry. All stakeholder feedback also provided key guidance and directions to become the basis of many recommendations, supported by real-life examples from site visits.

## Key Themes from Stakeholder Engagement

The various methods of stakeholder feedback reflect several major themes within College Station:

- TAMU excels academically in agriculture, engineering, business, veterinary medicine, military sciences, making it an appealing destination for major conferences. However, organizing large conferences can be challenging, as faculty members must balance planning responsibilities with their teaching and research commitments.
- The lack of purpose-built facilities for non-athletic events creates competition among multiple major university departments for limited large-event space. Additionally, the 'Preferred Access Agreement' gives sports teams and student groups priority on existing venues, further constraining availability for other programming.
- Winter breaks are usually busy with football recruiting, basketball, and commencement, limiting venue availability for external leisure events.
- TAMU Special Events (based at the MSC) primarily serves the needs of those planning events at the MSC. They currently lack capacity for external sourcing, with just 6 people handling 300-400 events per year. Reliance on student labor means availability is impacted during academic breaks.
- Visiting TAMU student families lack coordinated experiences and are unaware of non-football activities.
- Need to develop diverse experiential packages, itineraries, and schedules for families of students beyond main events.
- Strong student demand for live music, variety food, and diverse programming (arts & culture atmosphere).
- Popular non-university events like Chilifest and music festivals highlight student demand for a broader entertainment scene.
- The recruitment of high-level faculty relocating to College Station is difficult due to perceived lack of activities and general awareness of College Station, especially for those with families or single professionals.
- There is a disconnect between fans and conference attendees who are unaware of local attractions, while local businesses struggle to reach the university community.
- There are significant opportunities to partner with public event organizers to cross-market to students and visitors.
- College Station's event landscape, outside of large events at Kyle Field, primarily draws local audiences and lacks regional and national demand-driving events which could fill need periods and maximize overnight visitation.



The key themes identified above present a comprehensive synopsis of stakeholder conversations, focus group feedback, and individual interviews conducted throughout the planning process. These themes reveal critical gaps in visitor experience coordination, infrastructure limitations, untapped partnership opportunities, and the need for enhanced support systems for both university operations and faculty recruitment. The consistent patterns across multiple stakeholder groups validated the strategic priorities developed in this plan. The Tourism Strategic Plan process leveraged this extensive stakeholder feedback to ensure research-driven recommendations align with community needs and chart a collaborative direction for College Station's future as a destination that serves students, visitors, faculty, and residents alike.

# Tourism Readiness Index

## Overview

The first phase of the Market Study process involved an in-depth analysis of College Station as a destination based on the Tourism Readiness Index. The Tourism Readiness Index is an analysis tool developed collaboratively by JLL and the World Travel & Tourism Council (WTTC). The Index offers destinations an opportunity to evaluate and comprehend their own tourism preparedness based on 70 essential data points that directly influence the tourism industry. The indicators evaluate the current state of College Station's tourism industry and identify potential areas for future growth.

The assessment encompasses research into various aspects within a destination's landscape, including traditional hotel performance metrics, infrastructure and capacity building, environmental sustainability requirements, and more. With the insights provided by the Tourism Readiness Index, destinations can gain a thorough understanding of growth readiness, enabling informed decisions and optimization of tourism strategies.

A comprehensive analysis was conducted on College Station and 14 comparable and aspirational destinations, examining a total of 70 indicators. The process resulted in the collection and organization of nearly 1,000 data points. All sources included were vetted by JLL and WTTC.

The Tourism Readiness Index analyzed data in the following categories:

- Scale
- Leisure
- Urban Readiness
- Environmental Readiness
- Concentration
- Business
- Safety and Security

These seven categories each incorporate up to 10 data points that are grouped to create the pillars of tourism readiness. The data points in each pillar are weighted and scored. The outcomes from this analysis determine what features of the destination need to be prioritized to ensure long-term smart growth to positively impact the local economy through tourism's benefits. See [Appendix](#) for further details on the Tourism Readiness Index methodology.



## Results

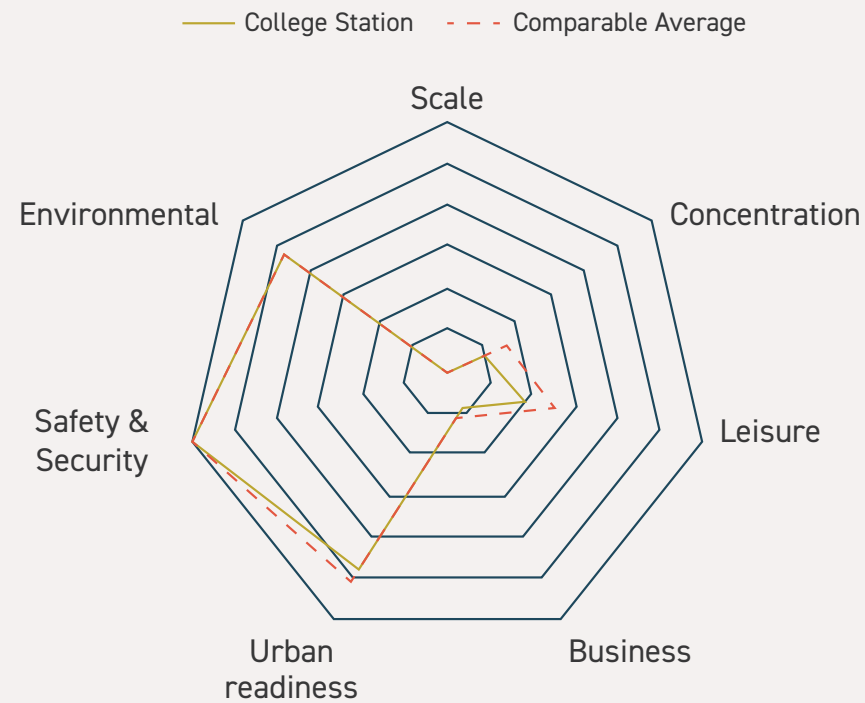
The Tourism Readiness Index indexed College Station across 14 comparable cities, and 70 data points. College Station ranks about average in most pillars – except the concentration, leisure, and urban readiness pillars where College Station under indexes the average.

In-depth analysis of data from reputable global databases such as Centre for Aviation, CoStar, Oxford Economics, TripAdvisor, and more shed light on the factors contributing to College Station's readiness for tourism. For instance, the analyzed data highlights the positive impact of factors like the above-average supply of hotel rooms, supply of hotel meeting space, and low traffic congestion.

Conversely, certain data points contribute to the underperformance in areas such as low spending at restaurants, volume of visitor attractions, overnight hotel stays per square mile, number of employees, and business friendliness. These insights provide opportunities for targeted improvements to enhance College Station's overall tourism readiness and maintain its competitive edge.

Based on the results, College Station is classified as a "Dawning Developer". This typology represents a destination at the exciting initial stages of shaping their tourism identities, offering a rare opportunity to integrate sustainability and stewardship principles from the outset. With a clean slate and emerging infrastructure, College Station can craft thoughtful tourism frameworks that prioritize community well-being, protect natural and cultural assets, and guide growth toward long-term resilience. Dawning Developers represent destinations with immense potential to grow responsibly while preserving what makes them special.

### Outcomes by Pillar



# Demand Driver Scorecard

## Overview

The tourism strategic planning process utilized JLL's proprietary Demand Driver Scorecard to evaluate the impact of individual assets and experiences and future investment opportunities. The Demand Driver Scorecard is designed to establish a baseline and identify investment prospects within the tourism sector. Strategic planners, investors, and developers gain the ability to make informed decisions backed by robust data and analysis. The Scorecard assists destinations in strategic planning and guides stakeholders in the formulation of targeted marketing to maximize returns.

This scoring process was based on an evaluation which includes:

- **Multistep Assessment:** Evaluating and assigning points to each attraction or experience against eight key criteria, including current visitor demand levels, event opportunities, engaging visitor experience and more (further detail outlined in [Appendix](#)).
- **Categorization as Attractions vs Attractors/Demand Generators:** Categorizing assets as attractions or attractors based on a scoring system of 0-100.
- **Scoring:** Classifying each attraction into a category based on overall points score. Categories were Little to no visitor interest (0-20), Interesting to do on a repeat visit (20-40), "Must see" if in the area (40-60), Regional attractors (60-80), National attractors (80-95), and Global attractor (95-100). Scoring above 60 indicates assets or experiences as an attractor.
- **Categorization of each Demand Driver:** Segmenting assets into 13 unique market categories based on specific criteria and characteristics, including family-friendly attractions, museums, entertainment, educational attractions, outdoor recreation, and more. Assets could be assigned to multiple relevant categories.

Categorization of a destination's demand drivers helps assess the visitor experience, assists in strategic planning, identifies areas for future development or revitalization projects, and enables the prioritization of enhancements to visitor-facing attractions. Overall, asset categorization provides a framework for a more organized and detailed analysis, aiding in market research, planning, and decision-making processes.





## Results

The Demand Driver Scorecard process assessed 24 attractions and experiences across the city, which were identified by the Visit College Station internal team, the Tourism Committee, desktop research, and by JLL during site visits.

The results reveal that 40% of the assets scored are generating regional demand. 10 attractions and experiences are identified as regional demand drivers, including Kyle Field, George Bush Presidential Library and Museum, and Northgate District.

According to the analysis, 54% of assets scored in the region are considered family-friendly, with 67% of these assets driving regional demand. Notable examples of family-friendly attractions include Santa's Wonderland, Aggrieland Safari, among others.

Furthermore, approximately 29% of the assets scored are classified as entertainment, nightlife, and spectator sports, of which 22% are considered demand drivers for the region. The assets include Kyle Field, Reed Arena, Olsen Field at Blue Bell Park, Spirit Ice Arena, and Northgate District. The abundance of these assets is unique to College Station and visitors to these assets and events at these assets should be an important aspect of the Tourism Strategic Plan.

As a third and final example, 25% of the analyzed assets are related to culture, heritage, and history, of which 22% are classified as attractors. These assets include George Bush Presidential Library and Museum, Bonfire Memorial, Museum of the American GI, Benjamin Knox Gallery, among others.

Stakeholder engagement has revealed that visitors to key entertainment and sports assets in College Station, such as Kyle Field, Reed Arena, Northgate District, and Spirit Ice Arena, frequently focus their trips on a single event or location. This results in missed opportunities for local businesses and a lack of awareness about non-football attractions and activities, especially for visiting families. A lack of coordinated marketing and visitor resources means fans and conference attendees often remain disconnected from the wider range of experiences available in College Station's entertainment districts.

Similarly, while College Station's rich array of cultural and heritage attractions—such as the George Bush Presidential Library and Museum, Bonfire Memorial, and Museum of the American GI—serve as important visitor draws, there is little cross-promotion linking these sites with other events and attractions. This limited integration hinders the growth of cultural tourism and curtails opportunities for extending stays and increasing spending, especially among non-local and regional audiences.

Addressing these gaps through more coordinated visitor experiences, cross-marketing, and packages connecting entertainment and cultural assets would strengthen both demand drivers. These strategies should also consider the current lack of centralized resources for planning and promoting such connections. Enhancing the visibility and appeal of entertainment and cultural offerings in College Station will be key priorities explored further in the recommendations section, supporting the destination's growth as a vibrant, multi-faceted tourism hub.

# Event Matrix

## Overview

The Event Matrix process encompassed a thorough evaluation of existing annual leisure-facing events within each region. The assessment helps tourism stakeholders understand which events generated the most impact and more specifically, what aspects of event planning could further enhance the event. Like the Demand Driver Scorecard, JLL's Event Matrix product involves a dedicated analysis of individual events, charting their outcomes and impacts based on overall scores.

The iterative approach enables continual refinement and optimization as events are held each year. It empowers destination organizations and event organizers to stay ahead of market trends and make strategic adjustments to optimize event offerings, ensuring events remain competitive in the ever-changing landscape of the industry.

### The Event Matrix process included:

- **Identifying Significant Events:** Collaborated with Visit College Station to inventory regionwide event master list.
- **Utilizing Comprehensive Criteria:** Scoring each event based on 11 detailed criteria aligned with the broader tourism landscape, such as event infrastructure, planning, marketing, and potential economic impact.
- **Categorizing Events Based on Score:** Categorizing assets as attractions or attractors based on a scoring system of 0-100.
- **Scoring:** Classifying each event into a category based on overall points score. Categories were community based events (0-60), regional events (60-80), national events (80-95), and global events (95-100). Scoring above 60 indicates assets or experiences as an attractor.
- **Evaluating Critical Mass:** Assessing the overall volume and significance of current events, identifying need periods, gaps, and opportunities.
- **Leveraging Outcomes:** Developing optimal calendar programming and identifying specific opportunities to enhance events.
- **Collaboration:** Working closely with the Tourism Committee to review effective tactics, addressing study results, and engaging individual event organizers in the future.

This approach ensures a well-informed understanding of the event landscape and helps in positioning regions for success by focusing on high-impact events. The Event Matrix serves as a leave-behind tool that JLL encourages event planners and Visit College Station to continue utilizing for ongoing and future event analysis to support strategic decision-making. See [Appendix](#) for further details on the Event Matrix methodology.

## Results

The Event Matrix process inventoried and scored 29 events across the destination that were collaboratively identified by Visit College Station during the site visit. College Station hosts an array of annual events with diversity across the destination and throughout the year.

The analysis revealed that aside from TAMU home sports games, there are no leisure events driving significant demand to the destination. Events such as the Margarita Festival at Century Square, Chilifest, Howdy Holly-Days at Northgate, Noon-Years Eve at Century Square, and Breakfast with Santa at TAMU Hotel attract some visitors, but overall scores indicate these events are primarily local in nature and contribute minimal overnight visitation and economic impact.

The results of the Event Matrix indicate focus should be placed on regional annual events as well as additional signature events that have greater potential for driving overnight visitation and substantial economic impact. It is recommended to utilize the Event Matrix on an ongoing basis as an objective tool to evaluate the region's event inventory and assess the impact of current events. To enhance this approach, supplementing the Event Matrix with external resources such as collaboration with local event organizers, economic development organizations, and industry experts can provide valuable insights, data, and expertise. This combined strategy will strengthen the evaluation of potential economic benefits and help identify key drivers of overnight visitation for current and future annual regional events. Additional details and recommendations are provided in the Events Development & Management section of this plan.



