



**2018-2021
STRATEGIC PLAN OF
THE IRVING CVB
BOARD OF DIRECTORS**

Facilitated by

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SITUATIONAL ANALYSIS

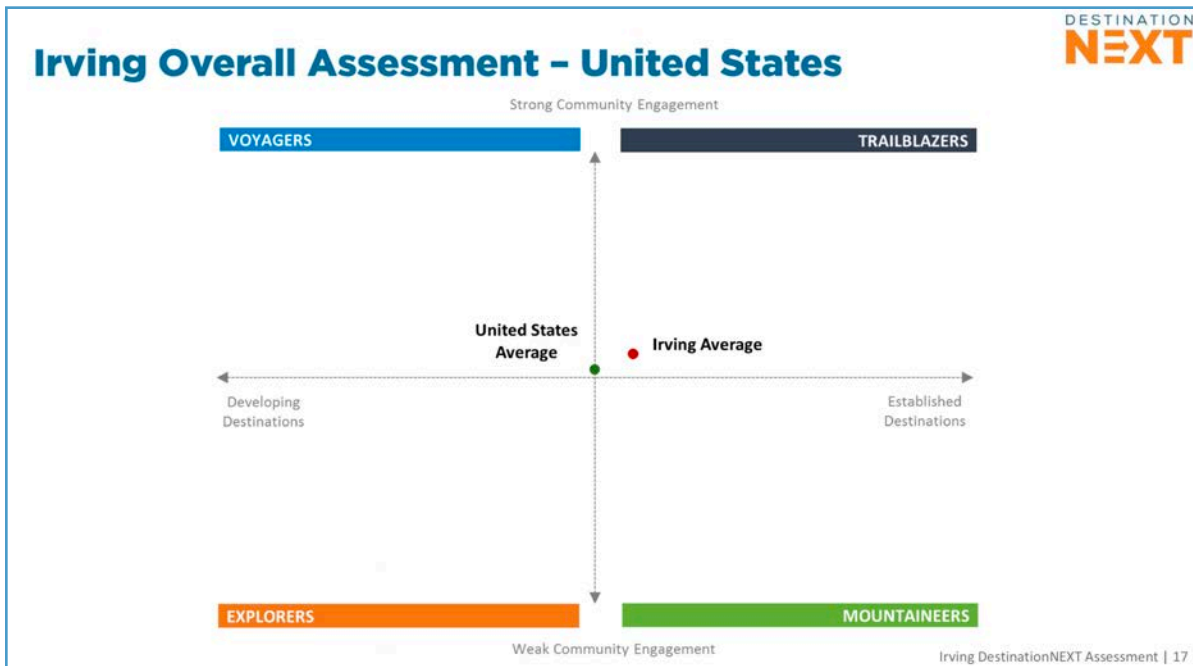
After twenty years of blood, sweat and tears, 2018 finds the City of Irving finally realizing its destination birthright. Not that visitors haven't been coming to Irving for decades. Indeed, the ICVB has been marketing the community as a destination since 1978. But, the destination experience was not yet complete.

Today, however, with a state-of-the-art Convention Center, the sensationally unique Toyota Music Factory and a growing culinary and arts scene, Irving can host larger conventions and bigger-name music acts and keep attendees within the city limits for dining and entertainment experiences. And, the destination isn't finished...as the former Texas Stadium site remains a prime opportunity for redevelopment.

As the destination has been evolving, so has the art and science of Destination Marketing around the world. DMOs, like the ICVB, are evolving into much more than just sales and marketing agencies. As identified in the most recent *DestinationNEXT* study, commissioned by the Destinations International Foundation, DMOs must now also own their responsibilities as catalysts of economic development, activists in community place making and curators of destination content.

