

AGENDA
Irving Convention and Visitors Bureau Board of Directors
Board Development Committee
Friday, September 14, 2018 at 9:00 a.m.
Irving Convention Center – First Floor Boardroom
Irving, Texas 75039

NOTE: A possible quorum of the Irving Convention and Visitors Bureau Board of Directors may be present at this committee meeting.

1. 2019 Legislative Session – ICVB Board Legislative Agenda
 - a. Jon Weist, City of Irving Intergovernmental/Legislative Affairs
 - b. David Pfaff, Irving-Las Colinas Chamber of Commerce Legislative Committee Chair
2. 2018-21 Strategic Plan Board Development Committee Objectives
 - a. Pursue Legislation to Enable Irving Hotels to Develop a Tourism Public Improvement District
 - b. Actively Oppose Legislation that is Destructive to Irving's Economic Viability, and its Visitor Economy
 - c. Evaluate Board Development Committee Name to More Accurately Reflect Its Total Focus
 - d. Analyze Other Innovative Revenue Streams
3. Approval of June 5, 2018 Minutes
4. Next Meeting – December 7, 2018

CERTIFICATION

I, the undersigned authority, do hereby certify that this notice of meeting was posted on the kiosk at City Hall of the City of Irving, Texas, a place readily accessible to the general public at all times, and said notice was posted by the following date and time:

_____ at _____ and remained so posted at least 72 hours before said meeting convened.

Deputy Clerk, City Secretary's Office

This meeting can be adjourned and reconvened, if necessary, the following regular business day.

Any item on this posted agenda could be discussed in executive session as long as it is within one of the permitted categories under sections 551.071 through 551.076 and section 551.087 of the Texas government code.

This facility is physically accessible and parking spaces for the disabled are available. Accommodations for people with disabilities are available upon request. Requests for accommodations must be made 48 hours prior to the meeting. Contact the City Secretary's Office at 972-721-2493 or Relay Texas at 7-1-1 or 1-800-735-2988.

U.S. TRAVEL ASSOCIATION

August 2018

U.S. Tourism District Law Study



(800)999-7781
www.civitasadvisors.com

Executive Summary

A financial revolution has transformed the tourism industry. Tourism Improvement Districts (TIDs) have fundamentally changed the financial structure of DMOs throughout the United States. They have helped bureaus avoid an annual “beg-a-thon” at city council by providing stable, dedicated funding.

There was a time when government funding for local bureaus and state travel offices was sufficient. As budgets tightened, competition for scarce dollars brought reductions in tourism funding. Out of necessity, the industry had to find a new mechanism to provide predictable tourism funding. TIDs have ushered in a new era of stability and predictability. As a result, we are witnessing the renaissance of stable, well-funded tourism bureaus. TIDs are currently operating in 167 destinations across fourteen states, raising over \$380 million for destination marketing each year.

Tourism improvement districts are primarily hotel assessment districts that raise funds for destination marketing, tourism promotion, sales, special events, transportation services, and other programs. A few hybrid TIDs include non-hotel businesses such as ski resorts, restaurants, and retail. They provide a streamlined and transparent method for local businesses to collectively pay for services, namely destination marketing and tourism promotion, above and beyond the levels provided by the local government. The assessment funds are segregated from the local government’s general fund and can only be spent according to formation documents. The responsibility of administration and implementation of the district’s services may be designated to a non-profit destination marketing organization.

US Travel teamed with Civitas to create the most comprehensive report to date on tourism improvement district laws throughout the United States. Civitas researched laws in each state and the District of Columbia that could be, or are being used for tourism improvement district creation. Based on our research, we have categorized states by the current opportunity to create a TID.

Introduction

TID Background

Tourism Improvement Districts are an evolution of the traditional Business Improvement District (BID). The first TID was formed in West Hollywood, California in 1989. Since then, over one hundred California destinations have followed suit. In recent years, other states have begun adopting similar models – Washington, Montana, Kansas, New Jersey, Louisiana, Colorado, and Texas have created TIDs. Several other states are in the process of adopting their own legislation. And, some cities, like Portland, Oregon; Memphis, Tennessee; and Tampa, Florida have utilized their Home Rule powers to create TIDs without a state enabling law. There are now more than 160 TIDs throughout the U.S. Statistics on TIDs throughout the United States are shown in the graphic below.



A TID is a specialized type of business improvement district that assesses hotels and provides destination marketing and tourism promotion programs. TIDs are funded through special benefit assessments and not through general taxes. Special benefit districts have been used historically to fund roadways, water lines, flood control projects, downtown services, agricultural marketing orders, and now tourism promotion. There are several key differences between TID assessments and other taxes:

- While taxes can be spent at the local government's discretion, assessment funds can only be spent on programs that benefit the payors. In the case of TIDs, the payors are the hotels;
- Funds raised by assessments cannot be diverted to other government programs -- making TIDs a popular source for stable, dedicated destination marketing funds;
- Assessments are approved by the payors (hotels), rather than the electorate; and
- Taxes are usually perpetual, while assessments typically have a defined term and must be renewed by the payors.

Study Background

Civitas researched BID laws in each of the 50 states and the District of Columbia and analyzed their suitability for forming TIDs. A BID law is a state statute that provides the legal framework for establishing an assessment district dedicated to business improvement. A BID provides a streamlined and transparent method for local businesses to collectively pay for services above and beyond the levels provided by the local government. Assessment funds are not deposited in the local government's general fund and can only be spent according to the district plan. The responsibility of administration and implementation of the district's services may be designated to a non-profit corporation. In some cases, BID laws can be used to form TIDs, with funds dedicated to marketing. This study sought to identify those BID laws which could potentially be used to form TIDs.

In addition to relevant BID laws, Civitas researched whether cities and counties have independent authority to establish TIDs, following the Portland model. The U.S. Constitution does not mention or give specific power to cities and counties; however, the 10th amendment, charges each individual state to administer its authority-giving powers to local divisions of government.

States allow discretionary local authority in the following four categories: Personnel—authority to determine rules and procedures encompassing local government employees; Functional—the local government has authority to legislate on matters of strictly local concern; Structural—the local government has authority to choose the structure of the local government and adopt charters; Fiscal—the local government has authority to determine financial rules and procedures such as tax rates, revenue sources, and indebtedness. For our purposes, we focused on functional and fiscal authority.

There are two legal principals associated with local authority: Home Rule and Dillon's Rule. In Home Rule jurisdictions, the state constitution authorizes cities and/or counties to legislate over matters of local concern not preempted by the state constitution nor state statutes. Tax legislation is usually preempted by the state, but assessment legislation is usually not preempted. In Dillon's Rule jurisdictions, cities and/or counties may act only on matters explicitly authorized by the state. States have different standards for cities and counties and each state differs in the amount of authority granted to local jurisdictions.