## University-Destination Benchmarking Analysis

The University Destination Benchmarking process evaluated College Station against a carefully selected set of peer university destinations with similar characteristics, including enrollment size, athletic programs, academic reputation, and proximity to major metropolitan areas. The comparison set included Penn State University (State College, PA), University of Wisconsin-Madison, University of Georgia (Athens, GA), University of Tennessee (Knoxville, TN), Auburn University (Auburn, AL), and Clemson University (Clemson, SC). The analysis examined multiple dimensions of destination competitiveness, including conference and meeting facility inventory, hotel supply and quality, convention and visitors bureau organizational structure and staffing levels, academic conference sales strategies, university-CVB partnership models, and leisure tourism development initiatives. By comparing College Station's current performance and resources against institutions that have successfully captured academic conference business and maximized economic impact from university-related visitation, the benchmarking identified specific operational gaps, strategic opportunities, and implementable best practices.

Penn State University (State College, PA) and the University of Wisconsin-Madison emerged as the most instructive case studies for College Station based on comparable market characteristics and proven success in academic conference capture. Penn State's Central Pennsylvania CVB employs dedicated academic conference sales staff who work exclusively with university departments and national academic associations, resulting in measurable increases in midweek and summer conference bookings that fill traditional need periods. The CVB maintains formalized partnerships with Penn State's conference services office, creating streamlined processes for faculty members seeking to bring conferences to campus—directly addressing the coordination gap identified in College Station stakeholder interviews. State College has also developed comprehensive faculty recruitment support services, providing customized community tours and relocation resources that help the university attract top-tier talent, a critical need identified by TAMU Faculty Relations.

The University of Wisconsin-Madison provides an equally compelling model through the Greater Madison CVB's specialized University Relations Manager position, which serves as a dedicated liaison between the CVB and campus departments. This role facilitates an estimated 40-50 academic conferences annually, generating millions in economic impact while simultaneously supporting university recruitment and retention goals. Madison has implemented a "Conference Concierge" program that provides white-glove service to faculty conference organizers, handling hotel blocks, restaurant recommendations, spouse/guest programming, and community orientation—services that directly address the "lack of coordinated experiences" identified in College Station stakeholder feedback. Additionally, Madison's CVB has created faculty recruitment packages that include curated itineraries showcasing neighborhoods, schools, cultural amenities, and quality-of-life assets, solving the exact challenge TAMU Faculty Relations described as needing "better experts in the town" to showcase during candidate visits.

Both communities housing Penn State and UW-Madison demonstrate measurably higher CVB staffing ratios compared to their hotel room inventory, with dedicated positions focused specifically on university-related business. These destinations have formalized university partnership agreements that include regular communication protocols, shared marketing initiatives, co-sponsored events, and joint pursuit of state and national academic conferences. The quantifiable results include increased conference bookings, enhanced faculty recruitment success rates, extended visitor stays and strengthened city-university relationships.



## Lost Business Analysis

The Lost Booking Report is a comprehensive tracking system maintained by Visit College Station that documents every event inquiry, bid, or proposal that did not result in a confirmed booking for the destination. Between 2022 and 2024, this report captured 132 total lost events across all market sectors, representing \$27.6 million in missed economic impact to the local economy, including \$3,066,240 in hotel sales tax and \$1,812,727 in sales tax from lost business. Of particular significance is the academic and educational conference segment, which accounted for 26 lost events totaling \$4,359,740 in foregone economic impact—nearly 15% of all lost business during this period.

The analysis examines not just the volume and value of lost opportunities, but the reasons why these events chose competitor destinations instead of College Station. The data reveals that approximately 59% of academic event losses stemmed from competitive “Board/Committee/Member Vote” decisions, meaning event organizers actively evaluated College Station but ultimately selected another city. Only 18% of losses were attributed to facility constraints such as space unavailability or date conflicts, indicating that the majority of these events were fundamentally winnable opportunities lost due to insufficient sales engagement or competitive positioning rather than physical capacity limitations.

With an average academic event value of \$167,682 and individual events ranging from \$6,000 to \$1.2 million in economic impact, the report demonstrates substantial untapped potential in a market segment that naturally aligns with TAMU’s institutional brand and academic reputation. The analysis models three conversion scenarios—conservative (15%), moderate (25%), and aggressive (35%)—to quantify the return on investment from hiring dedicated academic conference sales staff. Even under the most conservative assumptions, converting just 4 of these previously lost events annually would generate \$670,729 in new economic impact, more than covering the full cost of a specialized sales position while providing significant economic benefit to the destination. This evidence-based approach provides Visit College Station with clear financial justification for strategic investment in target market development.

The direct financial mechanism works through Hotel Occupancy Tax (HOT) revenue: those 4 converted conferences generate approximately 1,200-1,500 hotel room nights annually, producing \$15,120–\$23,100 in direct HOT collections at prevailing local tax rates. The position becomes fully self-funding within 18-24 months as booked conferences execute, with compounding value thereafter as academic conferences typically operate on annual or rotating cycles, creating repeat business. By Year 3, a mature pipeline of 12+ executed events generating \$1.25M+ in economic impact produces 68-93% of the position cost in measurable HOT revenue, while simultaneously strengthening destination competitiveness and creating multi-year booking visibility that benefits the entire hospitality sector.



# Strategic Pillars

## A Framework for Transformational Growth

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The following six strategic pillars represent the comprehensive framework for College Station's evolution from a reactive, sports-dependent destination into a proactive, year-round tourism economy that leverages TAMU's global academic prestige. Each pillar addresses a specific market gap or untapped opportunity identified through the market study, stakeholder engagement, and competitive benchmarking analysis.

These pillars are not isolated initiatives—they are interconnected components of a unified strategy designed to work synergistically. Academic conference sales efforts (Pillar 1) require the operational partnership and venue coordination mechanisms outlined in Pillar 2. Enhanced student and family experiences (Pillar 3) support faculty recruitment goals (Pillar 4), while both benefit from the joint marketing strategies detailed in Pillar 5. The leisure events development framework (Pillar 6) fills critical need periods identified across all other pillars, creating a balanced event calendar that maximizes year-round hotel occupancy and economic impact.

Each pillar includes the following components:



**Current Landscape:** A situational assessment that documents the existing challenges, structural barriers, and missed opportunities based on stakeholder feedback and market research.



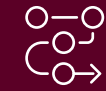
**Recommendations:** Specific, actionable strategies and tactical initiatives designed to address identified gaps and capitalize on documented opportunities. These recommendations are evidence-based, drawn from peer destination best practices, and aligned with College Station's unique competitive advantages.



**Texas A&M University Support Areas:** The collaborative commitments and operational shifts required from the university to align institutional resources with city economic development and tourism objectives. These are not suggestions but essential prerequisites for success.



**Key Partners:** The stakeholder organizations, departments, and entities whose active participation and coordination are necessary for successful implementation.



**Timeline:** The phased implementation schedule showing when initiatives should be launched, scaled, and matured across a multi-year horizon.



**Relevant Positions:** The specific organizational roles—detailed fully in the Organizational Chart & Role Descriptions section—responsible for executing each pillar's strategies and achieving defined performance metrics.

The pillars that follow provide the detailed roadmap for this transformation, translating high-level strategic vision into concrete actions, measurable outcomes, and accountable execution.





## Pillar 1: Position College Station as a Premier Academic Conference Destination

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College Station's most significant untapped opportunity lies in its ability to host major academic conferences that align with Texas A&M University's global reputation in agriculture, engineering, veterinary medicine, and military sciences. Currently, the destination lacks a specialized team to proactively source this higher-revenue business, leading to a reliance on sports-dependent tourism that leaves the city vulnerable during off-seasons.



### Current Landscape

The current situational landscape is defined by high institutional potential but low operational execution. TAMU is a powerhouse in several academic disciplines, making it an inherently appealing destination for researchers and professional associations. However, organizing a large-scale conference at the university is currently a significant burden for faculty members. Professors often find themselves forced to balance complex event logistics with their core teaching and research responsibilities, with no central department available to facilitate external sourcing or coordination. The engagement process indicated that new faculty often have no idea how to even begin the process of hosting a meeting, relying instead on "piecemealing" services together, which becomes increasingly difficult for groups exceeding 500 attendees.

Furthermore, planners for associations and external groups describe the campus booking process as a bureaucratic hurdle. The "red tape" associated with contracting at TAMU, combined with perceived barriers like the difficulty of flying into the local airport (Easterwood), often drives potential business to competitor cities with more streamlined processes.

Peer benchmarking of seven universities, including Notre Dame, Maryland, and Georgia Tech, reveals that successful destinations utilize centralized reporting structures and dedicated sales teams to overcome these barriers, generating between \$8 million and \$20 million in annual event revenue. College Station, by contrast, is losing winnable business; between 2022-2024, 59% of lost academic-related bookings were the result of committee votes rather than facility constraints, suggesting that a more professional and persuasive sales effort could have secured these events.



### Recommendations

The transition strategy requires Visit College Station to move from a generic promotional role into a highly specialized academic sales force. This is not merely about marketing the city but about becoming a strategic partner to the university's academic leadership to identify and capture high-value prospects.

### Inventory and Qualification of the Academic Universe

The primary implementation step involves the systematic mapping of the university's academic landscape. The proposed new hire of Director of University Strategy & Partnerships must collaborate with department heads and college deans to inventory historical conference patterns and identify influential faculty who hold leadership positions in national and international associations. Throughout the stakeholder engagement process, it was revealed that a rough estimate of over 10,000 potential conferences are associated with TAMU's areas of excellence. Identifying which specific niches (e.g., aerospace engineering or equine medicine) have the strongest national rankings, helps the sales team focus their prospecting efforts on groups that have a natural affinity for the TAMU brand.

- **Asset Mapping:** Systematically inventory academic departments, research centers, and faculty leadership positions in international associations. Identify "niche" areas where TAMU ranks in the top tier to target conferences with a natural affinity for the brand.
- **"Academic Ambassadors" Program:** Recruit influential faculty to serve as advocates, providing them with professional bid templates and marketing collateral to present at their respective association board meetings.
- **Proactive Prospecting:** Utilize database scraping (association sites, journals) to identify historical conference patterns and source a universe of over 10,000 potential conference leads.

### Establishment of a Specialized Sales and Support Team

Implementation requires the authorization of dedicated positions that focus exclusively on the academic and corporate conference market. This team must be freed from logistical burdens to focus on high-volume prospecting.

- **Proposed New Hires (further detail laid out in the Appendix Section of this report):** The Assistant Director of University Sales (Academic & Corporate) will be tasked with conducting 50+ solicitations per week, guided by a research-driven pipeline created by the Business Development Coordinator.
- **Process Establishment:** The team will present a formal process to the key TAMU stakeholders, advocating for Visit College Station to lead the business development for all external-facing academic meetings, thereby removing the administrative burden from the faculty.

### Development of Integrated Conference Packages

To compete with Tier-1 cities, College Station must offer a "seamless" experience.

- **Package Development:** Develop packages that connect university conference facilities with off-campus hotel blocks, curated dining experiences at Century Square, and cultural attractions like the Bush Library.
- **Coordination with TAMU:** Facilitate regular touchpoints between Visit College Station and TAMU conference staff to ensure that faculty inquiries are triaged within three business days, ensuring that potential leads are never lost to slow response times.



### Texas A&M University Support Areas

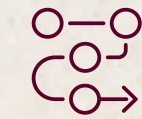
This section defines the specific collaborative commitments and operational shifts required by the university to align institutional resources with the city's economic and tourism objectives.

- Facilitate regular touchpoints between Visit College Station and TAMU Conference staff for case reviews.
- Integrate faculty conference requests through a centralized channel.
- Commit to a 3-business-day response time for conference inquiry triage.
- Program support for 2-3 major pilot conferences in Year 1 to measure impact.



### Key Partners

TAMU Athletics, TAMU Special Events, TAMU Administration, National Event Promoters, Conference Organizers.



### Timeline

- **Year 1:** MOU negotiation and pilot event execution.
- **Years 2-3:** External event booking and scaling.
- **Years 4-5:** Ongoing revenue optimization and program maturity.



### Relevant Positions

Director of University Strategy & Partnerships (Year 1), Assistant Director of University Sales (Priority 1), Business Development Coordinator (Priority 3).



### Key Performance Indicators

- Academic conference leads qualified annually (Target: 300+ by Year 2)
- Conference booking conversion rate (Target: 12-15%)
- Academic conferences hosted annually (Target: 6-8 by Year 3)
- Hotel room nights from academic conferences (Target: 12,000 annually by Year 3)
- Response time to conference inquiries (Target: <3 business days)
- Faculty ambassadors recruited (Target: 20 by Year 2)



### Expected Outcomes

Establish a professionalized academic conference sales operation generating 6-8 annual conferences and 12,000 hotel room nights by Year 3. Reduce loss rate of committee-voted opportunities from current 59% through improved sales execution and faculty support systems.

## Pillar 2: Create TAMU and Visit College Station Event Management Partnership

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A critical gap identified in the market study is the limited capacity of TAMU's Special Events department, which currently operates with just six people handling 300 to 400 events per year. This lack of bandwidth prevents the university from actively seeking external business, even when premier venues like the Hall of Champions (within Kyle Field) or Aggie Park are vacant.



### Current Landscape

The event coordination landscape in College Station is currently fragmented. While the city and university maintain a good relationship, operational silos remain. External planners often face confusion when navigating multiple points of contact between the university athletics, and the various campus event offices. The engagement process indicated that the 'Preferred Access Agreement'—which gives priority scheduling rights across multiple university venues including athletic facilities, the MSC, Rudder, and some student spaces—is a major challenge for sourcing external events, as it creates a climate of uncertainty for planners who need to commit to dates months or years in advance.

Furthermore, there is a lack of a unified calendar system, leading to scheduling conflicts where major community events may inadvertently overlap with high-traffic university weekends, straining the city's resources and transportation infrastructure. Peer universities like Maryland have addressed this through sophisticated online scheduling platforms (e.g., 25Live) that feature centralized calendars, technology inventories, and photos of available configurations. College Station's current reliance on manual communication and disparate booking systems is a direct contributor to the \$27 million in lost economic impact recorded between 2022-2024.



### Recommendations

The goal of this expanded partnership is to professionalize event delivery by creating a single, coordinated "front door" for all major event inquiries, modeled on the success of Notre Dame and Maryland.



### Formalizing Governance and Revenue Splits

A foundational implementation step is the negotiation of a formal Memorandum of Understanding (MOU) between the city and TAMU.

