



**Leadership on the Board
of the
Irving Convention and Visitors Bureau**

**An Orientation Guide
Spring 2018**

AGENDA

- Comments: Board Development Committee Chair
- Vision, Mission
- Why visitors matter to Irving
- Legal uses of the hotel occupancy tax
- The ICVB and its role
- The ICVB Board and its role
- Irving Convention Center Complex overview
- On the horizon

Vision & Mission Statements

VISION – Irving will continue to be a uniquely vibrant destination attracting visitors of all kinds for unforgettable experiences.

MISSION – The Irving Convention and Visitors Bureau enhances Irving's economy and quality of life by marketing and advocating for the development of Irving as a premier destination.



Why Visitors Matter to Irving

2015 Irving Visitor Industry Reports
Destination Analysts, Inc.

Visitor Impacts

- 3.4 million visitors annually
- \$2.3 billion annual visitor spending
 - \$406 million in Irving restaurants
- 26,623 visitors/average day
- \$6.4 million visitor spending/average day
- 19,966 jobs supported
- \$523 million payroll
- \$55.6 million tax revenues generated
- \$662 tax revenues generated per Irving household

Source: 2015 Irving Visitor Industry Economic Impact Report, Hotel Guest Survey, Destination Analysts, Inc.

Irving Hotel Guest Profile

- \$116,622 average household income
 - 48.7 mean age
 - 63% male
 - 70.5% married/partnered
 - 51.3% have at least a bachelor's degree
 - 37.1% have completed some graduate school
- Primary Reasons for visit:
 - 53.3% Business Travel
 - 26.1% Conference, Trade Show, Meeting
 - 18.8% Personal, vacation, other
- \$323.72 Average spending per day
 - \$133.35 Lodging
 - \$69.23 Dining
 - \$29.06 Retail
 - \$44.41 Car Rental
 - \$18.11 Entertainment/Sightseeing

Source: 2015 Irving Visitor Industry Economic Impact Reports – Hotel Guest Survey, Destination Analysts, Inc.

Visitor Perceptions about Irving

- 92.8% of hotel guests would return to Irving
- 67.1% would recommend Irving to others as a place to attend a conference, trade show or business meeting
- 66.6% rate the Irving Convention Center Better/Much Better than meeting facilities in other cities
- 73% felt Extremely Positive/Positive about holding a meeting in Irving
- 46.5% rate Irving Better/Much Better than other destinations they visit for business

- *“Business travel experience” remains a leading source of influence for corporate decision-makers (DCI Survey)*

Small Business Impact

- In Irving alone, there are:
 - 75+ hotels, short-term stay properties
 - 600+ restaurants
 - More than 50% of many of our restaurants rely on visitor spending for more than 60% of their revenues
 - 200+ retail outlets
 - 70+ taxi, bus, car service and shuttle companies
 - 150+ sign shops, florists, coffee shops, office supply and hardware stores
 - Dozens and dozens more related companies

Sources: GILCoC membership listings, yellowpages.com, Google

Big Business Investment

- \$500+ million property value of Irving hotels
- \$42+ million property taxes paid annually
- \$20+ million HOT projected annually
 - Funds Arts, Museums, Historic Preservation and CVB
 - Percentage for Convention Center debt
 - Percentage for Entertainment Venue debt
 - Percentage to City for administrative services



Legal Uses of Hotel Occupancy Tax

What is Hotel Occupancy Tax?

The Hotel Occupancy Tax varies by city and state, and is a tax charged on the sales/retail rate of a room.

In Irving, the total city and state Hotel Occupancy Tax is 15%.

Who Pays It?

Any guest staying overnight in a hotel.*

If the hotel rate is \$100, an Irving hotel guest would pay an additional \$15 in hotel occupancy taxes, per night.

**Per state tax code, there are certain exemptions from these taxes for tax-exempt organizations, and for stays exceeding 30+ days.*

Legal use of HOT funds

- Two-part test that every expenditure of local HOT must meet to be valid (state law)
 - Criteria 1. Every expenditure must DIRECTLY enhance and promote tourism AND the convention and hotel industry.
 - Criteria 2. Every expenditure of the HOT must clearly fit into one of six statutorily provided categories for expenditure of local HOT revenues.