Home Rule and Dillon's Rule are not always dichotomous. A Dillon's Rule state can also have Home Rule. States that have this hybrid between Dillon's Rule and Home Rule give local government more autonomy with which to govern over local affairs. For the purposes of this report, Civitas researched Home Rule and Dillon's Rule for each jurisdiction to reach an initial determination of local authority to form a TID.

Report Overview

This report contains information about the assessment district laws in all fifty states and the District of Columbia. fourteen factors of an optimal tourism marketing district were analyzed for each state law. Civitas developed a colored ranking system that designated each state law as green, yellow, or red.

A “green” state has excellent legislation for TIDs; there are currently TIDs operating in the state or the state law contains all the necessary elements for an optimal TID.

A “yellow” state has existing legislation with potential for TIDs, but the law has not been used to form a TID and/or the law may be missing desirable elements.

A “red” state has legislation that cannot be used to form TIDs, because significant TID elements are missing. Destination marketing organizations in these states should consider drafting enabling legislation to allow TIDs to be created.

Likewise each state’s Home Rule power has been assigned a green, yellow, or red ranking.

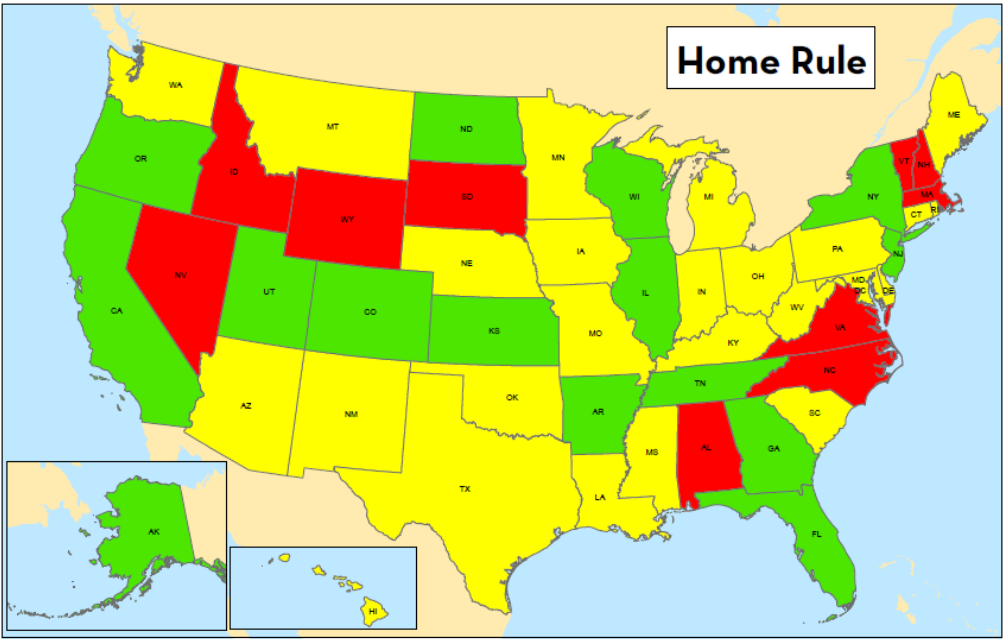
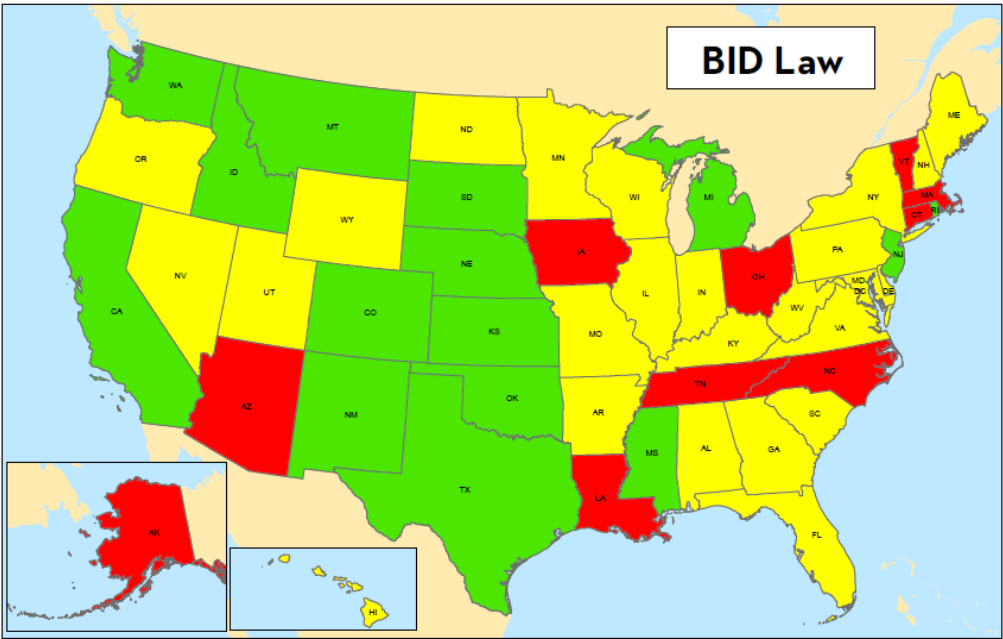
A “green” state has broad Home Rule authority for local jurisdictions. The state allows cities, counties, or both to legislate matters of local concern with little or no restrictions. Assessment districts are either expressly authorized or there are no prohibitions against levying assessments.

A “yellow” state has Home Rule authority for local jurisdictions. However, there may be limits on which jurisdictions can exercise the authority or the process for becoming a Home Rule jurisdiction is limited to cities or counties with certain populations. Destination marketing organizations in these states should identify the necessary hurdles to overcome to create a TID for their destination.

A “red” state has very limited Home Rule authority for local jurisdictions. Local jurisdictions are not permitted to legislate on matters of local concern without the permission of the state government. Prohibitions on raising revenue, fees, or assessments in these jurisdictions impede the formation of TIDs. Destination marketing organizations in these states should consider drafting enabling legislation to allow TIDs to be created.

We found that fifteen states have green BID laws, twenty-five states have yellow BID laws, and eleven states have red BID laws. We also reviewed each states’ potential ability to create districts using Home Rule power, wherein certain cities or counties are able to form districts by enacting local legislation. We found that fifteen states have green Home Rule powers, twenty-six states have yellow, and ten states have red. Only three states have red laws by state statute and Home Rule authority.

State BID Law and Home Rule Designations



Conclusions

The U.S. has seen a dramatic increase in the number of TIDs in the last decade. This report, the first comprehensive look at TID authority in all 50 states, and the District of Columbia, will be a valuable resource for DMOs considering a TID.