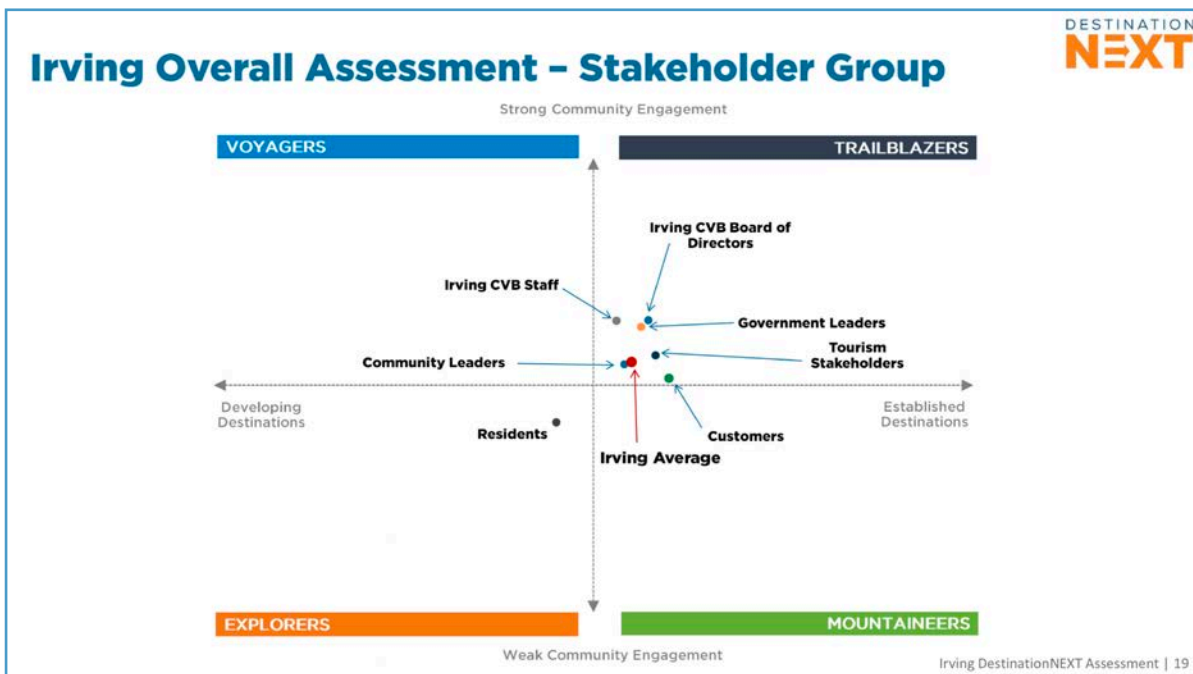


As part of *DestinationNEXT*, the ICVB recently engaged over 550 community and corporate leaders, residents and clients in a wide-ranging assessment of the strength of the destinations assets and community engagement. The results were generally positive (Irving ranks among the top destinations in the world in both assets and engagement)...with some opportunities identified for improvement.



In the chart above, Irving ranks in the “Trailblazer” category, better than the U.S. average.

However, the only group for whom Irving wasn’t more asset-rich and community-engaged than the national average was local residents. The opportunity to engage residents at a more effective level is both an imperative to build brand ambassadors as well as generate public support for future policy decisions by the City. The need for community outreach is reflected in this Strategic Plan, along with tactics to continue to improve destination assets, engagement and competitiveness.



SAY HELLO TO A NEW BOARD MANDATE

As our understanding of the role of Destination Marketing has evolved, so too have the responsibilities of DMO governing Boards. To successfully drive the future growth of Irving's Visitor Economy, the Board is faced with a new imperative.

As accomplished as the ICVB's staff is, it will take more than the paid professionals to move the ball across an ever-shifting goal line. It will require the influence of its Board, both individually and collectively, to open doors and socialize innovative concepts for those that don't yet fully comprehend the power of the Visitor Economy on the vitality of the City of Irving.

Gone are the days that a Strategic Plan can be adopted and handed off to the CEO for implementation. Today, these goals and objectives are developed as the work plan for the Board...outlining the steps its members will undertake to advance the destination and the organization while professional staff work the Marketing Plan. Certainly, there are elements of this plan that will need to be delivered by the staff's work in the trenches. But the far-reaching opportunities are those that require the board's leadership, influence and hard work.

Shall we begin?

THE BOARD'S MISSION

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

THE ICVB VISION

Irving will be a uniquely vibrant destination, attracting visitors of all kinds for unforgettable experiences.

THE ICVB 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.