•*NOTE: Economic development is specifically not an allowable use*

SIX CATEGORIES

1. Convention center or visitor information center
2. Administrative costs for facilitating convention registration
3. Advertising and promotions that attract tourist and convention delegates
4. Arts Promotion (as it relates to Tourism)
5. Historical Restoration or Preservation Programs (as they relate to Tourism)
6. Costs to Hold Sporting Events that Substantially Increase Hotel Activity (in smaller counties)

State Allocation Requirements

- 15% Maximum Allocation for Arts Promotion
 - Irving was granted a state exemption in 2007 – 15% plus up to \$1.6 million for O&M of the Irving Arts Center
 - The CVB worked with the Arts Board and THLA to get this exemption on the books
 - \$1.6 million was the operating subsidy the Arts required to operate “in the black”
 - Sunset date was determined to provide for sufficient years (15) to build up reserves and for HOT revenues to grow so the Arts could live on 15%
 - Without this exemption, Arts would have been rolled back to 15%, and the excess funding would have been re-allocated for any other legal purpose (or rolled back)
 - Exemption sunsets in ~~2022~~ 2026
 - Gentlemen’s agreement between all parties that there would be no further attempts at adjustments
 - With extended sunset, legislative protections built in for ICVB functions
- 15% Maximum Allocation for Historical Restoration and Preservation
- These are not REQUIRED allocations
 - Singularly at the discretion of City Council

Irving Hotel Tax Distribution

- 9% Collected
- 2% (Brimer*) to Entertainment Venue Debt
- 2% to Convention Center Debt
 - Plus IAC percentage previously allocated to IAC debt service (\$628,000)
- 5% Remaining
 - Museum – 2.5%
 - Historic Preservation – 1%
 - Arts – 39.5%
 - Minus IAC percentage previously allocated to IAC debt service (\$628,000)
 - Convention and Visitors Bureau – 57%

**The 2% Brimer (of the 9%) dedicated to the Entertainment Venue debt does not get counted when tallying the percentage allocations.*

Irving Hotel Tax Allocation

7%* converted to 100

7%	Allocated For
28.6%	Convention Center Debt
4.4%	Transfer of former Arts Center DEBT allocation (now paid off) to Convention Center Debt <i>*While previously incorporated within the percentage the Arts received, the dollars for the debt service were taken off the top as revenues were received</i>
40.7%	Irving Convention & Visitors Bureau
23.8%*	Irving Arts Center (15% plus \$1.6 million – any excess is captured for ICC debt service)
2.5%	Irving Museum, Preservation

**The 2% Brimer (of the 9%) dedicated to the Entertainment Venue debt does not get counted when tallying the percentage allocations.*



The Irving CVB and Its Role

What we do

- The official “Destination Marketing Organization” for Irving, Texas
- We “preach the gospel” of Irving as a destination for any kind of travel, to those who can influence travel decisions
- 100% of our funding comes from Hotel Occupancy Taxes
- We broker short-term business opportunities between our customers and our industry partners
 - But on the latter’s terms – we control very little product!
- We have direct responsibility for the performance and operations of the Irving Convention Center
 - @ 25% of the ICVB budget goes to cover the convention center’s operations and capital improvements
- We build long-term revenue and stability for the community by bringing visitor dollars (“Other People’s Money”) to Irving

CVB Structure

- City Department
 - City Council-appointed, policy-making board
 - FYI - Most (75%) CVBs are independent organizations
- Staffing
 - 21 FTE
 - 23% reduction (6 positions) in staff in 2010; added 1 position in 2015-16
 - Contractors: advertising agency, research firm, tech support, convention center management
 - Convention Services Staff: Part-time/as needed “on loan” personnel to support customer events (such as conference registration, information desks, etc.)
 - Convention Center – third party management firm and food and beverage provider; ICVB is the contract administrator

Irving CVB Profile

- Sales & Marketing organization
 - “Square peg” in government structure
 - Program-heavy budget
 - Sales-related travel, entertainment and membership
 - Advertising and sponsorship play a major role
- “Broker” relationship, filling variable gaps with a perishable commodity
- “Outbound” focus – visitors of all kinds, not primarily residents
 - Hotels have local sales resource, but limited non-local
- Employee Recruitment Base
 - Hospitality industry, private enterprise, association market experience
 - “No poaching” philosophy in Irving
- Performance management plan includes “at risk” incentive for ED and Sales

Our Departments

21 FTE, 22 PTE – Plus *Contractors*

- **Administration**

- Board Facilitation
- ICC Contract Administrator
- Accounting
- Purchasing
- Legislative
- Human Resources
- Operations
- Technology
 - *Tech Support*

- ***Convention Center Operator (SMG)***

- *Administration/Finance/HR*
- *Operations*
- *Event Services*
- *Food & Beverage*
- *Sales & Catering*

- **Destination Sales & Services**

- All sales markets
- Transient packages
- Customer services
- *Outer Market Representation*