We have seen great diversity in state laws and local authority. This report begins to identify the opportunities and constraints for each jurisdiction.

The overwhelming majority of states, 48 have green or yellow in either their state or Home Rule authority. Only three states have been identified as red for both state and local authority. As a result, we are likely to see a significant and continued increase in the formation of TIDs for the benefit of the travel and tourism industry.

Our research uncovered tremendous opportunity to create additional tourism funding throughout the U.S. Only three states Massachusetts, North Carolina, and Vermont appear to have significant obstacles in both state law and Home Rule authority.

STATE LAW		TEXAS		
CRITERIA		NOTES		CITATION
District Name	✓	Public Improvement District.		§372.001
Cities	✓	<p>“This section applies only to: (1) a municipality that: (A) has a population of more than 650,000 and less than two million; or (B) has a population of more than 325,000 and less than 625,000; and (2) a public improvement district established under this subchapter and solely composed of territory in which the only businesses are: (A) hotels with 100 or more rooms ordinarily used for sleeping, if the district is established by a municipality described by Subdivision (1)(A); or (B) hotels with 75 or more rooms ordinarily used for sleeping, if the district is established by a municipality described by Subdivision (1)(B).”</p> <p>(1)(A) = Dallas (1)(B) = Arlington, Austin, Fort Worth, and San Antonio.</p>		§372.0035(a)
Counties		Any municipality or county may form PIDs. However, only the cities mentioned above are authorized to form hotel-only PIDs.		§372.002
Business Based				
Property Based	✓	“The governing body of the municipality or county shall apportion the cost of an improvement to be assessed against property in an improvement district. The apportionment shall be made on the basis of special benefits accruing to the property because of the improvement.”		§372.015(a)
Levy Basis	✓	“Cost of an improvement may be assessed...in any other manner that results in imposing equal shares of the cost on property similarly benefitted.”		§372.015(b)
Type of Levy	✓	Assessment Fee Tax		§372.015
Services	✓	“...special supplemental services for improvement and promotion of the district, including services relating to advertising, promotion...business recruitment, development, recreation, and cultural enhancement [and] payment of expenses incurred in the establishment, administration, and operation of the district...”		§372.003(b) (13),(14)
Management	✓	<p>“...the governing body of the municipality or county may appoint an advisory body with the responsibility of developing and recommending an improvement plan to the governing body.”</p> <p>The petition must state: “Whether the management of the district is to be by the municipality or county, the private sector, or a partnership between the municipality or county and the private sector.”</p>		§372.008(a); §372.005(a)(6)
Owners' Approval	✓	“The petition is sufficient if signed by: (1) owners of taxable real property representing more than 50 percent of the appraised value of taxable real property liable for assessment under the proposal, as determined by the current roll of the appraisal district in which the property is located; and (2) record owner		
District Plan	✓	“(a) The advisory body shall prepare an ongoing service plan and present the plan to the governing body of the municipality or county for review and approval. The governing body may assign responsibility for the plan to another entity in the absence of an advisory body. (b) The plan must cover a period of at least five years and must also define the annual indebtedness and the projected costs for improvements. The plan shall be reviewed and updated annually for the purpose of determining the annual budget for improvements.”		§372.013
Baseline		Silent.		
Classification		“The governing body may establish by ordinance or order: (1) reasonable classifications and formulas for the apportionment of the cost between the municipality or county and the area to be assessed; and (2) the methods of assessing the special benefits for various classes of improvements.”		§372.015(c)
Non-Contiguous	✓	“A municipality may undertake a project that confers a special benefit on areas that share a common characteristic or use. The areas may be noncontiguous.”		§372.0035(b)
Overlap		Silent.		
Term		Silent.		
Why it's Green		The PID law was amended to specifically allow for TIDs. However, this is only available to five cities in Texas.		