- **MOU Development:** This MOU should define clear revenue-sharing models for external events, such as the 80/20 split utilized by peer institutions. Under this model, 80% of net revenue (after covering direct costs such as room rental, F&B, staffing, and facility operations) goes to a central events coordination function (Visit College Station in this case) to support marketing, sales, and administrative costs, while 20% goes back to the host department or facility (e.g., the College of Engineering or the Athletics Department) as an incentive for participation. The MOU should clearly specify what constitutes “revenue,” how costs are allocated, and whether the host venue retains standard facility rental and service fees separately.
- **Enhanced TAMU Point of Contact:** Elevate the existing university liaison role with Visit College Station’s to include direct scheduling authority across key venues, clear escalation protocols for priority conflicts increased won business,, and dedicated resources to provide timely responses to external event inquiries. The position must have institutional backing to navigate ‘Preferred Access’ constraints effectively.

### Technological Integration via a Unified Calendar

To solve the scheduling crisis, implementation must focus on data transparency.

- **Unified Calendar System:** Create a unified calendar system that eliminates conflicts between the city and TAMU events.
- **Booking Platform Adoption:** Adopt a centralized booking platform like 25Live, which provides real-time visibility into venue availability. This allows the sales team to offer planners “guaranteed windows” of availability that are protected from internal university pre-emption.

### Expanding the Labor Pool and Servicing Quality

The execution of complex events requires a stable labor force at the university level, which is currently a challenge given the university’s reliance on student workers who are unavailable during academic breaks.

- **Cross Training Programs:** The partnership will run staff cross-training programs and pursue “non-student” part-time hires to boost the event labor pool during winter and summer need periods.
- **Venue Needs Assessment Tool Development:** This resource will allow planners to understand exactly what is available across both the city and university venue inventories, including A/V capabilities and catering requirements, through a single interface.



### Texas A&M University Support Areas

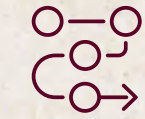
This section defines the specific collaborative commitments and operational shifts required by the university to align institutional resources with the city’s economic and tourism objectives.

- Reinforce the existing university liaison position as the direct counterpart to Visit College Station staff.
- Share annual event schedules early for city-university coordination.



### Key Partners

TAMU Admissions, TAMU Athletics, Academic Departments, Local Hotels, Restaurants, George H.W. Bush Library.



### Timeline

- **Year 1:** Foundation building and MOU finalization.
- **Year 2-3:** Full program implementation and operational alignment.



### Relevant Positions

Assistant Director of University Event Strategy (Priority 2), University Event Strategy Manager (Priority 3).



### Key Performance Indicators

- MOU execution (Target: Signed by Q2 Year 1)
- External events booked annually (Target: 8-10 by Year 3)
- Event inquiry response time (Target: <3 business days)
- Scheduling conflicts between city/university (Target: Reduce 60% by Year 2)
- Venue utilization during off-peak periods (Target: +30% by Year 2)



### Expected Outcomes

Create unified booking process eliminating major coordination barriers. Address the \$27M in identified lost economic impact through streamlined scheduling, expanded labor capacity, and single-point-of-contact service model comparable to peer university destinations.



### Pillar 3: Enhance Student and Family Visit Experience

Visiting families represent a major economic driver, yet they are currently not a key target audience in the current tourism approach. While approximately 84,000 guests visit the university annually for tours and recruitment—with 30% staying overnight—they often leave with a limited impression of the city because they are unaware of activities beyond the campus boundary.

#### Current Landscape

The current experience for families is often defined by “high stress and high cost.” During peak weekends like graduation or “Howdy Week,” student life officials have observed that families are often “wandering” after their main event is over, looking for places to eat or things to do, but finding the information difficult to access amidst the traffic and crowds.

Furthermore, the university’s recruitment materials currently lack detailed information about the local community. Prospective students and parents are presented with a strong academic narrative but very little about what “life in College Station” looks like outside of the classroom.

This is a missed opportunity for the city to showcase its high quality of life, which is ranked highly by residents for safety and community feel. Stakeholder feedback in this process suggests that there is a critical desire for more family-friendly activities that are not solely focused on college students, such as live music venues for older audiences or events that are accessible to teenagers.

#### Recommendations

The goal of this pillar is to transform recruitment visits into “destination experiences” that foster a long-term emotional connection to both the university and the city.

### Formation of an Experience Working Group

The first implementation step is to convene a working group consisting of hotel partners, attraction managers, and university admissions staff to design a “seamless” guest journey. This group will be responsible for standardizing the information provided to families during the registration process.

- **Customization for Visitors:** Partner with TAMU Admissions to share visit registration data (timing and interests) so that Visit College Station can send tailored recommendations to families before they arrive.
- **Community Information Tools:** Pilot the inclusion of College Station community information in recruitment videos and campus tour materials. This step can be modeled after the University of Tennessee Knoxville’s “interactive screen” approach, which helps families learn about moving to the city by providing data on local schools, neighborhoods, and amenities during their tour.

### Development of Curated Digital Tools and Itineraries

To reduce the “information gap,” the destination will build digital tools that put the city’s assets in the hands of the visitor.

- **Pre-Packaged Itinerary Development:** Develop template itineraries such as the “Aggie Weekender,” the “Family Food Crawl,” and the “Arts & Music Tour”.
- **Itinerary Distribution:** Deploy QR codes in hotel lobbies and admissions offices that link directly to these itineraries and a real-time calendar of community dining specials and events.



#### Texas A&M University Support Areas

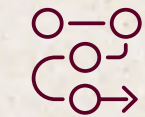
This section defines the specific collaborative commitments and operational shifts required by the university to align institutional resources with the city’s economic and tourism objectives.

- Share visit registration data to allow for tailored recommendations.
- Facilitate distribution of DMO marketing materials pre-arrival.
- Include College Station community events in university-led recruitment materials.



#### Key Partners

TAMU Admissions, New Student & Family Programs, Brazos Valley Hotel & Restaurant Associations, George H.W. Bush Presidential Library & Museum, Century Square Management & Northgate District Association, Brazos Transit District.



#### Timeline

- **Year 1:** Foundation and pilot program.
- **Year 2:** Full rollout and scaling.
- **Years 4-5:** Ongoing optimization.



#### Relevant Positions

Destination Experience Manager (Priority 3), Marketing Manager (Priority 2).



#### Key Performance Indicators

- Families staying overnight (Baseline: 30%; Target: 40% by Year 3)
- Curated itinerary downloads (Target: 3,000+ annually by Year 2)
- Families receiving pre-arrival information (Target: 50% by Year 2)
- Additional hotel room nights generated (Target: 5,000 annually by Year 3)



#### Expected Outcomes

Transform campus visits into destination experiences, increasing overnight stays from 30% to 40% of 84,000 annual visitors and generating 5,000 additional hotel room nights by Year 3 through systematic information delivery and curated community itineraries.

## Pillar 4: Enhance Faculty and Staff Recruitment Experience

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This strategy addresses the critical challenge of communication of cultural amenities or professional activities in College Station during faculty and staff recruitment process.



### Current Landscape

According to the Faculty Affairs Department, TAMU departments conduct over 300 faculty visits per year, with a ratio of three to five candidates for every one hire. Currently, there is a complete lack of consistency in how these visits are handled. Some departments are highly organized, while others provide little support due to time and resource limitations, leading some candidates to leave with the impression that there is “nothing to do” for the faculty and their families. Some of the current faculty choose to live in Houston and commute, indicating that the destination does not proactively sell itself as a permanent home. Stakeholders have shown interest in Visit College Station supporting information and itinerary package development for such faculty requests, providing a professional and unified destination overview that can highlight the city’s strengths in schooling, neighborhood safety, and local culture.



### Recommendations

This pillar focuses on positioning Visit College Station as the expert in “destination experience planning” for the university’s recruitment efforts.



### Building the Community Expert Network

A successful recruitment strategy must go beyond showcasing the university itself to demonstrate the strength of the surrounding community, a connection best made through personal relationships.

- **Network Development:** Form a “Community Expert Network” comprised of local alumni, business leaders, and representatives from diverse community groups who can meet with faculty candidates during their visits.
- **Matching System Development:** Create a “matching” system where a candidate interested in the arts is introduced to arts-forward attractions and events, or a candidate with young children is introduced to family-friendly options.
- **Resourcing:** The Destination Experience Manager (Priority 3 role) will oversee this function, ensuring that the hiring packets provided by TAMU HR are enriched with high-quality destination content.

### Curation of Custom “Life in College Station” Itineraries

Because accepting a faculty position is a major life decision and not just a career move, candidates need more than a campus tour; they need a community tour tailored to their unique lifestyle. This initiative aligns with the City’s Economic Development Master Plan Section on Talent Attraction strategy to position College Station as a welcoming and inclusive community for everyone, including non-Aggies.

- **Itinerary Curation with Focus on Quality of Life:** In partnership with Economic Development, curate personalized itineraries that highlight high-quality local schools, childcare options, and premier neighborhoods. These curated experiences will showcase the specific quality-of-place factors identified in the ED Master Plan, including recreation opportunities, shopping districts, dining options, and the vibrant cultural and civic community that reflects the City’s diverse international presence.
- **Digital Guide Development:** Build a comprehensive digital guide titled “Move to College Station” that integrates with the planned Talent Hub stylized web portal referenced in the ED Master Plan. This guide will include data on cost of living, commute times, and local amenities that differentiate the city from larger metros like Houston. The platform will highlight career opportunities in the innovation economy, particularly Texas A&M’s leadership in artificial intelligence and other emerging sectors, while serving as a resource for both new faculty recruits and former students considering a return to College Station.



### Texas A&M University Support Areas

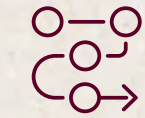
This section defines the specific collaborative commitments and operational shifts required by the university to align institutional resources with the city’s economic and tourism objectives.

- Identify specific faculty needs so itineraries can be tailored (e.g., school tours).
- Support Visit College Station by distributing the information packets.
- Introduce Visit College Station as official experience experts during the provost/dean recruitment process.



### Key Partners

TAMU Office of the Provost & Academic Deans, TAMU Human Resources, Chamber of Commerce, Local School Districts & Realtor Associations, Community & Cultural Organizations.



### Timeline

- **Year 1:** 12-month foundation and pilot with key departments.
- **Year 2:** 24-month university-wide rollout and scaling.
- **Years 4-5:** Ongoing maturity.



### Relevant Positions

Destination Experience Manager (Priority 3), Director of University Strategy & Partnerships (Priority 1).



### Key Performance Indicators

- Faculty candidates receiving customized itineraries (Target: 150+ annually by Year 2)
- Recruiting departments utilizing services (Target: 60% by Year 3)
- Community Expert Network members (Target: 25 by Year 2)
- “Move to College Station” guide downloads (Target: 1,000+ annually by Year 3)



### Expected Outcomes

Position College Station as lifestyle destination during faculty recruitment process. Reduce faculty commuting from Houston through comprehensive community showcase supporting 150+ annual candidates and reaching 60% of recruiting departments by Year 3.



## Pillar 5: Joint Marketing Strategy for University Community Synergy

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College Station suffers from a “bifurcated” brand identity where the university and the city often market to their respective audiences in isolation. This creates a disconnect where fans and conference attendees remain unaware of local attractions, while local businesses struggle to engage the university community.



### Current Landscape

Stakeholder feedback suggests that many visitors to key spectator sports assets—such as Olsen Field at Blue Bell Park or Reed Arena—view their trips as “one-dimensional” baseball or basketball excursions. They arrive for the game and leave immediately after, with very little incidental spending in local restaurants or retail districts. Local business owners have expressed frustration that they are “left out” of the tourism dollars generated by university events.

Furthermore, there is an awareness gap regarding the city’s cultural and heritage assets. Attractions like the Museum of the American GI or the Leach Teaching Gardens are often overlooked by visitors who are focused solely on the university’s academic assets. While George H.W. Bush Presidential Library & Museum is a major attractor, there is limited cross-promotion linking it with other events or entertainment districts like Northgate and Century Square. Peer destinations have succeeded by building “Gameday Plus” experiences that extend the economic impact of sports beyond the stadium.



### Recommendations

The joint marketing strategy focuses on creating a single, powerful narrative that reflects the true character of both the university and the community.

### Development of Joint Marketing Campaigns

To build a powerful and unified brand identity, the city and TAMU Marketing and Communications teams must align their messaging to market the area as a single, cohesive destination where the relationship is the core strength.

- **Joint Campaigns:** Develop joint campaigns that highlight the unique connections between the university and the community, such as the “Unique Local” list that features legacy businesses.
- **Experience Development:** Build “Aggie Gameday” experiences that provide visitors with a pre-game and post-game itinerary, encouraging them to spend time in Century Square or other attractions before heading to the stadium.

### Creation of Integrated Visitor Packages

To capture greater economic impact and showcase the full breadth of local culture, implementation requires bundling disparate assets to transition visitors from single-event attendees into multi-day tourists.

- **Package Development:** Create visitor packages that combine athletic tickets with hotel stays, dining vouchers, and tickets to cultural attractions.
- **Restaurant Integration:** Establish a “Restaurant Week” or a “Local Restaurant Passport” program to instigate local pride and drive both student and visitor traffic to non-chain, high-quality dining establishments.

### Cross-Promotional Synergy for University Events

To enhance the overall visitor experience and ensure university events translate into direct economic benefits for the community, the university’s massive reach must be leveraged to drive traffic to local businesses.

- **Cross-Promotion:** Establish cross-promotional opportunities where TAMU event tickets include “offers” from local business associations.
- **Event Calendar Distribution:** Integrate community event calendars into the official university mobile apps, ensuring that conference attendees are notified of live music series or farmers’ markets happening in the city during their stay.

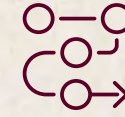
### Joint Strategies with TAMU

- Develop joint marketing campaigns highlighting university-community connections.
- Create integrated visitor packages combining athletics with local attractions.
- Establish cross-promotional offers where TAMU tickets include offers from local businesses.



#### Key Partners

TAMU Athletics, TAMU Marketing & Communications, Bryan / College Station Chamber of Commerce, Local Media Outlets, Century Square & Northgate Business Associations, Key Attractions.



#### Timeline

- **Year 1:** 12-month brand framework and pilot campaign.
- **Year 2:** 24-month full package implementation and multi-sport expansion.



#### Relevant Positions

Marketing Manager (Priority 2), Business Development Coordinator (Priority 3).