- **Marketing & Communications**

- Websites
- Advertising
- Research
- Outside agencies
 - *Ad Agency*
 - *Research Firm*
 - *Website/SEM/SEO/Social*
- Sponsorships
- Branding
- Promotions
- Film commission services
- Social media
- Public relations
 - *PR Agency*
- Media relations
- Community relations
- In-house collateral and invitations
- Promotions

Performance Measurement

- All staff
 - City of Irving Pay Plan establishes grade and step levels
 - City performance management system
 - ICVB Compensation Study currently underway
 - All job descriptions are being updated
- Sales Goals
 - Market History
 - Hotel Projections
 - Sales Performance Incentive
- Executive Director
 - Goals
 - Performance Evaluation Process/Executive Committee
 - Performance Management Incentive
 - Percentages/weightings vary annually at the board's discretion pending organizational priorities

Who Is Irving's Customer?

- Meeting planners
- Travel managers
- Third-Party firms
- Procurement managers
- Association executives
- Sports governing bodies
- Tour operators
- Reunion planners
- Administrative professionals
- Volunteers
- Wedding planners
- Corporations
- Associations – trade, professional, cause
 - Includes association management firms, as well as individual associations
- Sports – amateur and professional, spectator and participatory
- “SMERF” – Social, Military, Educational, Religious, Fraternal
- Tradeshow – Consumer, Industry, other independent shows

How & What We Sell

- **DIRECT SALES**
 - Trade shows
 - Sales calls
 - Target market blitzes – Austin, DC, Chicago primary markets
 - Active industry involvement
- **MARKETING & COMMUNICATIONS**
 - Advertising
 - Online initiatives
 - Collateral
 - Promotions
 - Public Relations – Internal and external audiences
 - Sponsorships
- Meetings
- Conventions
- Trade Shows
- Consumer Shows
- Sporting Events
- Training programs
- Product rollouts
- Airline crew rooms
- Reunions
- Social occasions
- Photo & film locations
- Stories about Irving
- Stories about Texas and DFW that can include Irving

Key Priorities for the ICVB

- Solicit meetings and groups to convene in Irving
- Build optimal awareness of Irving among travelers, decision-makers and influencers
- Influence appropriate product development
- Provide leadership that unites the hospitality industry with the community
- Secure resources that will allow the ICVB to achieve its mission, objectives and goals

Key Management Goals

- Increase room night sales by 2% over 2016-17 actuals
- Promote, market & sell (and sustain) the convention center
 - And entertainment venue
 - And HQ hotel as it comes forward
- Targeted, focused sales, public relations & marketing
- Utilize social media to increase awareness and extend reach
- Continue expansion of website tools, capacity, resources for destination promotion and for client support
- Use unique area events to showcase city
- Capitalize on partnerships
- Continue to develop staff and industry
- Stabilize staff levels and continuity



The ICVB Board and Its Role

What's the hardest thing to understand about the CVB?

- Imagine a job where the CEO:
 - Is hired and evaluated by one group of people (the board – and only as a body!)
 - Is funded indirectly by another (the industry)
 - And has limited, if any, control of the outcome of any business opportunities generated
- A job where the group indirectly funding the organization (the industry) sees your responsibilities:
 - focused on short-term, industry-specific results because members of the group are themselves evaluated on those results.
- A job where the group directly funding the organization (City Council) sees your responsibilities:
 - focused on long-term, community-wide results as members of this group are evaluated that way.
- And a job where the community that elects the group directly funding you has limited frame of reference to understand what you do and why it matters.

The Board's Role...

- “The board’s role is to clear the road so the staff can accomplish the mission.”
 - *Joe Lathrop, Orlando Consulting Group*
- “Whatever taxes and fees are collected from visitors, a DMO Board must make a case for these funds being reinvested back into the industry.”
 - *Bill Geist, Zeitgeist Consulting, Destination Leadership for Boards*

Board Composition

13 VOTING MEMBERS

- 9 Irving Residents
- 1 Chair, Irving Hotel Association
- 1 Hotelier
- 1 Industry-At-Large Representative
- 1 Restaurant Industry Representative

CITY COUNCIL LIAISON

- John Danish

12 NON-VOTING MEMBERS

- 2 Hospitality Industry Representatives
- 1 Industry-At-Large Representative
- 1 City Manager/Designee
- 2 Greater Irving/Las Colinas Chamber of Commerce (CEO & Chair)
- 1 Las Colinas Association Representative
- 1 DCURD Chair/Designee
- 1 TIF Chair/Designee
- 1 UD Designee
- 1 Salesmanship Club Representative
- 1 Former ICVB Board Member