HOME RULE		TEXAS		
CRITERIA		NOTES		CITATION

Home Rule	✓	Cities with a population over 5,000 may adopt a charter. Counties are not permitted to adopt charters.	Const. Art. 11 §5(a)
Cities	✓	Abilene, Addison, Alamo, Alamo Heights, Alice, Allen, Alpine, Alvin, Amarillo, Andrews, Angleton, Anna, Anson, Aransas Pass, Arlington, Athens, Atlanta, Austin, Azle, Balch Springs, Ballinger, Bastrop, Bay City, Baytown, Beaumont, Bedford, Beeville, Bellaire, Bellmead, Belton, Benbrook, Big Spring, Boerne, Bonham, Borger, Bowie, Brady, Breckenridge, Brenham, Bridge City, Brownfield, Brownsville, Brownwood, Bryan, Burkburnett, Burleson, Burnet, Cameron, Canyon, Carrizo Springs, Carrollton, Carthage, Cedar Hill, Cedar Park, Celina, Center, Cibolo, Childress, Cisco, Cleburne, Cleveland, Clute, Coleman, College Station, Colleyville, Colorado City, Commerce, Conroe, Converse, Coppell, Copperas Cove, Corinth, Corpus Christi, Corsicana, Crockett, Crowley, Crystal City, Cuero, Daingerfield, Dalhart, Dallas, Dayton, De Leon, Decatur, Deer Park, Del Rio, Denison, Denton, Denver City, DeSoto, Dickinson, Dimmitt, Donna, Dumas, Duncanville, Eagle Pass, Eastland, Edinburg, Edna, El Campo, El Paso, Electra, Elgin, Elsa, Ennis, Eules, Everman, Fairview, Farmers Branch, Floresville, Flower Mound, Forest Hill, Forney, Fort Worth, Fredericksburg, Freeport, Friendswood, Frisco, Gainesville, Galena Park, Galveston, Garland, Gatesville, George West, Georgetown, Giddings, Gilmer, Gladewater, Glenn Heights, Gonzales, Gorman, Graham, Granbury, Grand Prairie, Grapevine, Greenville, Groves, Gun Barrel City, Haltom City, Harker Heights, Harlingen, Heath, Hearne, Henderson, Hereford, Hewitt, Hidalgo, Highland Park, Highland Village, Hillsboro, Hitchcock, Horizon City, Houston, Humble, Huntsville, Hurst, Hutto, Ingleside, Irving, Jacinto City, Jacksonville, Jasper, Jersey Village, Joshua, Katy, Kaufman, Keene, Keller, Kennedale, Kermit, Kerrville, Kilgore, Killeen, Kirby, Kyle, Lacy Lakeview, La Feria, La Grange, La Marque, La Porte, Lago Vista, Lake Dallas, Lake Jackson, Lake Worth, Lakeway, Lamesa, Lampasas, Lancaster, LaPorte, Laredo, League City, Levelland, Liberty, Littlefield, Live Oak, Lockhart, Longview, Los Fresnos, Lubbock, Lufkin, Luling, Lumberton, Mansfield, Marble Falls, Marlin, Marshall, McAllen, McGregor, McKinney, Mercedes, Mesquite, Mexia, Midland, Midlothian, Mineral Wells, Mission, Missouri City, Monahans, Mount Pleasant, Muleshoe, Nacogdoches, Nassau Bay, Navasota, Nederland, New Braunfels, North Richland Hills, Odessa, Olney, Orange, Palestine, Pampa, Paris, Pasadena, Pearland, Pearsall, Pecos City, Pflugerville, Pharr, Plainview, Plano, Pleasonton, Port Aransas, Port Arthur, Port Isabel, Port Lavaca, Port Neches, Portland, Prosper, Quanah, Ranger, Raymondville, Red Oak, Richardson, Richland Hills, River Oaks, Robinson, Robstown, Rockdale, Rockport, Rockwall, Rosenberg, Round Rock, Rowlett, Royse City, Rusk, Sachse, Saginaw, San Angelo, San Antonio, San Benito, San Juan, San Marcos, Sanger, Santa Fe, Schertz, Seabrook, Seagoville, Sealy, Seguin, Seminole, Sherman, Silsbee, Sinton, Slaton, Snyder, Socorro, Southlake, Stamford, Stephenville, Sugar Land, Sulphur Springs, Sweetwater, Taylor, Temple, Terrell, Terrell Hills, Texarkana, The Colony, Tomball, Trophy Club, Tulia, Tyler, Universal City, University Park, Uvalde, Vernon, Victoria, Vidor, Waco, Watauga, Waxahachie, Weatherford, Webster, Weslaco, West Orange, West University Place, Wharton, Whitehouse, White Oak, White Settlement, Wichita Falls, Willis, Windcrest, Woodway, Wylie, and Yoakum.	
Counties			
Qualifications	✓	“Cities having more than five thousand (5000) inhabitants may, by a majority vote of the qualified voters of said city, at an election held for that purpose, adopt or amend their charters.”	Const. Art. 11 §5(a)
District Authorization	✓	“(a) A home-rule municipality may create improvement districts for the purposes [set forth in the BID law, among others]. (b) If a home-rule municipality creates an improvement district in order to make improvements authorized by this subsection, the municipality must comply with the general law of the state relating to the creation of improvement districts...”	§372.041(a),(b)
Powers	✓	[Applicable to home rule municipalities] “(a) The municipality has full power of local self-government. (b) The grant of powers to the municipality by this code does not prevent, by implication or otherwise, the municipality from exercising the authority incident to local self-government.”	§51.072(a),(b)
Prohibitions		“The adoption or amendment of charters is subject to such limitations as may be prescribed by the Legislature, and no charter or any ordinance passed under said charter shall contain any provision inconsistent with the Constitution of the State, or of the general laws enacted by the Legislature of this State. Said cities may levy, assess and collect such taxes as may be authorized by law or by their	Const. Art. 11 §5(a)

		charters; but no tax for any purpose shall every be lawful for any one year, which shall exceed two and one-half per cent. of the taxable property of such city, sufficient to pay the interest thereon and creating a sinking fund of at least two per cent. thereon, except as provided by Subsection (b). Furthermore, no city charter shall be altered, amended or repealed oftener than every two years.”	
Why it's Yellow		The constitution and state statute provide for home rule cities and grant them broad power over matters of self-government. However, the PID law mandates that home rule cities follow the PID law when creating “improvement districts.”	

AN ACT

relating to a common characteristic or use project in a public improvement district in certain municipalities.

BE IT ENACTED BY THE LEGISLATURE OF THE STATE OF TEXAS:

SECTION 1. Section 372.0035(a), Local Government Code, is amended to read as follows:

(a) This section applies only to:

(1) a municipality that:

(A) has a population of more than 650,000 and less than one million and a council-manager form of government and that is located wholly or partly in a county with a population of more than two million; or

(B) has a population of more than 325,000 and less than 625,000; and

(2) a public improvement district established under this subchapter and solely composed of territory in which the only businesses are:

(A) hotels with 100 or more rooms ordinarily used for sleeping, if the district is established by a municipality described by Subdivision (1)(A); or

(B) hotels with 75 or more rooms ordinarily used for sleeping, if the district is established by a municipality described by Subdivision (1)(B).

SECTION 2. Section 372.005, Local Government Code, is

1 amended by adding Subsection (b-1) to read as follows:

2 (b-1) Notwithstanding Subsection (b), a petition for the
3 establishment of a public improvement district described by Section
4 372.0035(a)(2) is sufficient only if signed by record owners of
5 taxable real property liable for assessment under the proposal who
6 constitute:

7 (1) more than 60 percent of the appraised value of
8 taxable real property liable for assessment under the proposal, as
9 determined by the current roll of the appraisal district in which
10 the property is located; and

11 (2) more than 60 percent of:

12 (A) all record owners of taxable real property
13 that are liable for assessment under the proposal; or

14 (B) the area of all taxable real property that is
15 liable for assessment under the proposal.

16 SECTION 3. This Act takes effect immediately if it receives
17 a vote of two-thirds of all the members elected to each house, as
18 provided by Section 39, Article III, Texas Constitution. If this
19 Act does not receive the vote necessary for immediate effect, this
20 Act takes effect September 1, 2015.

President of the Senate

Speaker of the House

I hereby certify that S.B. No. 837 passed the Senate on May 6, 2015, by the following vote: Yeas 19, Nays 12; and that the Senate concurred in House amendment on May 22, 2015, by the following vote: Yeas 17, Nays 14.

Secretary of the Senate

I hereby certify that S.B. No. 837 passed the House, with amendment, on May 18, 2015, by the following vote: Yeas 94, Nays 43, one present not voting.

Chief Clerk of the House

Approved:

Date

Governor

ARLINGTON

TOURISM PUBLIC IMPROVEMENT DISTRICT

designed to enhance and grow the impact of the marketing and sales efforts of our destination to compete more effectively and aggressively

ARLINGTON, TEXAS

TOURISM IMPACT

TEXAS TOURISM FACTS

For every **\$1 million** spent in Texas by domestic and international travelers **9.4 jobs** are created. Without these jobs generated by domestic and international travel, Texas' **2014 unemployment rate of 5.1% would have been 9.8%** of the labor force.