#### Key Performance Indicators

- Joint marketing campaigns annually (Target: 3-4 by Year 2)
- Integrated visitor packages sold (Target: 1,500 annually by Year 3)
- Cross-promotional offer redemption rate (Target: 15-20%)
- Average stay for athletic attendees (Target: +0.5 nights by Year 3)



#### Expected Outcomes

Create unified destination brand extending single-event athletic visitors into multi-day stays. Generate 1,500+ integrated package sales annually by Year 3, increasing local business spending and connecting university event traffic to community attractions through coordinated marketing.

## Pillar 6: Leisure Events Strategy

College Station's current event landscape is composed largely of local gatherings that do not drive significant overnight visitation. To build a resilient tourism economy, the city must transform this portfolio into a strategic collection of regional and national demand-driving events.



### Current Landscape

The Event Matrix analysis inventoried 29 events and found that only 25% are positioned to drive regional demand. Significant gaps exist in the events calendar during the “post-holiday slump” of January through March, as well as the beginning of the fall semester in September. Currently, there is a “critical shortage” of music and entertainment venues following the closure of legacy sites, which has led to artists being pushed out to nearby towns like Snook or Hearne. Additionally, Wolf Pen Creek Amphitheater represents a significant untapped venue asset that could help address this shortage and attract higher-caliber entertainment to the community.

Stakeholders have noted that while events like Chilifest are popular, they are primarily student-focused and do not generate a high volume of hotel room nights. There is a clear need for a new “anchor” event—such as a major culinary or music festival—that can attract a diverse, high-spending audience during identified “need periods” when student-driven demand is low. Strategic activation of Wolf Pen Creek Amphitheater and other venues for regional concerts and festivals could serve as a catalyst for filling these calendar gaps and drawing overnight visitors from Houston, Austin, and Dallas.



### Recommendations

The leisure events strategy focuses on three areas: objective evaluation, the creation of signature products, and professionalized organizer support.



### Adoption of the Event Matrix as a Funding Standard

To maximize the return on investment for public funds and ensure fairness and transparency, College Station should professionalize its grant-giving process by replacing subjective evaluations with a standardized, data-driven framework.

- **Event Matrix Adoption:** Formally adopt the Event Matrix as the standard tool for evaluating all current and future events seeking city or Visit College Station support.
- **Event Impact Calculator:** Require all major grant recipients to utilize the Destinations International Event Impact Calculator (EIC) to provide standardized post-event reporting on room nights and economic impact, ensuring accountability for public HOT funds.

### Establishment of a Signature Event Task Force

To elevate the city's destination profile and create a new anchor for the tourism calendar, implementation requires an entrepreneurial approach to product development, moving beyond simply supporting existing events to actively creating one.

- **Signature Event Task Force Development:** Establish a task force comprised of community, university, and private sector leaders charged with developing a business plan for one new, large-scale signature event within three years.
- **Future Positions:** Hire a Leisure Events Contractor Firm to proactively recruit established events from other markets or conceptualize a new anchor event. This includes working to bring events to Wolf Pen Creek Amphitheater.

### Streamlining Organizer Support and Scheduling

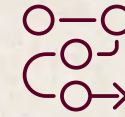
To establish College Station as the most attractive destination in the region for third-party promoters, the city must reduce logistical barriers and create a frictionless, turnkey support system that makes it exceptionally easy to host an event here.

- **Event Calendar Development:** Create a "Target Event Calendar" to visually identify programming gaps and offer "incentive funding" for events willing to schedule in low-demand months.
- **Event Servicing and Support:** Develop "Event-in-a-Box" service packages for organizers that bundle venue needs with A/V support, marketing credits, and coordinated hotel blocks, making College Station the "easiest" city in Texas to host a mid-sized leisure event.



#### Key Partners

City Council, Tourism Committee, Private Event Promoters, TAMU Special Events, Venue Owners.



#### Timeline

- **Year 1:** Adoption of Event Matrix and recruitment of Producer
- **Year 2:** Launch of Signature Event Task Force.
- **Year 3:** Launch of the first new major signature event.



#### Relevant Positions

Leisure Events Contractor Firm (Priority 1), Marketing Manager (Priority 2).



#### Key Performance Indicators

- Event Matrix adoption for grant funding (Target: 100% by Year 1)
- Events driving regional/national demand (Baseline: 25%; Target: 40% by Year 3)
- Hotel room nights from leisure events (Target: 15,000 annually by Year 3)
- New events recruited/created (Target: 2-3 by Year 3)
- Signature anchor event launch (Target: Year 3)



#### Expected Outcomes

Transform event portfolio from local gatherings to strategic demand-drivers, increasing regional-impact events from 25% to 40%. Fill January-March and September calendar gaps through recruitment of 2-3 new events and launch of one signature anchor, generating 15,000 hotel room nights annually by Year 3.

# Organizational Chart & Role Descriptions

## Core Organizational Philosophy

Visit College Station's new structure is built on a critical principle: specialization of labor. To win in a competitive market, Visit College Station will separate the core functions of Sales (getting the business), Programming & Services (keeping the business and ensuring flawless execution), and Marketing (driving targeted demand). This model frees the sales team from logistical burdens, allowing them to focus exclusively on prospecting and revenue generation.

## Top Characteristics of the New Structure

This plan is guided by ten principles designed to drive performance and accountability:

- 1. Specialization:** Creating distinct, expert roles for strategic partnerships, academic sales, and event production.
- 2. Accountability:** Implementing clear, quantitative metrics for every role, from weekly sales calls to post-event satisfaction scores.
- 3. Integration:** Establishing formal "bridge" roles that unite the city and TAMU, led by a strategic champion.
- 4. Professionalism:** Replacing unreliable support with dedicated, expert staff for all critical client-facing logistics.
- 5. Incentivization:** Driving performance with a commission-based sales compensation plan designed to compete with the private sector.
- 6. Agility:** Developing the capability to proactively address "need periods" by creating new demand, not just reacting to it.
- 7. Data-Centricity:** Basing all strategic decisions on empirical data (Placer.ai, STR), not anecdotes.
- 8. Community-Facing:** Dedicating resources to local advocacy, faculty relations, and creating new events for the community.
- 9. Scalability:** Building a structure that can absorb new talent as revenue and event volume grow.
- 10. Competitiveness:** Benchmarking salary bands against corporate standards to attract and retain top-tier talent.

# Organizational Chart & Role Descriptions

This structure is designed for specialization and accountability, separating strategic partnership, aggressive sales, and expert event delivery.

To simplify prioritized roles and years of hire, below is a matrix table summarizing the proposed organizational structure, showing priority level and position title:

PRIORITY	ROLE
1	Director of University Strategy & Partnerships (City Position)
1	Assistant Director of University Sales (Academic & Corporate)
1	Leisure Events Contractor Firm
2	Assistant Director of University Event Strategy
2	Marketing Manager Academia & Leisure Events
3	Business Development Coordinator
3	University Event Strategy Manager
3	Destination Experience Manager (Optional)
4	Sales Manager (Academic & Corporate)

## Legend for Priority Levels:

- 1 = Critical foundational/executive roles
- 2 = Strategic growth and market-making roles
- 3 = Support/specialist roles enabling scale
- 4 = Expansion roles for pipeline acceleration

# YEAR 1 HIRES

## PRIORITY 1

### Director of University Strategy & Partnerships

#### City Position

**Core Function:** To serve as the lead strategist and internal “product manager” for all TAMU-related tourism initiatives. This role bridges the gap between the university’s deep academic and research assets and the CVB’s need for compelling, sellable products. This individual is responsible for understanding “what” TAMU can offer and packaging it for the sales team to “sell.”

#### Sample Responsibilities:

- Map TAMU’s centers of excellence, renowned faculty, research grants, and strategic initiatives to identify untapped conference and event opportunities.
- Cultivate deep relationships within TAMU’s colleges, departments, and research centers to unearth event opportunities and build internal support.
- Translate academic strengths into compelling event concepts and narratives that the sales team can use to attract new business.
- Work in partnership with the Assistant Director of University Sales to identify and recruit influential faculty for the “Academic Ambassadors” program.
- Serve as the CVB’s expert on TAMU’s institutional priorities, new developments, and key personnel, providing strategic guidance to the entire team.
- Represent Visit College Station on key university committees to champion tourism goals, gain institutional buy-in, and identify high-value opportunities before they become public. This role should also engage in event execution.
- Act as the ultimate point of escalation for major logistical or political roadblocks that clients face, providing a single, powerful point of contact to resolve complex issues.

#### Key Metrics & Measurement:

- **Product Development:** Number of new, sellable TAMU-centric event “products” or conference concepts developed annually.
- **Prospect Generation:** Number of qualified TAMU-originated event/conference prospects identified and introduced to the sales pipeline annually (target to be set based on organizational goals and opportunity size)
- **Internal Lead Generation:** Number of qualified, high-level event leads generated directly from internal TAMU partnerships.
- **Sales Enablement:** Positive annual feedback from the sales team regarding the quality and utility of the strategic support and products provided.

#### Required Expertise:

- 7-10+ years of experience working in or closely with a major university, preferably in roles such as corporate relations, development, strategic planning, or alumni affairs.
- Demonstrated ability to think strategically and translate complex institutional assets into marketable concepts.
- Exceptional interpersonal and relationship-building skills, with a proven ability to navigate complex academic and administrative structures.
- Familiarity with the meetings and events industry is a strong plus.

#### Potential Salary Estimate:

Based on JLL’s analysis of comparable destinations and positions, the suggested salary range is \$145,000- \$160,000. This salary reflects a senior strategic role that is critical to long-term success.





**PRIORITY 1**  
**Assistant Director of University Sales**  
**(Academic & Corporate)**

This role could be structured as a contractor or third-party firm with incentive compensation, rather than as a city employee.

**Core Function:** To act as the primary engine for new revenue growth by aggressively prospecting the untapped academic and corporate conference markets. This is the lead “hunter” and will build the sales program from the ground up.

**Sample Responsibilities:**

- Systematically prospect the universe of 10,000 potential academic conferences associated with TAMU’s areas of excellence.
- Develop and manage an “Academic Ambassadors” program, leveraging influential TAMU faculty to attract their associations’ events.
- Build the complete sales pipeline, process, and playbook for the academic market, which will be used to train future staff.
- Collaborate with the Business Development Coordinator to turn raw data into qualified leads and first appointments.
- Personally manage the sales cycle for the largest and most complex conference leads.

**Key Metrics & Measurement:**

- Sales Activity: 50+ solicitations per week. Measured by CRM activity logs.
- Lead Generation: 100+ new qualified leads generated per year. Measured by CRM lead status.
- Definite Bookings: Secure 5-10 definite bookings for future years. Measured by signed contracts and definite room nights.

**Required Expertise:**

- A proven “hunter” with 7-10 years of B2B sales experience, ideally in the association, hotel, or destination sales market.
- Expertise in prospecting, pipeline management, and building a sales strategy from scratch.
- Must be a self-starter capable of working with autonomy.

**Potential Salary Estimate:**

Based on JLL’s analysis of comparable destinations and positions, the suggested salary range is \$105,000- \$120,000 Base Salary, with an on-target earnings (OTE) package of high \$100,000s.

## PRIORITY 2

### Assistant Director of University Event Strategy w/ TAMU

**Core Function:** Reporting to the Director of University Strategy & Partnerships, this role is the lead strategist and business developer for all events hosted at or in partnership with TAMU. This individual is responsible for proactively identifying, recruiting, and developing new event opportunities that leverage the university's unique venues, faculty, and brand.

#### Sample Responsibilities:

- Actively recruit and bid on third-party events (conferences, competitions, showcases) that are a strategic fit for TAMU's facilities and academic strengths.
- In partnership with TAMU departments and under the guidance of the Director of University Strategy & Partnerships, develop new, proprietary events that showcase the university's centers of excellence and generate significant visitor traffic.
- Serve as the internal expert on TAMU's event venue inventory. Operationally manage the "Preferred Access Agreement" to secure venue availability, negotiate terms, and provide the sales team with a clear path to booking.
- Work in lockstep with the Assistant Director of University Sales, passing on leads better suited for city-wide conventions and receiving leads that are a perfect fit for a single TAMU venue.

#### Key Metrics & Measurement:

- **New Event Wins:** Number of new, third-party events successfully recruited and contracted for TAMU venues annually.
- **Developed Event Performance:** Room nights and revenue generated from newly created proprietary TAMU events.
- **TAMU Venue Utilization:** A measurable increase in the utilization of key TAMU event spaces, particularly during need periods.
- **Event Pipeline Growth:** A robust pipeline of potential events being actively pursued for TAMU, measured in both number and potential economic impact.

#### Required Expertise:

- 5-7+ years of experience in event sales, business development, or event management, with a strong preference for experience in a university or collegiate athletics setting.
- A proven ability to proactively source, develop, and close event business.
- Strategic thinker with the ability to conceptualize new event opportunities that align with institutional strengths.
- Deep familiarity with event logistics, venue management, and contract negotiation.

#### Potential Salary Estimate:

Based on JLL's analysis of comparable destinations and positions, the suggested salary range is \$118,000 - \$132,000. This salary reflects a senior, specialized role living in College Station with direct responsibility for driving event-based revenue and activity at the university.

**Note:** Each position hired in Year 1—including Director of University Strategy & Partnerships, Assistant Director of University Sales, and Assistant Director of University Event Strategy must achieve their defined objectives (such as new product development, TAMU-originated prospect generation, and event pipeline growth) before authorization is granted for subsequent hires.

For example, only after the Director of University Strategy & Partnerships successfully establishes measurable product development and internal lead generation benchmarks will the next strategic role be considered.



## **PRIORITY 1**

### **Leisure Events Contractor Firm**

This role would be structured as a contractor or third-party firm with incentive compensation, rather than as a city employee.

**Core Function:** Analysis from the Event Matrix reveals a critical gap: a lack of local events that warrant significant investment to drive overnight visitation. This role is designed to proactively fill that void. This individual will function as an entrepreneurial event developer and recruiter, tasked with identifying, attracting, and/or creating new, impactful leisure events designed to generate substantial hotel occupancy during identified need periods.

#### **Sample Responsibilities:**

- Proactively research and recruit established impactful events by utilizing JLL's Event Matrix and meeting with event planners in other markets to identify relocation or expansion opportunities for College Station. Conduct thorough research to determine what is feasible and has the highest potential for success.
- When an existing event cannot be recruited, conceptualize, design, and produce new anchor events (e.g., a food festival, a niche sports tournament) in close collaboration with local stakeholders.
- Manage the full event lifecycle with the support of Visit College Station for all developed or recruited events, including ideation, feasibility analysis, budgeting, sponsorship sales, vendor management, marketing collaboration, and on-site execution.
- Conduct rigorous feasibility studies prior to committing to an event and perform detailed post-event analysis to measure ROI, room night impact, and overall success against defined goals.