Board Meetings

- While this is a working board, the majority of the work gets done in the committee meetings
 - Not meant to limit discussion in the full board forum, but to keep work and projects moving forward as efficiently as possible
- Posted in accordance with Texas Open Meetings Act
 - If it's not posted on the agenda, it can't be discussed
 - Every board member must complete required state training (available online)
- Roberts' Rules of Order guide meeting protocol

Board Member Job Description

- Serve as an advocate for the industry and the organization, especially within the community
- Set and regularly affirm the Vision and Mission
- Create policy and overall direction for the CVB, including the Convention Center
- Goal-setting for the board and the organization
- Act in the best interests of the CVB, the industry and the destination as a whole
- Retain a CEO/Executive Director to manage the operations; monitor performance against policy and objectives*
- Perform appropriate fiduciary responsibilities*

**Only a handful of city boards have this responsibility, which makes Council consideration of (and knowledge of) appointees very distinct*

The Role of the Board Chair

- Manage the Board
- Serve as the Board's "point person" for the staff executive
- Appoint committees and task forces
- Set and prioritize the agenda – for meetings and for the organization
- Be the "voice" of the Board
- Be the face of the Board and the industry with elected and appointed officials
- Be the face of the Board for other community organizations, formal and informal
- Set and model the board culture/tone
- Direct the process for the ED annual performance evaluation

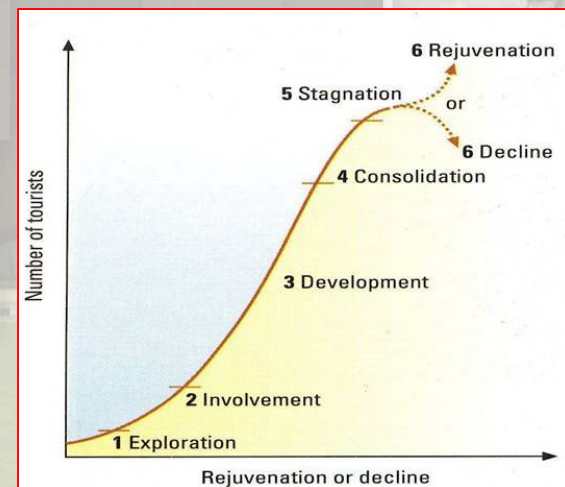
ICVB Board Strategic Planning

- Prior plans set the course for several key initiatives, including:
 - Right-sizing of future hotel development
 - Irving Convention Center
 - Headquarter hotel
 - Entertainment district
- Current plan adopted August 2015
- Plan priorities assigned to specific board committees for next steps

Board's Mission & Key Priorities

The Irving CVB Board will take ownership of the opportunities on its horizon, doing everything in its power to move the visitor destination forward by proactively putting the ideas, desires, and priorities on every table we can.

- Advocate for the enhancement of the community's bottom line
- Secure Irving's competitiveness and resources
- Create Destination-Defining Development – keep the destination life cycle moving forward



R.W. Butler, 1980, *Tourism Area Life Cycle*

Board Committees

- All Board and Committee meetings are “Open Meetings” and posted accordingly
- Chairman makes all* committee appointments, including committee chairs
- Standing Committees
 - Executive Committee
 - Board Development Committee
 - Community Relations Committee
 - Destination Development Committee
- Committees assume responsibility for review and detail work for all issues that come before them and bring forward recommendations to the full board

**Executive committee composition defined in bylaws*

Executive Committee

- Has oversight of performance evaluation process and goal-setting for Executive Director, and all compensation issues
 - Should there be a change in leadership, this committee is responsible for the search process and establishing interim leadership
- Serves as Finance committee, with oversight of budget process and financial reporting
- Responds to any issues that may arise not directed to a committee
 - Board Chair also may direct issues specifically to the Executive Committee instead of another committee, at the Chair's discretion
- Comprised of:
 - Board Chair, Vice Chair, and committee chairs of Board Development, Community Relations and Destination Development
 - Voting hotelier (if not rep'd in committee chairs)
 - Non-voting hotelier (if not otherwise rep'd in committee chairs)
 - City Council liaison

Board Development Committee

- PRIMARY GOAL: Secure Irving's competitiveness and resources.
 - Develop a succession plan for board members and leadership.
 - Identify specific board member responsibilities.
 - Analyze current board structure for potential enhancements, formal and informal.
 - Continually analyze Bureau and Board productivity through written and oral reports.
 - Also on this committee's watch:
 - Board orientation
 - Governance issues, including policies, bylaws, compensation studies, etc.
 - Legislative issues

Community Relations Committee

- PRIMARY GOAL: Advocate for the enhancement of the Community's Bottom Line.
 - Ongoing public outreach opportunities, such as the "Power of 10" Community Conversation
 - Search for ways for Board members to extend their reach among key community organizations.
 - Also on this committee's watch:
 - Educate community leaders on industry impact
 - Hospitality Industry Annual Meeting and Spirit of Irving Awards
 - High Spirited Citizens Program

Destination Development Committee

- PRIMARY GOAL: Create Destination-Defining Development.
 - Hotel development
 - Retail, restaurant and entertainment development
 - Operational (non-financial) policies for the convention center
 - Transportation issues
 - Competitive set issues
 - Also on this committee's watch:
 - Other issues directly impacting industry, including but not limited to: smoking, food handler permits, etc.