369,885

Residents in the city of Arlington



8,300

Number of jobs directly supported by tourism



\$1192

Amount of taxes each U.S. household would have to pay additionally without tourism tax revenue



2,650

Number of jobs that is indirectly supported or induced by tourism



14,000,000

Number of tourist that travel to Arlington annually

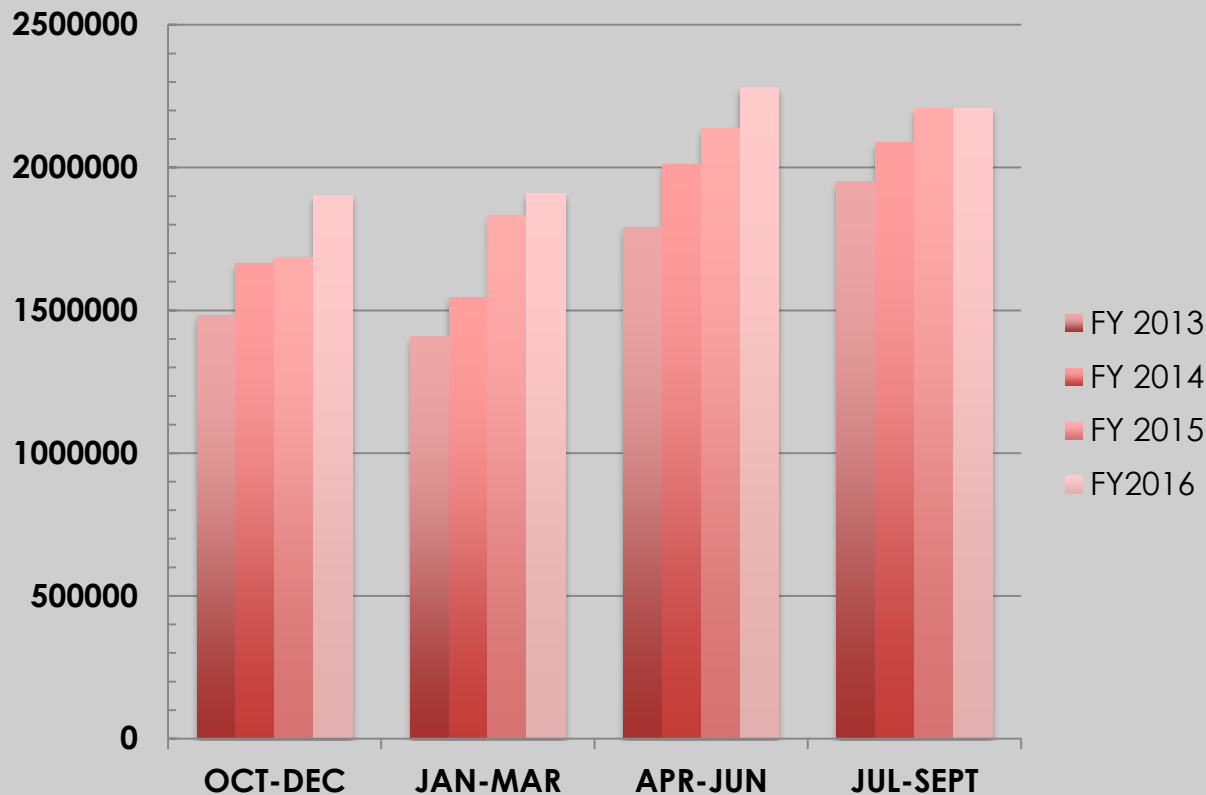
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\$1,400,000,000

Estimated economic impact derived from tourist visits

HISTORY OF HOTEL OCCUPANCY TAX



5.44%

Increase in FY 2013
compared to FY 2012

10.22%

Increase in FY 2014
compared to FY 2013

7.51%

Increase in FY 2015
compared to FY 2014

5.58%

Increase in FY 2016
compared to FY 2015

PUBLIC IMPROVEMENT DISTRICT

HISTORY



NATIONAL PRESENCE

OVER
150 PIDS
exist in the united states
(mainly California)

SOURCE: Tourism Economics, 206 Study



2011

The Original Texas Authorization:

Texas Legislature amended Chapter 372 of the Texas Local Government Code (2011) to allow the **City of Dallas** to create the first Texas tourism public improvement district.



2015

The Legislature added Arlington, Austin, San Antonio and Fort Worth to the list of authorized cities to do a tourism public improvement district.

TOURISM PUBLIC IMPROVEMENT DISTRICT

ARLINGTON



42

NUMBER OF HOTELS IN
ARLINGTON TPID



PROMOTES ABILITY TO COMPETE IN MARKET:

The proposed Arlington TPID funds will position Arlington to compete more aggressively in the marketplace.



MODELED AFTER SUCCESSFUL DALLAS PID:

The Arlington TPID is modeled after the successful Dallas TPID (2012) and successful operation of over 150 tourism public improvement districts in the United States.



FUNDING FOR PID:

The Arlington TPID will be completely funded by a two (2) percent assessment against Arlington hotels with 75 rooms or more. The assessment is to be set at a 2 percent of all taxable room nights sales at TPID hotels.



ROI:

Goal of \$10 to \$1 return on investment, a minimum threshold of \$10 for every \$1 expended in funding sales incentives.

TOURISM PUBLIC IMPROVEMENT DISTRICT

ARLINGTON



PROMOTES ABILITY TO COMPETE IN MARKET

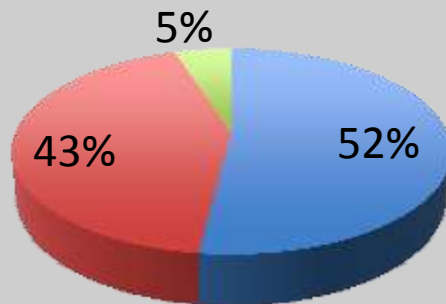
Creation of Tourism PID initiated by local hotels and the ACVB to allow Arlington to:

- Provide adequate incentives to encourage organizations to bring conferences, conventions, meetings and events to Arlington
- Increased client interaction at key tradeshow, fund client FAMS and site visits
- Enhance destination marketing to increase brand awareness and build hotel demand

The estimated annual budget for TPID's first year is \$2.3M – to be used for marketing and sales incentives/initiatives.

TOURISM PUBLIC IMPROVEMENT DISTRICT

ATPID SERVICE PLAN



■ Sales/Incentives

■ Marketing

■ Administrative

USES OF FUNDS:

To be used to aggressively **increase convention, group and leisure guest business**, benefiting all Arlington hotels and Arlington's overall economy.

INCENTIVE FUNDS/SALES INITIATIVES

Generate additional incentive funds to attract and retain citywide meetings and events and single property events based on established 10:1 ROI criteria.

COVER REQUIRED MEETING PLANNER REBATES FROM HOTELS

Pay the cost of hotel rebates that are required by meeting planners for many convention groups.

INCREASED MARKETING

Increase needed marketing resources to keep Arlington "top of mind" for convention/meeting, event planners, and transient tourists.

