



## Fort Worth Governance Structure Analysis & Advisory

*Fort Worth, Texas*

For nearly 20 years, HSP has worked with the City of Fort Worth to complete multiple market, financial feasibility, and economic impact analyses for convention, entertainment, hotel, arena, and event center developments and expansions. Recently, HSP worked with the City to complete a thorough review of the operations, funding, and governance structure of three facilities: the Fort Worth Convention Center (FWCC), Visit Fort Worth (VFW), and the Will Rogers Memorial Center (WRMC).

While the current city-funded model is an improvement over the model from the 1990s, it deserves an in-depth analysis to determine if an alternative model would benefit not just the City, but all three entities involved. HSP executed a work plan that included a profile of the existing governance structures, detail on industry trends and best practices, recommendations and implications, projections of improved performance, and an action plan for next steps and future success. A significant part of the analysis was informed by interviews and surveys with owners and operators of major convention centers across the country.

HSP used an already strong working knowledge of the community and its elements, and an ongoing relationship with the City of Fort Worth and its stakeholders as a cornerstone of the work product. The result was a plan that created synergy between the three entities and the City, as well as recommendations on governance, funding, and marketing structures.

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**Client:** City of Fort Worth

**Time Period:** 2019 - 2020