The CEO's Responsibilities to the Board

“If your CEO can take care of the business, the Board can focus on the future.” *Bill Geist*

- Implement policy
- Set the agency's tactical goals
- Serve on and support the board's committees
- Influence and extend the board culture
- Equip the board with tools to better explain, support and defend the DMO
- “Be the Cook”

What the Board “sees” regularly

Monthly Board Packet includes:

- Agenda Items – Minutes, financial reports, background info for action items on the agenda
- Board Reports – calendars, reports and activities of the board and its committees, task forces, etc.
- Convention Center – financial reports, three months’ rolling calendar, staff overview
- Industry/Informational Reports – STR reports, Irving/area industry-specific data, stakeholder reports
- Staff Reports – Departmental reports from ICVB staff, including appropriate performance measure reporting and customer service data
- Supplements – Select correspondence, reading material, general industry information

What the Board “sees” regularly

- Financial Reports – Balance Sheet; Statement of Changes in Revenues, Expenditures and Fund Balance; Check Register
 - Monthly – General Fund
 - Quarterly – Reserve, Computer and Building Funds
- Budget adjustments
 - Unanticipated revenues, or transfers between funds
 - Also require City Council authorization
 - Executive director has authority for “intra-fund” adjustments
- Significant non-budgeted expenditures
- Hotel Tax Reports – Quarterly
- Convention center financial reports - Monthly
- Monthly updates on performance measures

ICVB Budget Calendar

- Needs Analysis Survey – April
- Executive Committee Briefings – May
- Board Budget Meeting – Late May/June
 - Ideally after Q2 collections have been received
- City Council Budget Retreat – Late August
- City Council Adopt Budget – September
- Fiscal year Oct. 1-Sept. 30

The DMO Board as Community Leader

- Every one of these “community issues” matters not only to you as residents, but also to the industry and our visitors.
 - Public safety
 - Improved roadways, accessibility and signage
 - Sidewalks and bike paths, parks and trails
 - Homelessness
 - Green ordinances
 - Transit-oriented development
 - Farmers’ markets
 - Corporate and residential recruitment and retention
 - Better schools and neighborhoods
- Visitor perspectives should be represented in every one of these “community” discussions.
- Visitors should not be expected to bear the financial burden for these – they are already paying sales and other taxes, without benefit of city services...
- And the hotels they are staying in are also paying their own share of property and other taxes for those services.

On The Board's Radar

- Potential impact of elections on industry priorities and unintended consequences of local, state and national legislation
- Ongoing funding challenges due to convention center debt financing and subsidy obligations, the former which has been resolved by Council action
- ~~Refinancing of convention center debt (2019)-(DONE EARLY!!)~~
- Reallocation of hotel tax percentages (2026)
 - Council can roll back the local tax, or reallocate the “excess” percentage to any other legal use, including:
 - Convention center debt service
 - Convention center CIP
 - Other legal uses
- Headquarter hotel, entertainment venue, parking and pedestrian infrastructure
- Business priorities versus community desires for the convention center
- City of Irving Strategic, Economic Development, Long-Range Financial Plan and Comprehensive Planning Reports
- ICVB Structure and Governance for the long-term
- ICVB succession planning

How can citizen board appointees help most?


- Organizational champion
 - Make this board and organization a PRIORITY
 - Wear only your “CVB Hat” when doing this board’s work
- Political advocacy
 - Community strength, authority
 - Don’t forget your “visitor goggles” when you’re engaged in other community initiatives
 - Make sure you have a 1:1 relationship with the City Council representative for your business/residential district/s, as well as the CVB Board Liaison
 - Lend your voice to influence state and national travel policy
- Influencing travel decisions
 - Your organization
 - Professional/trade associations
 - Peers with whom you may work or serve on other boards
- Introductions to decision-makers who can influence travel
 - Associated organizations, associations
 - Other connections

How else can you help?