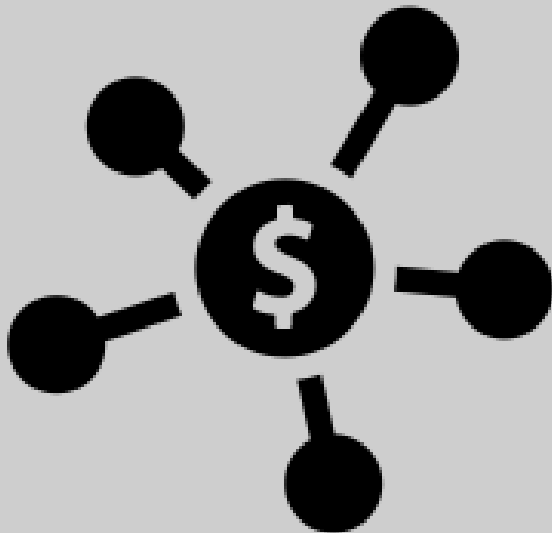
EXPAND TOURISM RESEARCH

Allow us to better measure the impact of marketing efforts on client and consumer awareness of Arlington as a destination, allowing customization of our efforts to ensure high ROI from all such initiatives

In total, **Ninety-five (95) percent of the TPID funds will be used for sales & marketing** programs including incentives and strategic marketing programs and 5 percent will be allocated for administration – research, insurance and auditing fees.

TOURISM PUBLIC IMPROVEMENT DISTRICT

ARLINGTON

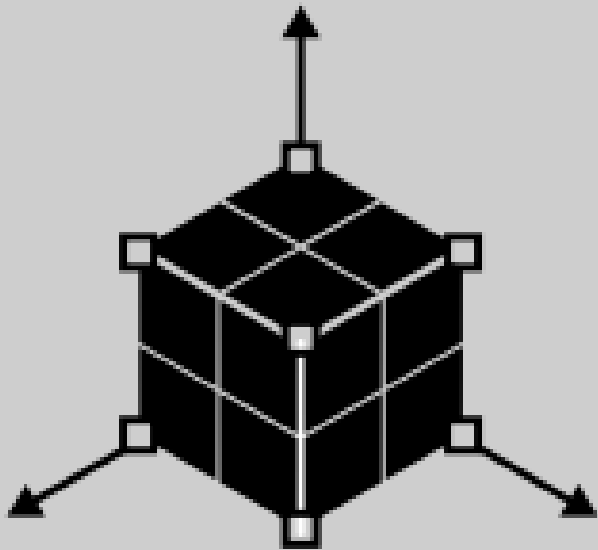


FUNDING FOR PID

- Funding generated through a 2% assessment on hotel room-nights that are sold at Arlington hotels with 75 or more rooms.
- The Tourism PID assessment would only include 2% fee collected from stakeholder hotels.
- Hotels will utilize schedule and process currently in place for payment of city hotel occupancy taxes to submit Tourism PID assessments to the City.

TOURISM PUBLIC IMPROVEMENT DISTRICT

STRUCTURE/DURATION



STRUCTURE

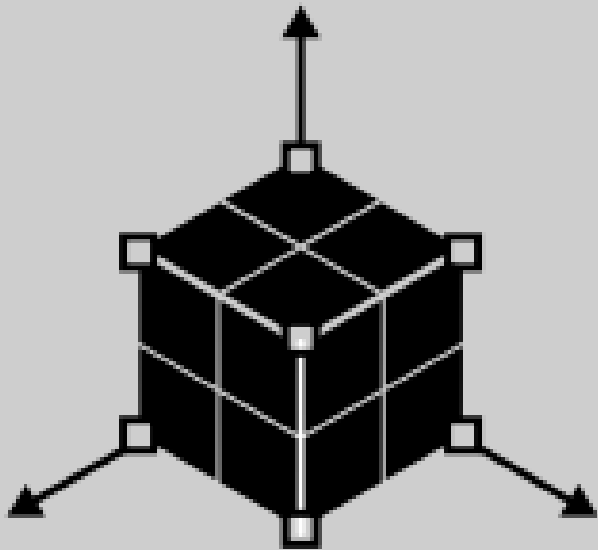
- BOD consists of 11 hoteliers and 1 ex-officio (CVB President)
- Annually, Board of Directors is responsible for creating a budget consistent with the service plan and subject to City Council's approval
- ACVB staff will act as the administrative entity that implements programs authorized by the TPID Board.

DURATION

- Ten years
- After the ten year period, the district can be:
 - Renewed – following same petition process
 - Refined – following same petition process
 - Dissolved – no action taken to renew PID operations
- New hotels may only be added through hotel notice and Mayor and City Council review and approval

TOURISM PUBLIC IMPROVEMENT DISTRICT

OVERSIGHT

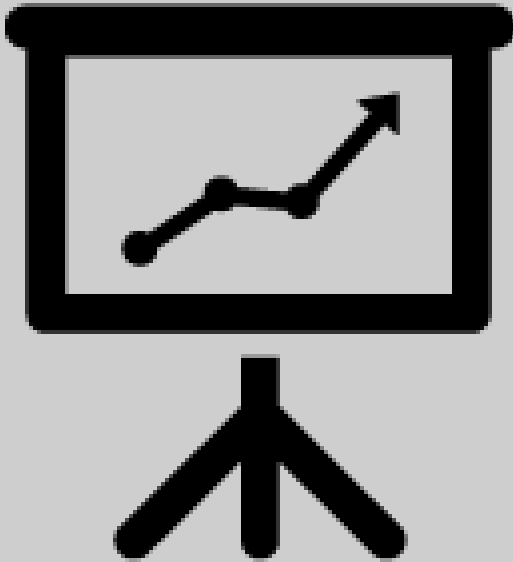


OVERSIGHT

- TPID Board responsible for oversight of the district's budget/service plan and any proposed changes to service plan on an annual basis.
- The continuation of the assessment and annual budget/service plan must be approved annually by City Council. Subsequent to City Council's approval, TPID Board will oversee implementation of Service Plan.
- TPID will submit quarterly financial statements reviewed by City staff. Annual, independently audited, financial statements submitted to City staff for review.

TOURISM PUBLIC IMPROVEMENT DISTRICT

RECOMMENDATION/BENEFITS



ACVB and hotel community recommend authorization of Tourism PID.