#### **Key Metrics & Measurement:**

- **Room Nights Generated:** The number of definite room nights produced by new and recruited events during shoulder seasons.
- **Event ROI:** A demonstrable ROI for each event, factoring in all revenue (sponsorship, tickets) and economic impact versus total production cost.
- **Event Pipeline:** Development of a measurable pipeline of recruited and/or conceptualized event opportunities.
- **Attendance & Engagement:** Total attendance figures and media/social media reach for each produced event.

#### **Required Expertise:**

- Proven experience as an event producer or promoter with a portfolio demonstrating success in launching, growing, or recruiting large-scale public events.
- Strong entrepreneurial and commercial acumen, with expert-level skills in budgeting, sponsorship sales, negotiation, and logistics.
- A creative and resourceful project manager with the ability to navigate ambiguity and mobilize diverse groups of stakeholders toward a common goal.

#### **Potential Compensation:**

Based on JLL's analysis of comparable destinations and positions, the suggested salary range is \$70 - \$90 per hour as a contract role, plus a performance bonus tied directly to the event's financial success and/or room nights generated.



# YEAR 2 HIRES

## PRIORITY 2

### Marketing Manager- Academia & Leisure Events

**Core Function:** To serve as the lead strategist and internal “product manager” for all TAMU-related tourism initiatives. This role bridges the gap between the university’s deep academic and research assets and the CVB’s need for compelling, sellable products.

#### Sample Responsibilities:

- Develop integrated marketing plans for academic conferences, leveraging association channels, faculty networks, and academic media.
- Plan and execute promotional campaigns for leisure events, collaborating with event producers and local partners.
- Manage digital advertising, email campaigns, social media engagement, and media relations with a focus on measurable outcomes.
- Provide the sales team with effective collateral, lead-nurture content, and post-event communications to support attendee growth and retention.
- Track campaign analytics and adjust strategies based on data to maximize engagement and conversion.

#### Key Metrics & Measurement:

- **Lead Generation:** Number of qualified attendee and planner leads generated per campaign or event.
- **Engagement:** Digital campaign performance metrics such as CTR, open rates, and social media engagement rates.
- **Attendance Growth:** Year-over-year increase in attendance for academic and leisure events attributed to marketing efforts.
- **ROI:** Marketing-generated direct room nights, ticket sales, or measurable economic impact per event.

#### Required Expertise:

- 5+ years in marketing, with a focus on events, tourism, or academia.
- Proven success with integrated digital and traditional marketing campaigns.
- Strong content development, analytics, and stakeholder management skills.
- Experience with CRM, event management, and analytic platforms.
- **Potential Salary Estimate:** Based on JLL’s analysis of comparable destinations and positions, the suggested salary range is \$90,000- \$105,000, dependent on experience.

## (Priority 3) Business Development Coordinator (New - Year 2)

- **Core Function:** To serve as the dedicated lead generation engine for the sales team, responsible for researching, identifying, and qualifying prospects so that Sales Managers can focus exclusively on selling.

#### Sample Responsibilities:

- Proactively scrape association websites, academic journals, and conference proceedings to find where TAMU faculty are speaking or hold leadership positions.
- Qualify raw data against a predefined “ideal customer profile” to create a steady stream of high-quality leads for the sales team.
- Manage and enrich the CRM database with accurate contact information and market intelligence.
- Engage with TAMU academic departments to gather intelligence on faculty activities and potential meetings.

#### Key Metrics & Measurement:

- **Lead Volume:** Generate a target number of qualified leads per week (e.g., 20-30) for the sales pipeline. Measured by CRM reports.
- **Lead Quality:** Percentage of leads that are accepted by Sales Managers and converted to active opportunities. Measured by conversion rate tracking in the CRM.

#### Required Expertise:

- Highly organized, detail-oriented individual with strong research and data mining skills.
- Proficiency with CRM systems and online research tools.
- Knowledge of TAMU’s structure and academic landscape is a significant plus.

#### Potential Salary Estimate:

Based on JLL’s analysis of comparable destinations and positions, the suggested salary range is \$65,000- \$75,000.



### **PRIORITY 3**

#### **University Event Strategy Manager**

- Core Function: To serve as the dedicated “One-Stop-Shop” and logistics expert for clients hosting events within TAMU facilities. This role professionalizes event execution and directly solves planner complaints about disjointed service.

#### **Sample Responsibilities:**

- Act as the single point of contact for the client after the contract is signed, taking over all logistical coordination from the sales team.
- Expertly navigate TAMU’s internal bureaucracy on behalf of the client, coordinating with catering, parking, facilities, A/V, and other departments.
- Manage the execution of the “Event-in-a-Box” service package, ensuring a seamless, turnkey experience.
- Troubleshoot any on-site issues that arise during an event, from registration to teardown.

#### **Key Metrics & Measurement:**

- Planner Satisfaction: Achieve an average post-event planner satisfaction score of >9/10. Measured by standardized client surveys.
- Client Retention: A year-over-year increase in the rebooking rate for conferences serviced by this role.
- Operational Efficiency: Reduction in the number of client-reported logistical problems during events.

#### **Required Expertise:**

- Certified Meeting Professional (CMP) is highly preferred.
- 5+ years of hands-on experience in complex event management and logistics.
- Exceptional problem-solving skills and a customer-first mentality. Deep knowledge of university systems is a major asset.

#### **Potential Salary Estimate:**

Based on JLL’s analysis of comparable destinations and positions, the suggested salary range is \$105,000- \$120,000, reflecting a senior, specialized operational role that is critical for client retention.

**Note:** Future year hires, including Leisure Events Contractor Firm, Marketing Manager, Business Development Coordinator, and University Event Strategy Manager—are contingent on Year 1 roles demonstrating success against their KPIs (room night generation, campaign performance, lead pipeline creation, and planner satisfaction). No additional hiring proceeds unless prior roles prove their impact through quantifiable outcomes.

For each position, advancement to the next addition will be approved only if the pre-established performance metrics (e.g., qualified lead generation, event ROI, attendance growth) are fully met.

# YEAR 3 HIRES

## PRIORITY 3

### Destination Experience Manager

**Core Function:** To manage and enhance the holistic “product” of College Station, focusing on creating unique, high-value experiences that differentiate the destination and support key community goals like faculty recruitment.

#### Sample Responsibilities:

- Support the execution of the present Tourism Strategic Plan in collaboration with the Executive Director of Tourism.
- Oversee and execute the “Faculty Recruitment Concierge” program, providing white-glove tour services for prospective TAMU faculty and their families.
- Develop an “Aggie Family” benefits program, building a network of local businesses offering exclusive offers to Aggies and their families.
- Collaborate with TAMU and local partners to enrich the visitor experience during major city-wide events like student recruitment weeks and graduation.

#### Key Metrics & Measurement:

- **Program Engagement:** User metrics for digital itineraries (downloads, time on page) and adoption rate of the benefits program.
- **Stakeholder Satisfaction:** Achieve high satisfaction scores from TAMU HR and other departments on the quality and value of recruitment tours.
- **Partner Network Growth:** Year-over-year increase in the number of local businesses participating in visitor experience programs.

#### Required Expertise:

- Background in product management, destination marketing, or guest experience design.
- A creative and strategic thinker with strong project management skills.
- Excellent at building relationships and partnerships with community stakeholders.

#### Potential Salary Estimate:

Based on JLL’s analysis of comparable destinations and positions, the suggested salary range is \$80,000 - \$92,000.





## **PRIORITY 4**

### **Sales Manager (Academic & Corporate)**

**Core Function:** To serve as the front-line sales force, executing the playbook developed by the Assistant Director of University Sales to dramatically increase the volume of prospecting and lead conversion.

#### **Sample Responsibilities:**

- Execute high-volume outreach (calls, emails, social media) to qualified leads provided by the Business Development Coordinator.
- Manage dedicated sales territory or vertical (e.g., engineering conferences, medical meetings) from initial contact to contract.
- Conduct discovery calls, virtual presentations, and site inspections to showcase College Station and TAMU's value proposition.
- Maintain meticulous records of all sales activity and pipeline progression in the CRM.

#### **Key Metrics & Measurement:**

- Sales Activity: 50+ solicitations per person, per week. Measured by CRM logs.
- Pipeline Growth: Responsible for building and maintaining a healthy sales pipeline with a target dollar value.
- Room Night Quota: Achieve an annual quota for definite room nights booked.

#### **Required Expertise:**

- 3-5 years of B2B or hospitality sales experience with a track record of meeting or exceeding quota.
- High energy, resilience, and a strong drive to hunt for new business.
- Excellent communication and presentation skills; must be coachable and metric-driven.

#### **Potential Salary Estimate:**

Based on JLL's analysis of comparable destinations and positions, the suggested salary range is \$85,000 - \$90,000 with aggressive commission. An on-target earnings (OTE) package should be in the \$100,000 - \$120,000 range.

**Note:** Expansion in Year 3—such as the optional Destination Experience Manager and new Sales Managers—will only move forward if the Year 2 hires have achieved their measurable objectives (program engagement, sales outreach activity, and stakeholder satisfaction). Pipeline acceleration roles are on hold pending demonstrated success at each prior step.

At every stage, position activation is strictly tied to prior hires' achievement of outcome targets like room night quotas, new event wins, or marketing-generated leads.

## Existing Positions

Considering the strategic organizational restructuring outlined in Visit College Station's new three-year growth plan, updating the key performance indicators (KPIs) and role expectations for existing positions is both timely and essential. As we prepare to introduce specialized roles focused on TAMU partnerships, academic sales, and leisure event development, it is critical that our current team members operate under the same performance-driven philosophy that will guide our future hires. It's important to clarify that this initiative centers on aligning current roles with industry-standard DMO titles and expectations rather than proposing immediate compensation increases for existing staff.

The new organizational structure is built on ten core principles, including specialization of labor, accountability through quantitative metrics, and competitive compensation models that reward results. To ensure seamless integration and maintain operational consistency, existing roles must be realigned to reflect these same standards. This includes adopting aligned sales activity benchmarks, implementing data-centric measurement approaches, and establishing clear accountability frameworks that mirror those being established for new positions.

Updating the current KPIs helps create a unified performance culture that will support the successful onboarding of new team members while immediately enhancing the effectiveness of our existing operations. This alignment ensures that all team members, both current and future, are working toward the same aggressive growth targets and operational excellence standards that will drive Visit College Station's success in an increasingly competitive market.

### Executive Director Updated KPIs:

- Annual HOT revenue growth target
- Overall departmental room night production goal (80,000+ annually)
- MOU completion and partnership health scores with TAMU
- Department-wide lead conversion rates and sales activity metrics

### Conventions Sales Director Updated KPIs:

- Team room night quota contribution to overall 80,000 goal
- Lead generation and conversion rates for convention segment
- Client retention/rebooking rates for serviced events
- Revenue per event and average event size growth

### Convention Sales Manager Enhanced KPIs:

- 50+ weekly solicitations (align with new structure standard)
- Minimum 40-50 qualified leads generated annually
- Definite room night bookings with specific annual targets
- Post-event client satisfaction scores (>8/10)

### Sports Sales Director Updated KPIs:

- Sports division contribution to 80,000 room night goal
- New event recruitment targets (2-3 major new events annually)
- Venue utilization improvements for sports facilities
- Partnership agreement performance metrics

### Sports Sales Manager Enhanced KPIs:

- 50+ weekly solicitations standard
- Annual lead generation targets (35-40 leads)
- Event retention and growth metrics for existing portfolio
- ROI measurement for recruited vs. developed events

### Marketing Director - Strategic Realignment of the Position:

- Continue to lead focused leisure marketing campaigns with dedicated budget resources
- Add responsibilities for targeted event marketing, sales enablement, and lead-nurturing to support organizational growth
- Campaign ROI tied directly to room night generation and event attendance
- Lead generation support metrics for sales team
- Academic and leisure event marketing effectiveness measurements

### Marketing Team- Updated KPIs:

- Increase targeted visitor traffic by 10% year-over-year, with focused campaigns in top 5 feeder markets (Houston, Dallas, Austin, San Antonio, Fort Worth) and emphasis on off-peak seasons through precision geo-targeting.
- Grow qualified website traffic by 25%, driven by SEO optimization and targeted content for academic conferences, corporate meetings, and leisure events, achieving 15% lead conversion rate.
- Double social media following across platforms, with audience composition of 40% meeting planners/corporate decision-makers, 35% leisure travelers, and 25% academic conference organizers through targeted content and advertising.
- Achieve 35-45% growth in paid social performance through precision targeting of specific industries (energy, healthcare, agriculture, technology) and association executives within 300-mile radius, moving away from broad demographic advertising.
- Secure three strategic partnerships that provide direct access to target audiences, including academic associations, corporate travel agencies, or industry publications that support lead generation and event recruitment.
- Generate 150+ marketing-qualified leads annually for the sales team, specifically targeting academic institutions, corporate meeting planners, and leisure event prospects through integrated digital campaigns and sales enablement content.

## Visitor Engagement Director - Enhanced Focus:

### Visitor satisfaction scores and repeat visitation rates:

- Implement post-visit surveys (email, QR codes at venues, online feedback forms) with standardized questions using a 1-5 or 1-10 scale. Calculate average scores across key satisfaction dimensions (overall experience, amenities, hospitality, value).
- **Industry standard:** Net Promoter Score (NPS) asking “How likely are you to recommend College Station to others?”
- Track repeat visitations through hotel loyalty program data partnerships, event registration databases comparing attendee lists year-over-year, and survey questions asking, “Is this your first visit to College Station?” Calculate percentage of visitors who have visited previously within a defined timeframe (e.g., past 2-3 years).

### Community event attendance and economic impact metrics

- Track actual attendance through ticket/registration data for ticketed events, venue capacity utilization reports, clicker counts or manual counts at entry points for free events, and vendor/organizer reporting requirements.
- Calculate using industry-standard methodologies such as direct spending (attendee expenditures on lodging, F&B, retail, transportation collected via attendee surveys with average spending per person x attendance), indirect spending (business-to-business transactions generated by event operations), and induced spending (re-spending of earned income by event-related employees).