- Recognize that our visitors in Irving “blend in” and are often invisible to the community-at-large
- Understand that our industry has different ribbon-cuttings than you’re used to
 - Ours just happen within the walls of our hotels and the convention center as groups move in and out every few days
- Understand the local industry has no resource of its own to market “outside”
 - the CVB is the only voice that goes outside
- Recognize that community amenities Irving takes for granted...
 - Restaurants
 - Retail
 - Arts Center and all its funded programs and entities
 - Historic preservation and museum efforts
- ...disappear without visitor spending and influence.
- Spread that gospel.

And finally...just say “no.”

- You will get lots of requests for the CVB to sponsor/support various things, “donate” to various causes, or comp the use of the convention center.
 - Ask how the request “directly enhances and promotes” Irving Tourism.
 - “Giving it away” has a direct bottom line impact to the convention center, and thus the CVB.
 - Ask why the CVB should underwrite that particular initiative
 - Be aware of the precedent anything like that sets
- Contrary to popular perception, we do not have drawers full of:
 - Free airline tickets
 - Hotel stays around the world
 - Final Four VIP passes wherever the tournament is being held
- You will now find you have lots of friends who have interest in the Live Nation Pavilion’s concerts.



Irving Convention Center Complex Overview

Convention Center
Headquarter Hotel
Entertainment Venue

Project History

- 1999 – ICVB Board commissions a feasibility study for a convention center
- Program (Phase 1)
 - 100,000 sq. ft. exhibit hall
 - 20,000 sq. ft. grand ballroom
 - 27,000 sq. ft. additional meeting space
 - 22,000 sq. ft. for HQ hotel – funded by City
- 450-room HQ hotel – RFPs issued, city investment required (meeting space costs)
- Council action authorizes 2% HOT increase
 - Jan 2000 HOT increase implemented
- Site purchased Nov 2001
- Project put on hold June 2003

Project History, continued

- 2004 – Hotel industry begins recovery
 - Arlington voters authorize new Cowboys stadium
- 2005 – ICVB Board adopts new strategic plan
 - Complete re-evaluation and feasibility study of original program
 - How does it look in 2005 marketplace?
 - Does it still make business sense?
 - Two levels of additional studies:
 - Meeting facility needs (beyond original program)
 - Are there other/different needs?
 - Other visitor-oriented development
 - What is missing from the landscape that Irving can/wants to deliver?
 - No pre-determined outcome, real willingness to “walk away” and sell the land

“Moving the Needle”

- Limited need/desire for mid-week business
 - Limited ability to move mid-week needle
- Irving facilities meet *most* business travel needs
 - Weak in critical amenities, i.e., restaurants, entertainment
 - Difficult to maximize visitor revenues due to lack of amenities
- High need for weekend business year-round
 - Other need times: July, August, holiday weeks
 - Weekend travel primarily “discretionary”
- Irving product weakest for discretionary traveler
 - Entertainment and shopping alternatives
 - Irving “central” to much of what DFW offers, but product very broadly distributed and much of it is “tired”
- Recognize who we are, where we’re successful, and what that can mean

Increasing Visitor Values

- Primary lost business cause – “nothing to do”
- Diversifying Irving’s visitor product can generate new revenues
 - Diversified product provides “leg to stand on” through corporate cycle
 - Improved and expanded products can protect market share
 - Strategic product improvements can create a “new Irving”
 - As important for local perceptions (Irving and DFW), as for outsiders
- Diversifying the destination experience improves the corporate travel experience
 - Business travel remains a leading source influencing exec perceptions of a region’s business climate (Development Counsellors International bi-annual survey)



A Clean Slate

- Fall 2005 – studies revisit original project and other visitor development opportunities
- May 2006 – Recommendations for “multi-purpose” meeting facility
 - Recommendations to allow developer-proposed entertainment project to move forward on its own path
 - Developer brought in a hotel
- Oct 2006 – Council adopts recommendation (funding in place)
- RFPs issued for design, construction for ICC
- Sept 2007 project kickoff
- Nov 2007 citizen bond referendum for Entertainment Venue
- Jan 2009 bonds sold for ICC
- January 27, 2011 ICC opened
- EV bonds sold Feb 2014

ICC Funding Sources

- 2% dedicated HOT (Jan 2000 implementation)
 - Architectural, design, management, operating revenues
 - Carries bonding weight of full 7% HOT
 - Bureau budget potentially will always be at risk
- \$133 million total project budget - \$131 million actual
 - Hard and soft costs, including owner and contractor contingencies
 - Approximately \$6 mil cut from budget when bonds were sold
 - Primary cuts were one parking deck level (200 spaces), extra escalator, extra service elevator, finishes
- ICVB Funds
 - Operating Subsidy – will always be required
 - Debt service shortfalls (exhausted ICVB reserves - \$3 million)
 - ICVB Convention Center Capital Projects Fund
 - Seeded with project savings (\$1.3 million) to fund capital improvement program and emergencies as needed
 - Any operating subsidy savings directed here
 - Being replenished by ICVB general fund as funds available
- COI HOT & General Funds
 - Debt service, and any shortfall, with payback mechanism