BENEFITS TO CITY

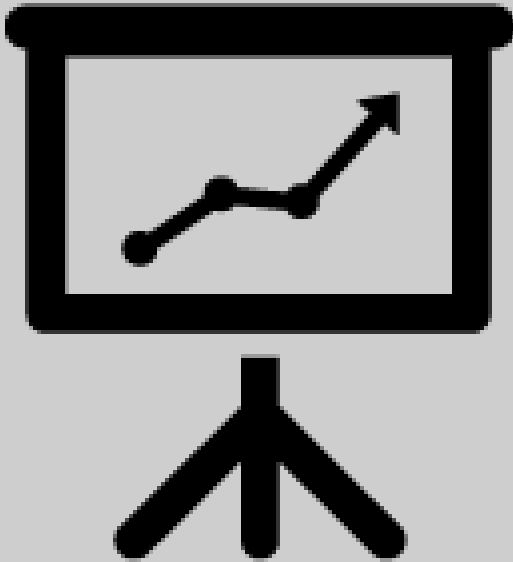
- Increases amount of marketing/branding for Arlington at no direct cost to City.
- Increases sales incentives for meetings and conventions thus creating more business for the Arlington Convention Center.

BENEFITS TO ACVB

- TPID will provide an additional \$2.3M in funds annually that can be utilized to further ACVB mission. TPID funds are expected to increase incrementally based on room night projections.

TOURISM PUBLIC IMPROVEMENT DISTRICT

RECOMMENDATION/BENEFITS (continued)



BENEFITS TO HOTELS

- Improved convention business will increase room occupancy and rates in all hotels.
- Improved perception of Arlington as a tourism destination through increased destination marketing, resulting in increased visitation and hotel stays.
- Increased Hotel Occupancy Tax revenue can lead to additional Convention Center improvements, and an increased level of marketing of Arlington as a Tourism Destination.

TOURISM PUBLIC IMPROVEMENT DISTRICT

REQUIREMENTS FOR ENACTMENT



42

NUMBER OF HOTELS IN
ARLINGTON TPID

REQUIREMENTS

Petition signatures from **60 percent of hotel ownership**
and **appraised value of Arlington hotels with 75 rooms or more**

STATUS

Support/approval from **69 percentage of ownership** and
77 percent appraised value

Approximately 75% appraised property value for 2015
Approximately 77% appraised property value for 2016

TOURISM PUBLIC IMPROVEMENT DISTRICT

OUR REQUEST:

Hotels making a request of council to:

1. Approve the creation of the Arlington Tourism Improvement District
2. Approve the service plan and assessment roll
3. 2% assessment rate

Consistent with law-
Law proved for these next steps to
implement Public Improvement
District at the request of the hotels.

APPENDIX

PARTICIPATING TPID HOTELS

ACCOUNT NAME	ADDRESS	CITY	STATE	ROOMS
Baymont Inn & Suites	2401 Diplomacy Dr	Arlington	TX	95
Blue Cypress Hotel	117 S. Watson Rd.	Arlington	TX	192
Candlewood Suites Arlington	2221 Brookhollow Plaza Drive	Arlington	TX	125
Comfort Suites Arlington	411 W. Rd. to Six Flags Dr.	Arlington	TX	108
Courtyard by Marriott Arlington	1500 Nolan Ryan Expy	Arlington	TX	147
Courtyard by Marriott South	711 Highlander Boulevard	Arlington	TX	103
Crowne Plaza Arlington	700 Avenue H East	Arlington	TX	200
Days Inn Arlington	910 North Collins Street	Arlington	TX	93
Doubletree by Hilton	1507 N. Watson Rd.	Arlington	TX	237
Extended Stay America	2420 Lamar Boulevard	Arlington	TX	177
Extended Stay America 360	1221 N. Watson Rd.	Arlington	TX	137
Fairfield Inn & Suites by Marriott	2500 East Lamar Blvd.	Arlington	TX	101
Hampton Inn & Suites Arlington South	1100 East I-20	Arlington	TX	98
Hampton Inn & Suites North Arlington	2200 Brookhollow Plaza Dr.	Arlington	TX	103
Hawthorn Suites by Wyndham Arlington	2401 Brookhollow Plaza Dr.	Arlington	TX	129
Hilton Arlington	2401 E Lamar Blvd	Arlington	TX	308
Hilton Garden Inn	2190 E. Lamar Blvd	Arlington	TX	132
Holiday Inn Arlington NE - Rangers Ballpark	1311 Wet N Wild Way	Arlington	TX	147
Holiday Inn Express & Suites Arlington	2451 East Randol Mill Rd.	Arlington	TX	103
Holiday Inn Express (I-20)	1721 Pleasant Place	Arlington	TX	101
Homewood Suites by Hilton	2401 Rd. to Six Flags Street East	Arlington	TX	89

APPENDIX

PARTICIPATING TPID HOTELS CONTINUED

Account Name	Address	City	State	Rooms
Howard Johnson Express Inn	2001 East Copeland Rd.	Arlington	TX	98
Hyatt Place Arlington	2380 E Rd. to Six Flags	Arlington	TX	127
InTown Suites - 2601 S Cooper	2601 South Cooper	Arlington	TX	121
InTown Suites - 6016 S Cooper	6016 S Cooper St	Arlington	TX	121
InTown Suites - N Collins	2211 North Collins	Arlington	TX	133
InTown Suites - Oak Village Blvd.	1727 Oak Villiage Blvd.	Arlington	TX	132
Knights Inn	820 N. Watson Rd	Arlington	TX	114
La Quinta Inn & Suites Six Flags Drive	825 North Watson Rd.	Arlington	TX	178
La Quinta Inn & Suites South	4001 Scots Legacy Dr.	Arlington	TX	128
Quality Inn at Arlington Highlands	121 East I-20	Arlington	TX	128
Quality Inn Randol Mill	2626 E. Randol Mill Rd.	Arlington	TX	104
Residence Inn by Marriott North	1050 Brookhollow Plaza Dr.	Arlington	TX	114
Residence Inn by Marriott South	801 Highlander Blvd	Arlington	TX	96
Rodeway Inn	3501 East Division Street	Arlington	TX	117
Sheraton Arlington Hotel	1500 Convention Center Dr.	Arlington	TX	311
Sleep Inn Arlington Near Six Flags	750 Six Flags Dr.	Arlington	TX	126
SpringHill Suites by Marriott	1975 East Lamar Blvd	Arlington	TX	121
Studio 6	1607 North Watson Rd.	Arlington	TX	120
Studio 6 - South	1980 West Pleasant Ridge Rd.	Arlington	TX	142
TownePlace Suites by Marriott	1709 East Lamar Blvd	Arlington	TX	94
Wingate by Wyndham	1024 Brookhollow Plaza Dr	Arlington	TX	92

DALLASTM

Tourism Public Improvement District

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District Member Town Hall Meeting

June 8, 2017



District Background

- The Dallas Tourism Public Improvement District is modeled after similar successful initiatives around the country, but the first in Texas.
- It is designed to significantly increase the funding available to market and provide incentives to enhance Dallas' performance as a convention and tourism destination.