2018-2021 STRATEGIC PLAN OF THE IRVING CVB BOARD OF DIRECTORS

GOAL

Advocate for Destination Defining Development

Objective A

Encourage the Development of Iconic Attractions

Suggested Tactics:

- Urge property owners and developers of the Texas Stadium site to create an iconic experience for residents and visitors alike
 - Recognize this is a long-term play, and a once-in-a-generation chance to get it right; taking the time to do it right is to everyone's benefit
 - Ensure wide range of zoning opportunities are available to support and encourage the right development at this site, i.e., city services, attractions, restaurants, retail, hotels
 - Champion the full consideration of this site's potential in bond task force deliberations
 - Encourage the consideration of a luxury resort as a development option
- Assist policymakers to think with a greater sense of vision and possibility
 - Encourage the creation of one-of-a-kind attractions and facilities
 - Consider taking policymakers and corporate leaders on "field-trips" to experience other iconic attractions

Objective B

Encourage the Activation of the city's Waterfronts with new Experiences

Suggested Developments:

- Support the creation of an attraction to draw people to the city's waterfronts (Lake Carolyn & Canals, Delaware Creek, Trinity River)
 - Revisit the prior concepts for WaterFire (Providence RI)
 - Evaluate other concepts, installations and opportunities to activate the waterfronts
 - Look for opportunities to expand any offerings to the Delaware Creek/Heritage District area, understanding infrastructure limitations
- Support opportunities for visitors to get on the water
 - Work with DCURD and its waterfront concessionaires to generate more awareness and activity in more sections of Lake Carolyn and its canals
 - Work with Trinity River concessionaires to make activities more easily accessed in Irving
 - Encourage Williams Square Plaza re-imagining process to provide more access to the waterfronts and to expand/enhance view corridors where possible

Objective C

Encourage the Development and Support of Tournament-Grade Sports Facilities & Events

Suggested Tactics:

- Work within the Parks and Recreation Department's Master Planning process to engender support for more tournament-grade opportunities
 - Work with local clubs and leagues to become engaged in the process
- Ensure Irving hotels, particularly those on the southside of DFW Airport, are engaged with Drive Nation Sports
- When timing is right, and necessary partners are ready, pursue another high-profile sporting event, i.e., PGA Tour event.
- Attempt to lure well-established select teams (i.e., Dallas Raiders, Boomers, USA Prime, Fort Worth Prime in the skill-based/competitive youth leagues) to make Irving their home base
- Analyze opportunities to repurpose vacant big box stores or warehouses into indoor competition spaces to house growing indoor sports, i.e., e-sports, trampoline, rock climbing, cornhole, spike ball, etc.

Objective D

Support the development of other destination magnets

Potential projects:

- Support development and redevelopment efforts in Irving's Heritage District that will generate and sustain visitor interest
- Support the Irving Arts Board in its Heritage District initiatives
- Support the strategic re-tenanting of the former Texas Musicians Museum site into a venue that can generate and sustain visitor interest
- Support the efforts to enhance the visitor (and tenant/resident) experience at Williams Square Plaza, and identify leadership opportunities for the CVB in the process
- Work with the Irving Arts to increase support for Public Art installations throughout the City
- Support the efforts on the Irving Arts & Culture Department's behalf to coordinate and capitalize on Irving's museum opportunities



GOAL

Endeavor to Enhance the Visitor Experience

Objective A

Support the Strategic Development of Festivals and Events

Suggested Tactics:

- Participate in the Parks and Recreation Department's Master Planning process to determine whether the Department has (or wants) a role in special event development
- Consider the use of Tourism Public Improvement District to provide funding to develop and/or support festivals and events in targeted areas, at key need times
- Consider the creation of a Festivals & Events subsidiary to assist existing events and launch new festivals, in partnership with the Arts and other Irving entities
- Engage SMG to bring forward potential festivals & events at the Convention Center and elsewhere in the City in the entertainment district
- Re-evaluate the ICVB subsidization of start-up events as a strategy to draw first-time visitors to the city

Objective B

Advocate for enhanced infrastructure amenities

Suggested Tactics:

- Support the development of additional visitor and employee parking options as needed in the entertainment district/urban center
- Advocate for a uniform entertainment district parking management strategy
- Advocate for wayfinding signage that enhances the visitor experience by working closely with the City, TXDoT, Las Colinas Association, Toyota Music Factory and the ICC
- Analyze options to develop destination-wide trolley/shuttle systems, and last-mile solutions
 - Continue to work with DART on potential solutions
 - Work with hotels and attractions on investing in a solution, potentially through the establishment of a Tourism Improvement District
 - Continue discussions with the Las Colinas Urban Center on developing innovative solutions
 - Advocate for responsible and responsive implementation of alternative systems, such as pedicabs
- Support the City's efforts to increase walkability and bike-ability in future developments
- Support the quantity and quality of streetscape lighting
- Support the expansion of 5G and other emerging networks throughout the city for better connectivity and engagement