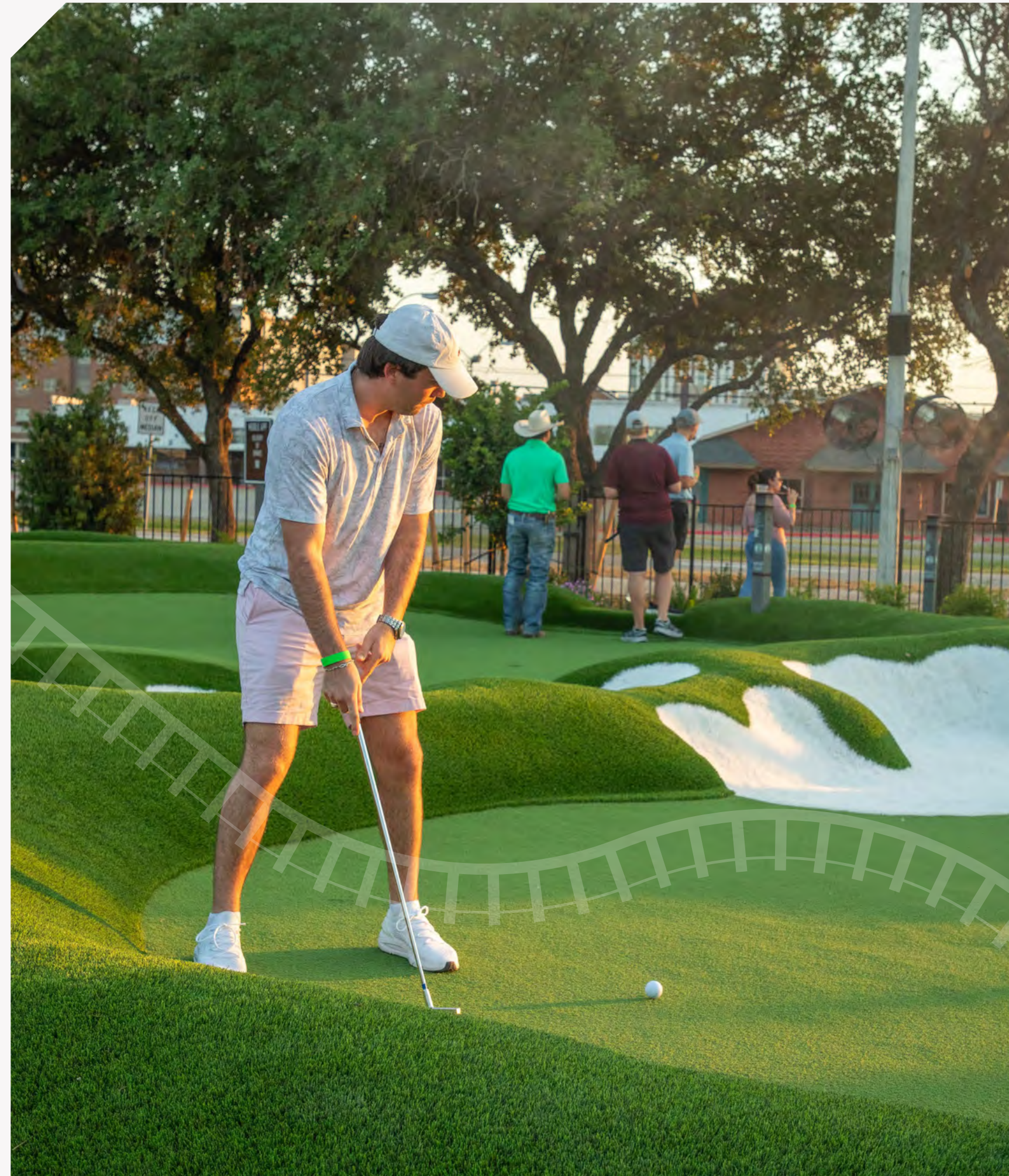
### Local partnership development and engagement rates

- Track number of active partnerships with local businesses, venues, and community organizations. Measure new partnerships established per quarter/year.
- Quantify partnership activity through number of collaborative events/programs executed, partner participation in VCS initiatives (co-op marketing, referral programs), partner attendance at stakeholder meetings/workshops, utilization of VCS resources by partners (marketing materials, leads shared), and revenue generated through partnership channels.

### Faculty recruitment program success metrics (if applicable)

## Key Philosophy Changes Across All Roles:

1. **Commission/Incentive Integration:** All sales roles should incorporate performance-based compensation tied to new business acquisition, and including commission is a recommended practice.
2. **CRM Activity Standards:** Universal adoption of weekly solicitation standards for sales positions
3. **Data-Driven Metrics:** Replace anecdotal success measures with quantifiable KPIs tied to room nights, revenue, and client satisfaction



## Implementation & Resourcing Timeline (3-Year Plan)

This timeline outlines the proposed priorities and sequencing for constructing a specialized, performance-driven organization.

**Implementation Note:** Every proposed hire is contingent upon the demonstrated success of the previous step. Each phase and new hire must achieve their defined objectives and measurable outcomes before proceeding with subsequent personnel additions. Progress will be reported to the Tourism Committee on a quarterly basis to ensure transparency and accountability. This phased approach ensures sustainable growth, validates organizational capabilities at each stage, and minimizes risk while building a high-performance team structure.

### Year 1: Foundation & Acceleration

#### Primary Hires & Actions:

- **Hire Director of University Strategy & Partnerships (Priority 1):** This senior city position leads TAMU partnership strategy, mapping assets, cultivating high-level university relationships, developing sellable products, generating TAMU-originated prospects, and driving overall institutional alignment.
- **Hire Assistant Director of University Sales (Academic & Corporate) (Priority 1):** Could be a third-party or contractor role with incentive pay, not a city employee. This position acts as the primary sales engine for TAMU-related conferences, directly prospecting, building the sales program, and converting high-value leads.
- **Hire Assistant Director of University Event Strategy (Priority 2):** Dedicated to TAMU events business development, such as recruiting, developing, and filling campus venues with new, high-profile events while managing access agreements.
- **Engage Leisure Events Contractor Firm (Priority 1):** Launch an entrepreneurial event development program to identify, recruit, or build new hotel-generating “anchor” events in low-demand periods.

#### Key Strategic Goal:

Establish an aggressive, outbound sales force, a robust prospecting/lead pipeline, and formalize the TAMU relationship with a signed MOU, laying the groundwork for sustainable event-driven growth.

### Year 2: Scale, Program & Create

#### Primary Hires & Actions:

- **Hire Marketing Manager – Academia & Leisure Events (Priority 2):** Develops targeted marketing campaigns supporting both TAMU-related academic events and newly developed leisure events, ensuring integrated messaging supports sales and event recruitment efforts.
- **Hire Business Development Coordinator (Priority 3):** Builds out the dedicated lead research and qualification team, increasing the quality and quantity of sales-ready opportunities for the sales team.
- **Hire University Event Strategy Manager (Priority 3):** Provides expert fulfillment and logistical support, consolidating client servicing for all on-campus events, and raising planner satisfaction through seamless execution.

#### Key Strategic Goal:

Scale the success of year one by professionalizing marketing efforts, increasing lead generation capacity, and enhancing TAMU event delivery quality while continuing to develop the leisure events portfolio.

### Year 3: Enhance the Destination Product

#### Primary Hires & Actions:

- **Hire Sales Manager (Academic & Corporate) (Priority 4):** Expand the team to accelerate outreach, territory coverage, and lead conversion, executing the proven sales playbook developed in Years 1-2.
- **Hire Destination Experience Manager (Optional, Priority 3):** Enhance the total visitor and recruitment journey by building out value-added amenities, rewards programs, and university recruitment support, in partnership with HR and local businesses.

#### Key Strategic Goal:

Advance beyond booking/events and into holistic placemaking, supporting recruitment, retention, and brand differentiation while accelerating sales pipeline through additional sales capacity.

## Financial Implications & Funding Strategy



### Year 1

#### Seed Capital

**Grant Reallocation:** Cease or reduce cash grants to low-impact local events and repurpose those funds directly into salaries for the initial three strategic hires.

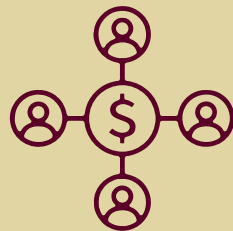
**Marketing Budget Repurposing:** Shift funds from general, low-ROI advertising to the salary budget. The ROI on a dedicated sales team is significantly higher and more measurable.



### Year 2+

#### Growth Capital

**HOT Revenue Growth:** The increased Hotel Occupancy Tax revenue from Year 1 bookings is the primary funding source for the Year 2 expansion. This creates a self-sustaining model where success directly funds future growth.



### Year 3+

#### Partnership Revenue

**MOU Revenue Share:** The agreement negotiated by the Assistant Director of University Event Strategy must include a revenue-sharing component (e.g., a “booking fee” or rebate from university venues). This creates a sustainable, performance-based funding stream to cover the ongoing costs of service and experience staff.

#### Competitive Compensation Model

A critical financial component is the implementation of an aggressive, commission-based compensation structure for the entire sales team (Assistant Directors, Sales Managers).

Base salaries must be benchmarked against corporate sales roles, not just municipal government, to attract top talent. The commission structure will be tied directly to definite room night revenue from newly secured business, heavily incentivizing prospecting, and growth.



## Economic Impact Analysis of Lost Events (2022-2024)

The Lost Booking Report received from Visit College Station reveals significant missed opportunities in the academic and educational conference market, representing \$4,359,740 in lost economic impact across 26 distinct academic and educational events over the 2022-2024 period. This indicates a compelling case for adding dedicated academic conference sales and marketing staff to capture this high-potential segment.

### Current Market Performance

- **Total Events Lost:** 132 events across all sectors, with \$27.6 million in lost economic impact
- **Academic/Educational Segment:** 26 lost events, representing just over \$4 million in missed revenue
- **Average Academic Event Value:** \$167,682
- **Market Penetration Gap:** Academic events account for ~15% of all lost business, yet TAMU brand creates strong alignment and win potential

### Loss Pattern Analysis

- **Primary Loss Reason:** The majority of academic event losses (estimated 59%) stemmed from “Board/Committee/Member Vote” decisions, meaning they were lost to competitors.
- **Facility Constraints:** Only about 18% of academic losses were due to space or date availability, translating to the majority of these events being fundamentally competitive “win-back” opportunities.
- **High-Value, Repeat Business:** Academic conferences ranged in impact from \$10,000 to \$1.2 million per occurrence, with multiple associations hosting annual or rotating conferences.

### Revenue Recovery Opportunity

- **Conservative Scenario (15% conversion):** Converting 4 events per year generates approximately 1,200-1,500 hotel room nights. At College Station’s 7% HOT rate on average conference room rates (\$180-\$220/night), this produces \$15,120-\$23,100 in direct HOT revenue annually. Additionally, attendee spending generates estimated \$94,000-\$125,000 in local sales tax collections (assuming 1.5% city share of 8.25% total rate applied to restaurant, retail, and ground transportation spending). Combined direct tax recovery: \$109,120-\$148,100 annually, covering 68-93% of position cost through tax revenue alone.
- **Moderate Scenario (25% conversion):** Securing 7 events per year produces \$29,760 - \$36,380 in HOT revenue plus \$164,000-\$219,000 in sales tax collections, totaling \$193,760-\$255,380 in direct tax recovery—fully funding the position with 19-62% surplus.

- **Aggressive Scenario (35% conversion):** Bringing in 9 events annually generates \$38,270 - \$46,780- in HOT revenue and \$211,000-\$282,000 in sales tax, producing \$249,270-\$328,780 in combined direct tax recovery—a 153-209% ROI on position cost.
- **Break-Even Point:** The position achieves full cost recovery through direct tax revenue by securing 5-6 executed academic conferences annually (approximately 1,500-1,800 room nights), assuming moderate attendee spending patterns.

### Strategic Advantages

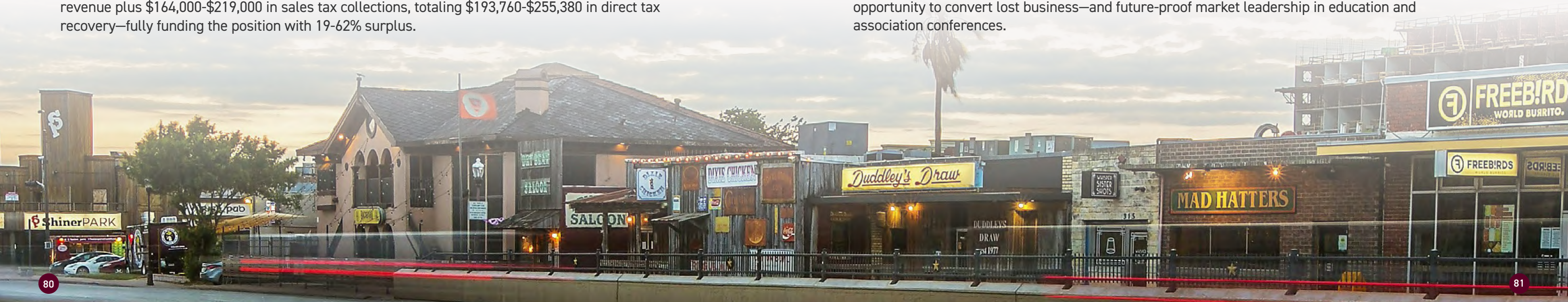
- **TAMU Brand:** Naturally appeals to educational associations and academic societies, increasing competitive win rates.
- **Underserved Market:** The lack of a specialist academic role indicates Visit College Station is not fully engaging this high-opportunity segment.
- **Relationship-Based Sales:** Academic decision cycles prioritize trust and long-term relationships, which dedicated outreach directly supports.
- **Geographical Advantage:** Central Texas is convenient for state, regional, and many national academic organizations.

### Risk Assessment

- **Extremely Low Downside Risk:** Only a small percentage of increase in win-rate would cover staffing costs.
- **Market Validation:** \$4 million in recent lost academic conference business is clear, directly measured demand.
- **Competitive Market:** Targeted hiring is required to shift these winnable events away from competitors toward TAMU venues.

### Implementation Recommendation

The evidence demonstrates that a single hire focused on academic/education conferences would, with even a conservative 15% capture rate, fully pay for their own position—and with moderate success, would justify building a dedicated team. The cumulative, recurring nature of academic business compounds the upside for each additional staff resource. For Visit College Station, this is a strategic, low-risk, and high-return opportunity to convert lost business—and future-proof market leadership in education and association conferences.