“Shortfall” Clarifications

- Convention center operations LOSE money.
 - It’s why the private sector doesn’t build them.
 - The ICVB Operating Budget covers the Center operating loss.
 - The ICVB Operating Budget funds all CIP needs.
 - No other/long-term revenue source has been identified for CIP needs.
- Per FSW, city’s debt service structure (the “mortgage”) has been off since the beginning.
 - ICVB reserve funds paid the shortfall until exhausted (approximately \$3 mil.)
 - COI refinanced other debt to create cash flow to carry forward as needed.
 - COI can “pay itself back” – there is no time limit on the 2% dedicated for the ICC debt.
 - It is the City’s building.
- Initial bond structure had very tight coverage, resulting in the “shortfalls”
 - City refinanced the debt in 2017
- 2026 – Arts Center rolls back to the state max 15% no later than 2026

Strategic Advantages

- “One Sell” Approach
- Professional facility management
- LEED Certification
- MWBE Initiatives
- Points of Distinction
 - “One Sell”
 - Design and layout
 - Food service, quality, menu features
 - CVB Services – especially for consumer events
- Sponsors and Partners



ICC Management Contract

- SMG has the contract for facility management and food & beverage
 - Selected through an RFP process
 - Initial contract was renewed in 2015 for three five-year renewals
- Contract includes an annual management fee, plus a management incentive up to that same amount, based on certain criteria:
 - Achieving revenue goal
 - Achieving subsidy goal
 - Customer service ratings
 - Community engagement

Operating Subsidy Comparisons FY 2015

	Facility A	Facility B	Facility C	Facility D	Facility E	Irving CC
Ex Space	120,000	100,000	95,000	368,000	128,000	50,000
Total Income	\$2.3M	\$2.1M	\$2.4M	\$2.5M	\$2.2M	\$3.7 mm
Subsidy Required	\$1.5M	\$1.0M	\$1.2M	\$274K	\$908K	\$1.4 mm

Facility comparisons include: Jackson, Knoxville, Mobile, Ontario, Shreveport (not in chart order).

Irving newest; projected to net out its annual NOI at @ \$900K in sixth year after hq hotel opens.

What Motivates Expansion?

- There will always be business too big for the building to accommodate
 - Events may outgrow us
 - Larger events that don't generate room nights have limited benefit
 - Larger events that can generate significant room nights will require significant new inventory in full-service hotel rooms in the immediate vicinity
 - Las Colinas' build-out won't accommodate significant/sufficient full-service hotel room supply additions
- We will never be able to keep pace with the “space race.”
- And we shouldn't try.



The Bottom Line

- The convention center creates a 2nd leg for the visitor-revenue stool in Irving – beyond corporate base.
 - It creates **PRODUCT**, which in turn drives new **DEMAND**.
- The more revenue the ICC generates, the less operating subsidy it requires.
- The less operating subsidy the ICC requires, the more sales and marketing of the entire destination the ICVB can do.
- The more sales and marketing the ICVB can do, the more hotel room tax can be generated.
- The more hotel room tax can be generated, the more room tax will be generated to support the 2% dedicated to the ICC debt service...
- And the more room tax there is to support the other priorities dependent on it.

Headquarter Hotel History

- 1999-2003 ICVB Board project put on hold when original project put on hold
- 2006 - Texas Spirit EV proposal brings in an independent hotel developer
- 2008 independent hotel developer withdraws
- 2009 City staff issues RFP
 - Two proposals short-listed
 - Player changes, politics, lawsuits, money issues – process fades away
- Various unsolicited proposals are received in between RFPs
- 2012 City staff issues another RFP
- 2013 City staff brings forward recommendation for Mortenson MOU
- 2014 Mortenson agreement cancelled after inability to deliver funding
- 2015 New RFP issued, Garfield Public/Private selected
- 2016 MDA and Design-Build agreements approved
 - Construction started Spring 2017
 - Opening late 2018