Objective C

Support R-AB Zoning initiatives that better reflect current and emerging trends to encourage more Destination Attractions & Dining

Suggested Tactics:

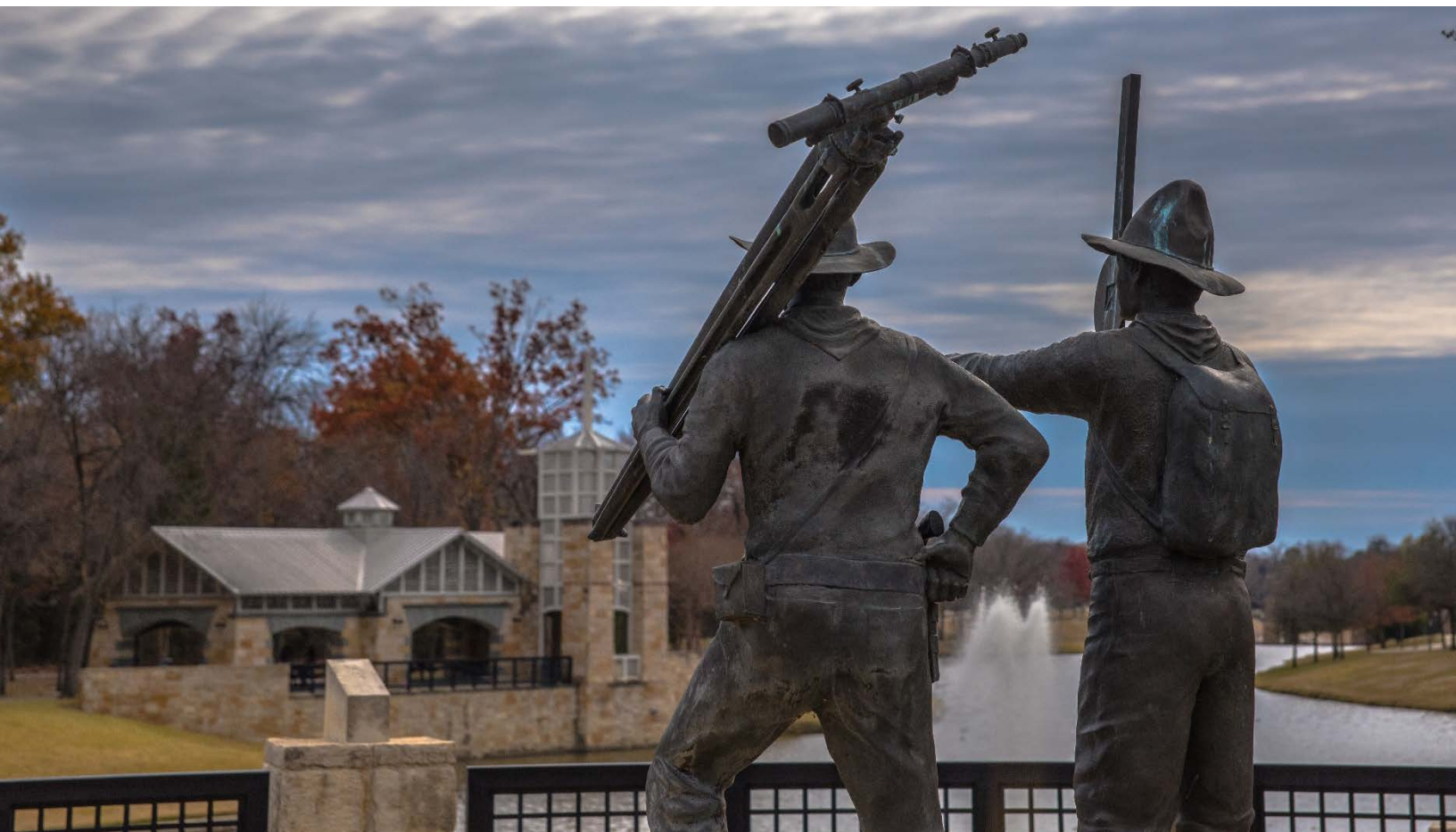
- Affirm the progress that has been made since the changes to the local R-AB zoning were enacted
- Communicate the difficulty that evolving and innovative restaurant categories and wine-tasting rooms have in trying to locate their business in Irving
- Support 30-70 zoning overlays in targeted visitor locations in the city with safeguards to discourage non-compliance