# Conclusion

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## A Vision for Integrated Success

College Station's future as a destination is not predetermined—it will be shaped by the choices made today. This Strategic Plan presents a clear, evidence-based pathway from “Dawning Developer” to competitive university destination capable of capturing high-value academic conferences, creating signature leisure events, and delivering world-class visitor experiences that extend economic impact far beyond the football stadium. The research is conclusive: the market opportunity is substantial, the competitive gaps are identifiable, and the solutions are actionable. What remains is commitment—to strategic investment, formalized partnership, specialized expertise, and disciplined execution.

The six strategic pillars outlined in this plan are interconnected components of a unified transformation strategy. Academic conference sales cannot succeed without the operational partnership and venue coordination mechanisms that formalize the city-university relationship. Enhanced student and family experiences support faculty recruitment goals, while both benefit from joint marketing strategies that position College Station as a cohesive destination rather than a collection of disconnected assets. Leisure events development fills critical need periods, creating balanced demand that maximizes year-round hotel occupancy and provides the foundation for sustainable tourism employment. Success requires all pillars working in concert, supported by an organizational structure built on specialization, accountability, and performance-based compensation.

The ultimate success factor is partnership. Texas A&M University is not merely an amenity within College Station's tourism portfolio, it is the primary demand driver, brand differentiator, and competitive advantage. The partnership with TAMU must evolve from passive cooperation to active collaboration, codified through a Memorandum of Understanding that addresses governance, revenue sharing, calendar coordination, and joint pursuit of strategic opportunities. University leadership must also recognize that tourism supports institutional goals: attracting world-class faculty, hosting prestigious conferences that elevate academic reputation, and generating community vitality that enhances recruitment. Equally, city leadership must commit to sustained investment in specialized capacity rather than reverting to generalist approaches when budget pressures arise.

The path forward demands courage to invest in expertise before returns are fully visible, courage to hold positions accountable to quantitative performance metrics, courage to reallocate resources from familiar programs to evidence-based strategies, and courage to formalize partnerships that require institutional vulnerability and shared accountability. The Dawning Developer classification is not permanent—it is a transitional stage that destinations overcome through strategic intent and disciplined execution. College Station possesses every ingredient required for this transformation. What has been missing is not potential, but rather the organizational architecture to convert potential into performance. This Strategic Plan provides that architecture, and the community will build upon it.



# APPENDIX

We would like to extend our heartfelt appreciation to the entire Visit College Station, the dedicated members of the Tourism Committee, as well as the stakeholders and partners across the community who actively participated in the Destination Strategic Plan for College Station. Without their unwavering support and commitment, this plan would not have been possible. Thank you all for your contributions.

FIRST AND LAST NAME	COMPANY
Hunter Goodwin	Oldham Goodwin
Greg Stafford	Texas A&M Hotel and Conference Center
Rhianon Whitney	Courtyard by Marriott Bryan College Station
Costa Dallis	Eccell Enterprises
Paul Loy	Post Oak Mall
Scott Logan	Grand Station Entertainment
Cortney Phillips	Dixie Chicken
Connor Clark	Texas A&M University Arch H. Aplin III '80 Department of Hospitality, Hotel Management, and Tourism
Kevin Davis	Easterwood Airport
Bill Peel Jr.	Texas A&M University Mays School of Business
Tina Duncan	Twinz Co. Marketing
Jim Ross	Audience Media Group
Brandy Tuck	Texas A&M University Community Engagement Division
Erin Jones	Texas A&M University Athletics Department

## Global Destinations' Readiness for Sustainable Tourism

- Tourism Readiness Index is the product of a partnership between JLL and the World Travel & Tourism Council (WTTC) to assess global cities' tourism readiness.
- While readiness will depend on the ambitions and goals of every city, WTTC & JLL define tourism readiness as a strategic and all-inclusive approach that proactively addresses and implements factors and policies relating to scale, concentration, leisure and business offerings, environmental and urban readiness, safety & security as well as the prioritization of tourism.
- Indeed, no two destinations are better or the same and, as such, the challenges they will face, and the opportunities to unlock their tourism potential, will differ.
- However, commonalities can be identified to provide a framework through which cities can assess their context and plan for the future.

### Tourism Readiness Index

- Comprehensive analysis addresses what makes a destination ready for sustainable Travel & Tourism.
- Assess current positioning and ability to manage growth
- Indicators | 70 data points across all facets of the tourism economy
- Outcomes | seven (7) categories and five (5) destination typologies



Globally recognized tool validated by over 100 domestic and international destinations + World Travel & Tourism Council



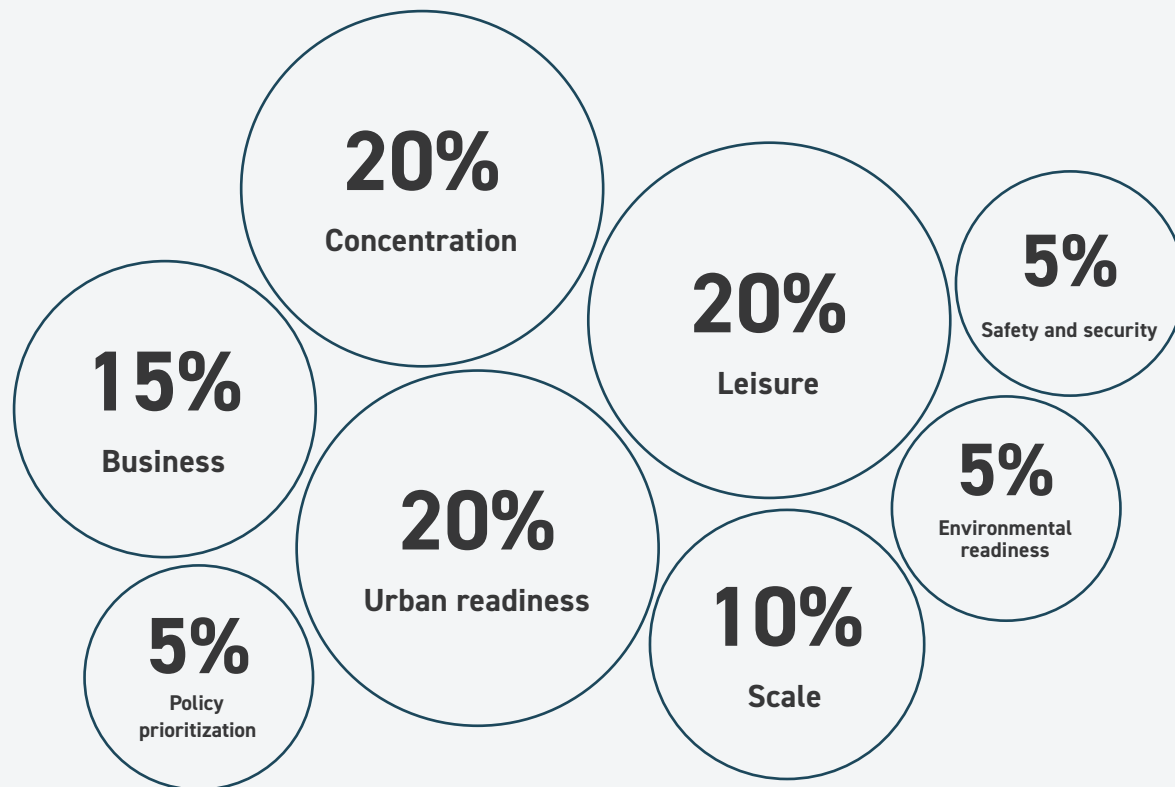
### Tourism Readiness Index Categories

1. Scale
2. Leisure
3. Environmental readiness
4. Safety and security
5. Concentration
6. Business
7. Urban readiness

## Levels of readiness | Destination typologies

Dawning Developers	Emerging Performers	Balanced Dynamics	Mature Performers	Managing Momentum
Limited tourism infrastructure	Growing momentum	Established infrastructure	Strong leisure and/or business travel dynamics	Historically high growth momentum
Gradual tourism growth	Rising infrastructure	Growth in business and leisure paces with scale	Established tourism infrastructure	Aging or strained tourism infrastructure
Opportunities ahead with planning	Opportunities for strategic development	Equalized scale and concentration	Proactively manage pressures & capacity building	Feeling the pressures of scale & concentration
	Smaller scale –may experience pressures			

## Weights by Category

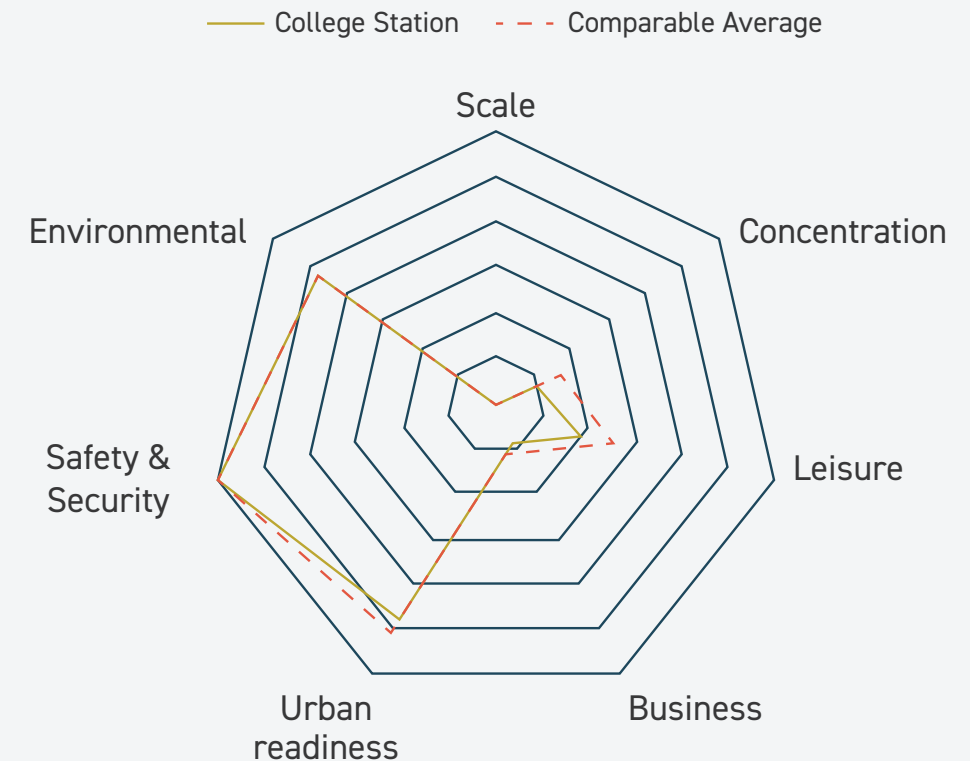


## Tourism Readiness Index

The Tourism Readiness Index analyzed data for each destination in the following categories:

- **Scale:** Measures the size and capacity of the destination's tourism infrastructure, reflecting its ability to accommodate visitors.
- **Concentration:** Evaluates the destination's appeal as a leisure hub, where visitor activity clusters around signature attractions and distinctive districts.
- **Leisure:** Assesses visitor spending patterns, destination attractiveness, and the quality of cultural heritage sites, natural landmarks, and retail offerings.
- **Business:** Examines the maturity and contribution of the business travel segment to overall destination activity.
- **Urban Readiness:** Captures infrastructure investments that enhance internal mobility, making the destination more accessible and attractive to business, talent, and tourists.
- **Safety and Security:** Reflects the destination's commitment to visitor and resident safety through comprehensive policies and operational practices.
- **Environmental Readiness:** Measures sustainability prioritization through strategic frameworks, policy implementation, and destination positioning on environmental stewardship.

## Outcomes by Pillar



SCALE	CONCENTRATION	LEISURE	BUSINESS
Total Overnight Hotel Stays	Ratio Of Overnight Hotel Stays To Population	Drive Market Access	Number Of Businesses
Share Of Tourism As % Of GDP	Ratio Of Attractions To Overnight Visitors	Share Of 3+ Visitor Attractions Reviews	Share Of Business Class Seats
Total Air Passengers	Seasonality Of Airline Passengers (Lowest Month Share)	Average Daily Rate - Hotels	GDP Per Capita
% Of International Air Passengers	Overnight Hotel Stays Per Square Mile	Retail Inventory (Tourism Related Retail Only)	Tourism & Hospitality Employees As % Of Total Employees
Airline Seat Capacity	Lowest Month Hotel Occupancy	Seasonality Of Airline Passengers	Employee To Residential Population Ratio
Number Of Destinations Served By Airport	Home Rental Listings As % Of Hotel Rooms	Volume Of Visitor Attractions	Total Hotel Meeting Space
Volume Of Visitor Attractions	Home Rental Occupancy	Share Of Luxury Hotel Rooms	Largest Event/Meeting Venue
Largest Event/Meeting Venue	Overnight Hotel Stays / Hotel Rooms	Number Of Trails	% Of Women In The Workforce
Number Of Sports Arenas	Share Of 3+ Star Visitor Attractions Reviews	Full-service Restaurant Inventory	
Number Of Annual Mega Events	Hotel Occupancy		
Total Hotel Meeting Space	-	-	-
Number Of Hotel Rooms	-	-	-
Number Of Shared Home Rental Listings	-	-	-

URBAN READINESS	SAFETY & SECURITY	ENVIRONMENTAL READINESS
Housing Affordability	COVID-19 Vaccination Data (% Of Population With 1+ Dose)	Renewables Being Used
Availability Of Workforce (Unemployment Rate)	Overall Safety	Number Of Sustainable Hotels
Average Annual Spend On Healthcare	LGBTQ+ Wellbeing	Temperature Fluctuation
Annual Job Growth (2018-2022)	Personal Security Index	Air Quality Index
Traffic Congestion	Average Annual Spend On Healthcare	Water Availability And Quality
Accessibility Readiness	Family Friendly	Risk Level Of A Natural Disaster
Population Growth Rate (2022-2027)	Women's Well-being	Greenhouse Gas Production
-	Economic Stability	-