The Irving Hotel Deal Structure

ENTITY	ROLE
City of Irving	Owner of Garage & Public Facilities <ul style="list-style-type: none"> • \$13.9 million – parking garage* • \$22.5 million – public facilities** • \$3 million – TIF funds for design/development
Garfield Public/Private	Developer
Westin (Marriott)	Hotel Operator
Public Finance Authority of Wisconsin	Issuer of Private Sector Hotel Debt <ul style="list-style-type: none"> • @ \$74 million
Preston Hollow Capital and Garfield Public/Private	Purchaser of Private Sector Hotel Debt
Provident Group – Irving Properties LLC	Hotel Owner/Tenant

**Parking garage funded with property tax supported debt/COs*

***Public facilities funded with occupancy and sales tax revenue supported by this hotel, local and state*

The Irving Hotel Deal Structure

- 30-year lease, with 30-year option to extend; \$1/year rent
- Facility lease at \$75,000/year, starting at stabilization (37th month after initial occupancy)
- Garage lease at \$247,500 per year (275 spaces/\$2.50 per day)
 - Paid regardless of use
 - To be used to offset garage operating expenses
 - ICC/SMG will operate garage
- Property conveys to City when senior and subordinated debt paid
 - Underwriting anticipates all hotel tower debt to be paid within 40 years
 - Debt can be refinanced but only if original term not extended
- All reserves transfer to City when hotel conveyed to city
- Booking agreement
 - 75% of sleeping rooms available for citywides 2 years & out
 - 60% between 18-24 months
 - 50% between 12-18 months
 - Reciprocal for meeting rooms between hotel & ICC

Why HQ Hotels Require Public \$upport

- Hotel financing simplified

In the lending market for Full Service hotels:

- @ \$100 million cost
- 100 million/350 rooms = \$286,000/key cost
 - Therefore @\$286 ADR necessary
 - Which isn't achievable in this market so the banks won't go for it
 - And it's way too much for conventioners to consider
- Room block requirements (necessary to guarantee rooms being available AND at a convention-friendly rate) are what ultimately make the deal require public support
- Proposed contributions by the City get the balance to be both finance-able and provide sufficient ROI to the owner to work

Entertainment Venue Project History

- Spring 2006
 - Texas Spirit approaches city with development proposal for entertainment complex
- Dec 2006
 - City signs MOU with Texas Spirit, begins due diligence
- Summer 2007
 - Various financing proposals reviewed
 - City considers Brimer referendum to fund entertainment venue
- Fall 2007
 - “Ownership” issues arise within Texas Spirit partnership, City ceases MOU with Texas Spirit
 - Brimer election passes, authorizes 2% HOT, ticket and parking taxes
- 2008
 - Argent Development Group brings a proposal to the city staff for concert venue, including a festival plaza and restaurants on the southern section of the site
 - City completes master development agreement and lease agreement with Las Colinas Group (company name for Argent project)
 - City staff takes on project responsibility
- 2009
 - Architectural work for Las Colinas Group begins
 - Construction firm hired (Balfour Beatty/Azteca JV)
- 2012
 - City council votes to not renew development agreement
- 2013
 - Developer sues City, mediation results in lawsuit going away and ARK Group coming in

Entertainment Project Funding Mechanisms

- Brimer referendum approved by Irving voters Nov 2007
 - 2% HOT increase
 - 10% ticket tax (for events at concert venue/complex)
 - \$3 parking fee (for events at concert venue/complex)
 - ARK has determined they will not utilize the parking fee
- Public/Private Partnership
 - City contribution includes the above, plus \$44 million in TIF
 - There also was Brimer debt for the original iteration/s of the project
 - Project revenues go to the operator for the project
 - City will continue to own the site
 - Booking agreement allows ICVB to book venue space 1 year and out



And In Conclusion...

Why What the CVB Does Matters to the Community

- Visitors pay taxes – hotel, sales, food, etc. – and demand little in the way of city services to support them
- Visitors in Irving represent more than 50% of many of our restaurants' revenues
- Without visitors to Irving, there would be no funding for the Irving Arts Center
- Without visitors to Irving, there would be no funding for historic preservation or museum initiatives.
- Without visitors to Irving, there would be no funding for the Convention Center, which drives more visitor spending.
- Without visitors to Irving, there would be no funding for the entertainment venue.

Why Tourism Works for Irving

- Infuses new money – daily – into Irving's economy with very little impact on infrastructure
- Introduces prospective residents and businesses to our community
- Visitor spending supports attractions and amenities enjoyed by residents
- Visitor spending keeps Irving resident taxes lower by \$662 per household annually

Maura's Building Blocks

- Build a place people want to visit, and you'll build a place where people want to live.
- Build a place where people want to live, and you'll build a place where people want to work.
- Build a place where people want to work, and you'll build a place where business has to be.
- Build a place where business has to be, and you'll build a place where people have to visit.