Objective D

Support the Expansion of Unique Retail Options throughout the city

Suggested Tactics:

- Work with the Chamber of Commerce to include the voice of the visitor in their planned Retail Study, as well as visitor demographics
- Encourage pop-up retail experimentation in empty storefronts in the Music Factory campus and the Heritage District
- Support the conversion of vacant big box spaces to include destination retail, even if only for temporary uses



GOAL

Enhance the Community's Awareness and Appreciation of Irving as a Visitor Destination

Objective A

Celebrate the Culture of the City through supporting local artists

Suggested Tactics:

- Research state/grants funding that can be used to support local talent and look for opportunities to amplify these at venues throughout the city
- Champion opportunities to incubate local talent while maximizing open weekends at area venues by recruiting or staging music festivals in partnership with venues
 - Songwriters festival
 - Genre festivals
 - Others, as identified
- Support the Arts & Culture Department's new Heritage District initiatives that involve the performing arts
- Support and/or nurture "artists-in-residence" opportunities



Objective B

Develop a Strategy to Encourage Residents to be Brand Ambassadors

Suggested Tactics:

- Re-position the Community Relations Committee as a Community Engagement Committee, with a focus on enhancing resident perception of Irving as a destination
- Develop a campaign to encourage business leaders and residents to connect the ICVB with the companies and associations to which they belong to bring their events to Irving
- Analyze opportunities to invite residents to see their city through a visitor's eyes
 - Be A Tourist in Your Backyard Weekend
 - Test Drive Your Convention Center
 - A Taste Event in the Music Factory
 - Continue to host neighborhood association leaders
 - Develop "Live Like a Local" itineraries for visitors and residents alike
 - Schedule tours of area assets
 - Identify opportunities to engage the school districts, including charter and private schools, as well as higher learning entities
- Evaluate new Visitor Information Center initiative for further expanding resident interest and influence
 - Program will initially rollout with volunteers recruited from current and former ICVB Board Members, as well as High Spirited Citizens
- Implement quarterly briefings to the City Council's Planning & Development Committee
- Continue to work the Board Members' circles of influence
 - Intentionally push back on untrue and negative stories
 - Directly engage with the City Council members individually and strategically
 - Stress the emerging Quality of Life that new residents have discovered
 - Continue to support the City's initiatives on safety, security and lighting
 - Get *Surveyor* magazine into more resident hands and into greater distribution in places where residents may be



GOAL

Increase the ICVB's Competitiveness in the Marketplace

Objective A

Pursue Legislation to Enable Irving Hotels to Develop a Tourism Public Improvement District

Suggested Tactics:

- Educate area hoteliers regarding this innovative revenue stream that has proven so successful in California and is growing quickly in Texas
 - Hoteliers must vote to enact the assessment
 - A Board of Hoteliers will direct how revenues are invested
 - At a minimum of \$1 per occupied room, the TID potentially could generate \$3 million/year for hotelier-directed programming
 - In order to assure participation by hoteliers throughout Irving, programming that can specifically benefit their respective and different needs would be required
 - Ideas could include transportation for south Irving hotels to the entertainment district, additional funds for BizDIP, Drive Nation exclusives, etc.
- Work with local legislators and other CVBs/cities in Texas to include Irving in the existing legislation in the 2019 legislative session
 - State legislation is required to form a TPID
 - Several Texas competitors (Arlington, Dallas, Fort Worth) already have enacted TPIDs, putting Irving at a competitive disadvantage

Objective B

Actively Oppose Legislation that is destructive to Irving's Economic Viability, and its Visitor Economy

Objective C

Evaluate Board Development Committee title to More Accurately Reflect Its Total Focus

Objective D

Analyze other Innovative Revenue Streams

Suggested Tactics:

- Identify major capital projects for the convention center for consideration by a Bond Task Force
- Analyze potential opportunities when the Arts Center reverts to 15% of the Room Tax in 2026
- Analyze corporate sponsorship or investments into community image campaigns; understand how this may be impacted by/impact any Chamber funding campaigns