## Demand Driver Scorecard

Process - Multi-step assessment of destination assets



Utilize visitor traffic and flow data to assess current demand



Place individual assets on scale based on eight criteria to score



Rate anything that is a 6-7 or greater as the destination Attractors



Utilize the outcome to identify future competitive positioning



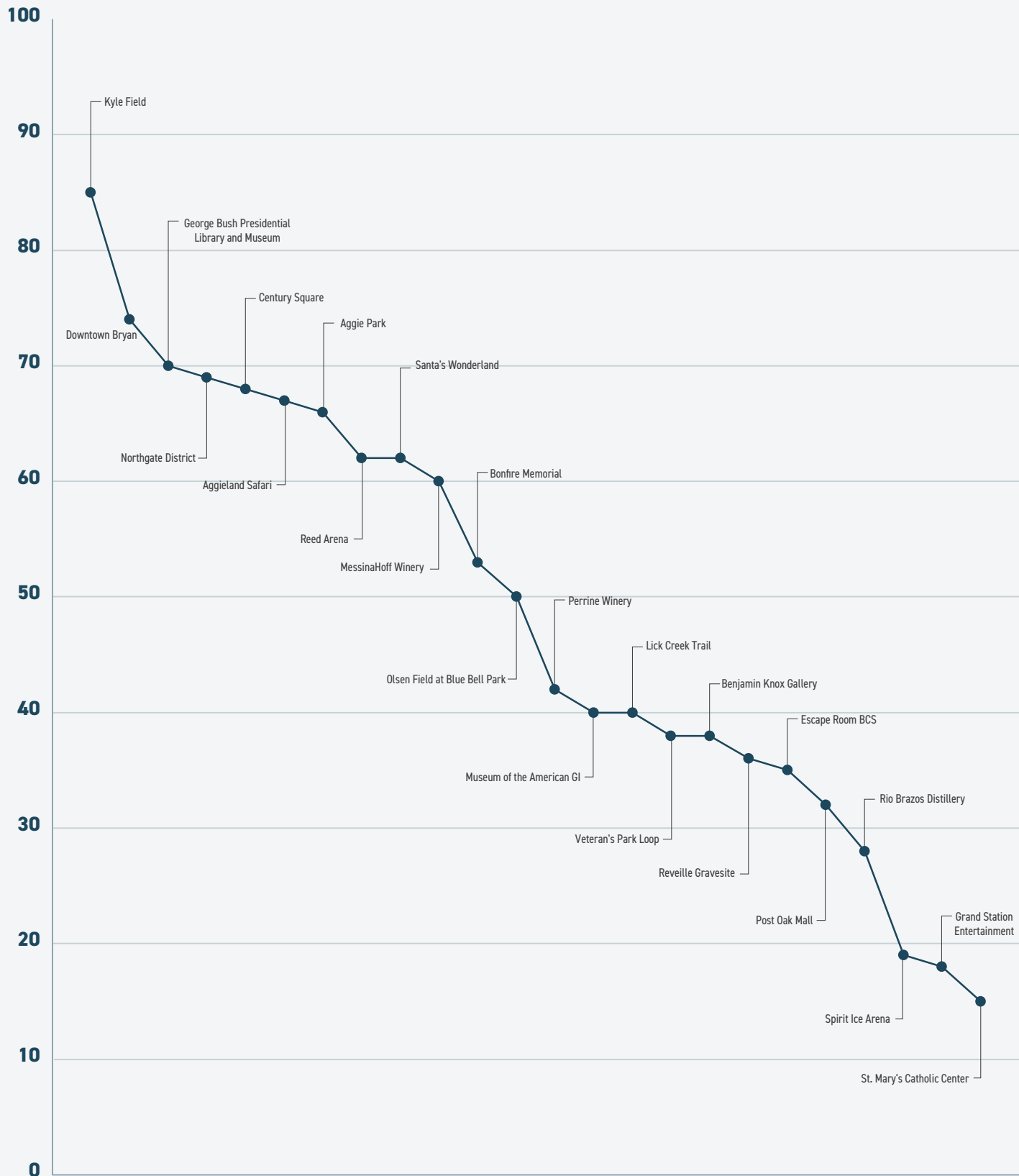
Recommend new investment or enhancement to grow assets on the scale

### Score Card Elements

Item	Definition	Max Point Value
One of a Kind	Captivating content or collections that drives interest and appeal. Proximity of alternative similar offerings can be a factor in overall uniqueness	25
Iconic Scale	Dramatic visual prompting a curiosity powerful enough to inspire a visit (Instagram worthy- trying to capture a moment)	20
Engaging Visitor Experience	Interaction between the guest and the attraction	15
Current Visitor Demand	Level of visitor traffic, reviews, etc. to the asset currently	15
Event Opportunities	Programming temporal, catalytic events	10
Venue Capabilities	Easily transformed and adapted to host various functions	5
Identified Target Audience(s)	Multiple target audience and visitor types can be targeted based on overall connectivity	5
Future Unique Development	Upcoming additions or plan initiatives that elevate potential	5



# College Station Demand Driver Scorecard



## Event Matrix

Purpose – Utilize criteria that cause events to drive return to understand the current landscape of events generating the desired outcome AND position the tourism industry to support up and coming events to be successful.



Identify key events serviced by destination events



Rate events on matrix using 11 criteria



Identify those events that can grow in specific areas through matrix outcomes



Work with organizers on tactics for implementation

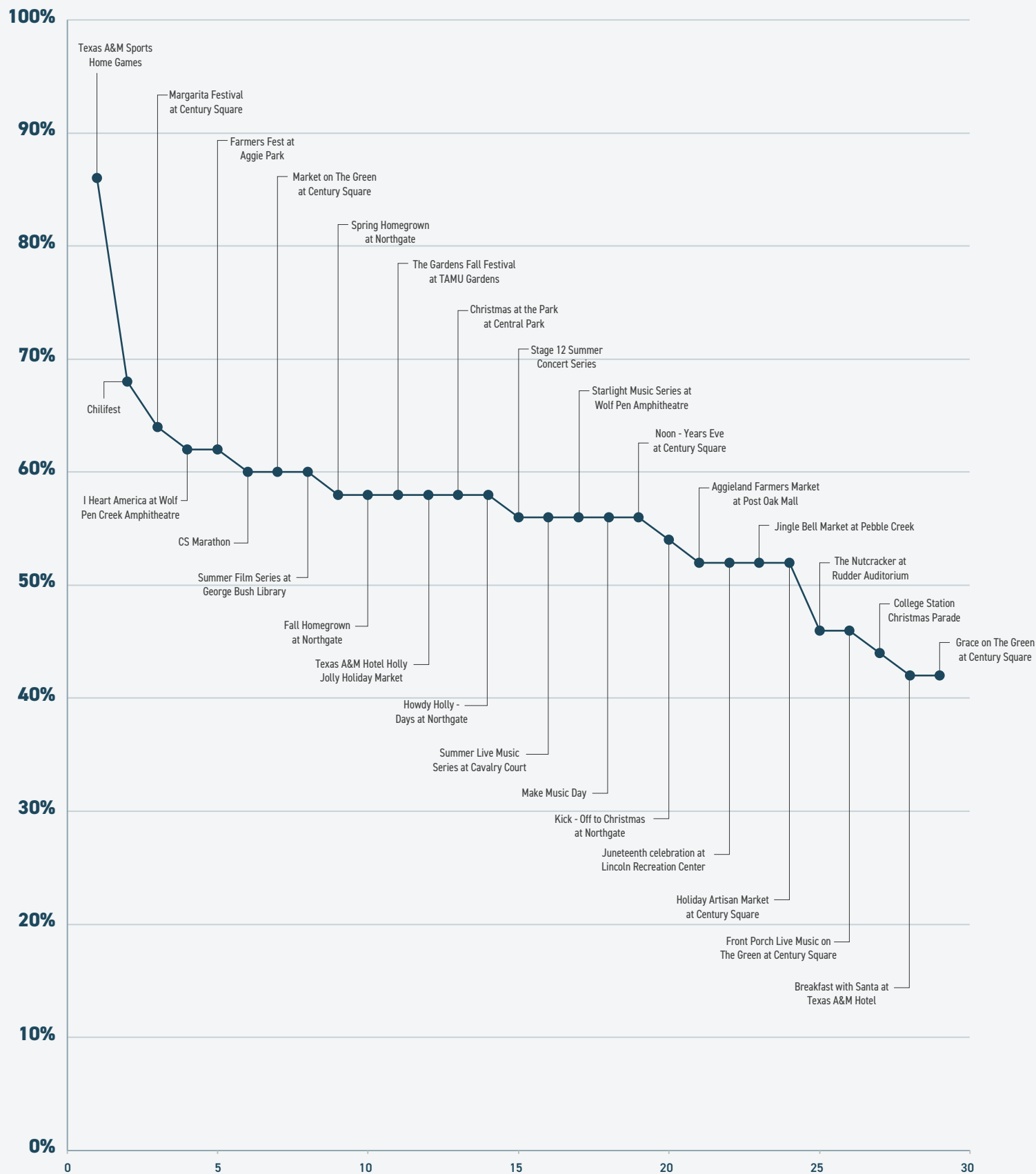
## Program components

- Tourism Promotion – Destination Impact
- Benefit to the Destination Brand
- Innovation - uniqueness
- Evidence of Partnerships
- Organizational Structure & Management Capability
- Economic Impact (Direct Spending)
- Suitable Target Market (s)
- Comprehensive Marketing Plan/Approach
- Overnight Stays (Room nights)
- Scale of Project – future potential
- Time of Year – Need Periods

## Program components

	Fail	Poor	Average	Above Average	Excellent	Total Points Awarded
<b>Point Allocation Maximum = 5 points per component</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>55 MAX</b>
Program Components						5
1. Tourism Promotion – Destination Impact						5
2. Benefit to the Destination Brand						5
3. Innovation - uniqueness						5
4. Evidence of Partnerships						5
5. Organizational Structure & Management Capability						5
6. Economic Impact (Direct Spending)						5
7. Suitable Target Market (s)						5
8. Comprehensive Marketing Plan/Approach						5
9. Overnight Stays (Room nights)						5
10. Scale of Project – future potential						5
11. Time of Year – Need Periods						5
<b>Total Maximum possible points = 55</b>						<b>55</b>

# College Station Event Matrix



## Illustrative List: Lost Academic/Education Events

1. Philosophical Society of Texas Annual Meeting 2023

**Economic Impact:** \$145,532 Hotel Tax: \$6,032 Sales Tax: \$911

2. Texas Association for the Gifted and Talented – TAGT Leadership Conference 2023

**Economic Impact:** \$101,465 Hotel Tax: \$3,924 Sales Tax: \$652

3. Texas Association for the Gifted and Talented – Gifted Plus Equity Conference 2023

**Economic Impact:** \$93,621 Hotel Tax: \$3,576 Sales Tax: \$586

4. Texas Association of Student Councils – Directors & Consultants Meeting 2022

**Economic Impact:** \$5,934 Hotel Tax: \$244 Sales Tax: \$47

5. Texas Council for the Social Studies Annual Conference 2023

**Economic Impact:** \$436,251 Hotel Tax: \$15,428 Sales Tax: \$3,340

6. Texas High School Athletic Directors Association Spring Sponsor Showcase 2022

**Economic Impact:** \$63,758 Hotel Tax: \$2,641 Sales Tax: \$443

7. Institute for Defense & Business – Continuous Improvement & Innovation for Executives Seminar 2023

**Economic Impact:** \$64,244 Hotel Tax: \$1,635 Sales Tax: \$503

8. Lonestar Education and Research Network – LEARN BOD June 2024

**Economic Impact:** \$33,001 Hotel Tax: \$984 Sales Tax: \$225

9. Region 16 Education Service Center – Parent & Family Engagement Statewide Conference 2024

**Economic Impact:** \$348,172 Hotel Tax: \$6,321 Sales Tax: \$2,474

10. Texas Counseling Association – Meetings and Summer Leadership Training Institute 2024

**Economic Impact:** \$118,241 Hotel Tax: \$3,078 Sales Tax: \$681

11. TAMU College of Agriculture & Life Sciences – Extreme Biochemistry Workshop 2023

**Economic Impact:** \$15,504 Hotel Tax: \$531 Sales Tax: \$104

12. TAMU Engineering Experiment Station – University Consortium for Applied Hypersonics 2024

**Economic Impact:** \$68,382 Hotel Tax: \$1,048 Sales Tax: \$590

13. TAMU Mays Business School – Professional MBA Program 2023

**Economic Impact:** \$10,903 Hotel Tax: \$335 Sales Tax: \$88

14. TAMU College of Engineering – September Campus Engagement 2024

**Economic Impact:** \$251,385 Hotel Tax: \$8,706 Sales Tax: \$1,382

Medical/Lab/Scientific Academic Conferences

15. American Association for Laboratory Animal Science – Texas Branch Annual Meeting 2022

**Economic Impact:** \$100,045 Hotel Tax: \$4,021 Sales Tax: \$606

16. American Association for Laboratory Animal Science – Texas Branch Annual Meeting 2023

**Economic Impact:** \$129,362 Hotel Tax: \$5,362 Sales Tax: \$810

17. Texas Branch of American Association for Laboratory Animal Science – TBAALAS Annual Meeting 2024

**Economic Impact:** \$174,372 Hotel Tax: \$5,075 Sales Tax: \$1,680

18. NAEMSP National Association of EMS Physicians 2023

**Economic Impact:** \$100,199 Hotel Tax: \$4,142 Sales Tax: \$610

19. NAEMSP National Association of EMS Physicians 2024

**Economic Impact:** \$98,831 Hotel Tax: \$4,286 Sales Tax: \$612

20. EMS Educator Summit 2023 (Sladek Conference Services)

**Economic Impact:** \$109,497 Hotel Tax: \$4,373 Sales Tax: \$706

21. Texas Ambulatory Surgery Center Society – Annual Conference 2024

**Economic Impact:** \$92,248 Hotel Tax: \$2,207 Sales Tax: \$620

22. Texas Hearing Aid Association Annual Meeting 2023

**Economic Impact:** \$142,053 Hotel Tax: \$5,683 Sales Tax: \$873

23. Texas Hearing Aid Association Annual Conference 2024

**Economic Impact:** \$110,051 Hotel Tax: \$5,179 Sales Tax: \$620

24. Texas Society of Medical Assistants – 65th Annual Education Conference 2022

**Economic Impact:** \$26,718 Hotel Tax: \$1,072 Sales Tax: \$169

Major Academic Associations/Arts/Education

25. Society for Historians of American Foreign Relations – SHAFR Annual Meeting 2022

**Economic Impact:** \$320,900 Hotel Tax: \$19,625 Sales Tax: \$1,288

26. National Association of Teachers of Singing – NATS 2024

**Economic Impact:** \$1,199,071 Hotel Tax: \$38,409 Sales Tax: \$8,838



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