District Background

- The District is funded by hotel properties in Dallas city limits with 100 or more rooms through a 2% **assessment** on occupied rooms.
- The District is managed by a ten member board of directors, made up of participating hoteliers.
 - 3 from properties with 1000+ rooms
 - 3 from properties with 301-999 rooms
 - 4 from properties with 100-300 rooms

District Background

- Collections for the DTPID began in August 2012
- Initially established for 5 years.
- It was recently renewed for another 13 years.
- Budgets are approved annually by the city.
- Funds are administered by VisitDallas through a contract with the DTPID Board of Directors.

District Budget & Allocations



Total Expenses

100.00%



Sales



Dallas Tourism Public Improvement District
Sales Summary To Date

Opportunity Summary	Opportunities	Conversion	Incentive \$	Incentive %	ROI	Active Pipeline	Opportunities	Conversion	Incentive \$	Incentive %	ROI
Closed Won	125	42%	\$ 31,559,062								
Closed Lost	113	38%	\$ 46,156,801			Returning	22	35%	\$ 11,517,877	38%	11.8
Active/New	63	21%	\$ 30,516,636			New	41	65%	\$ 18,998,759	62%	10.7
Total	301	100%				Total	63	100%	\$ 30,516,636	100%	11.1
Total Room Nights			1,867,563			Total Room Nights			1,563,844		
EIC Lodging Value			\$ 402,393,042			EIC Lodging Value			\$ 338,837,368		
Closed Won (Approved)						Closed Won (Estimated)					
Returning	79	63%	\$ 15,490,382	49%	13.7	Returning	79	63%	\$ 7,932,276	25%	26.8
New	46	37%	\$ 16,068,680	51%	11.8	New	46	37%	\$ 7,161,741	23%	26.5
Total	125	100%	\$ 31,559,062	100%	12.8	Total	125	100%	\$ 15,094,017	48%	26.7
Approved incentive as a percent of total available incentive				78%		Estimated incentive as a percent of total available incentive				38%	



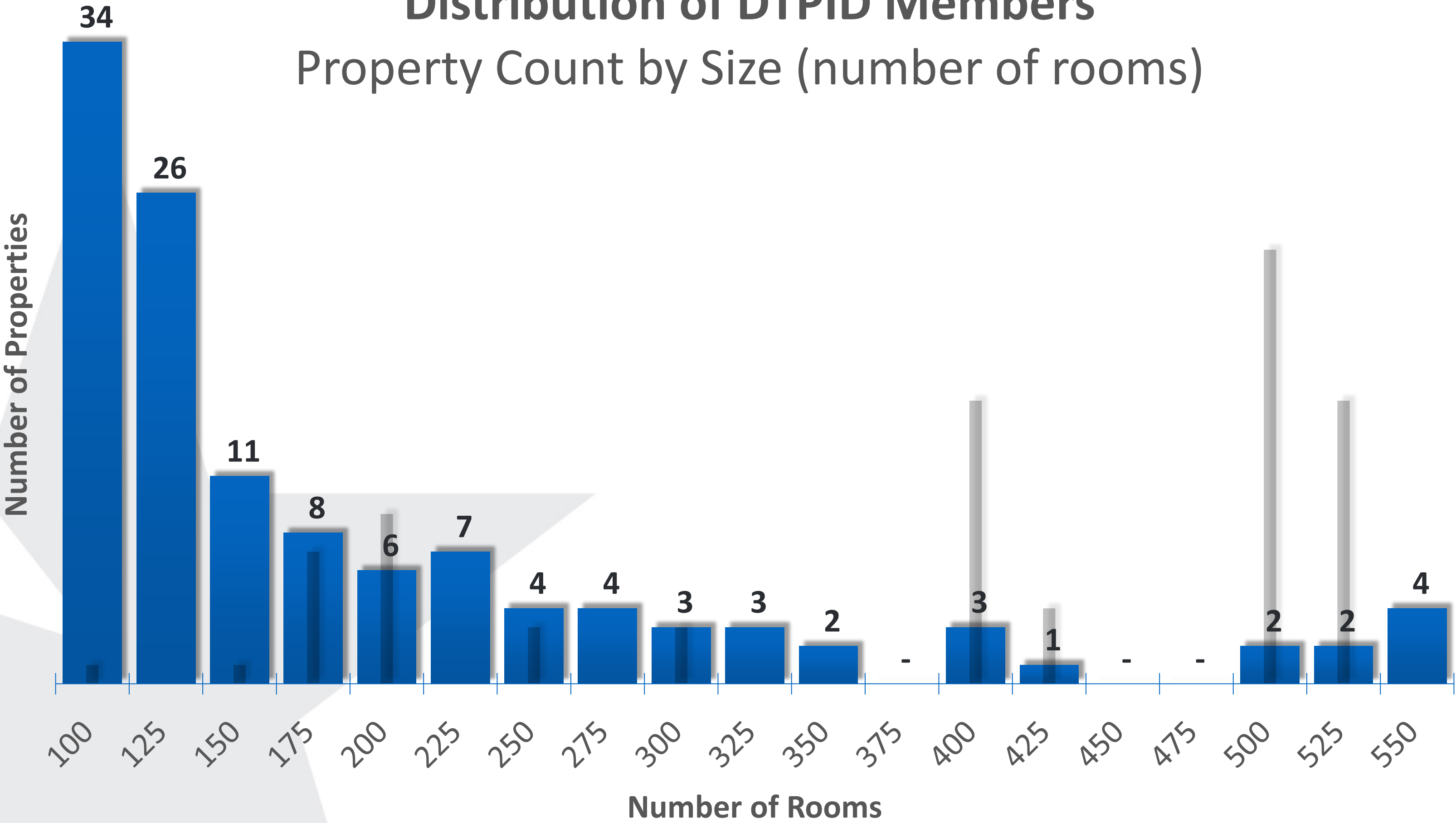
Individual Hotel Application Programs



Hotel Application Program Changes

Distribution of DTPID Members

Property Count by Size (number of rooms)



* Grey bar represents volume of definite business applications
(excluding Mansion and Ritz applications)

- Lower inventory threshold from 25% to 15%
- Lower revenue threshold from \$7,500 to \$5,000

Property	>100	<150
Peak Range	15	23
ADR: Nights		
3	\$111.11	\$74.07
4	\$83.33	\$55.56
5	\$66.67	\$44.44

Program Overview

- The Individual Hotel Incentive Program is designed to provide DTPID participating hotels the opportunity to apply for funding to attract additional in-house meetings to their properties.
- As with all other DTPID expenditures, the program is subject to 10-to-1 return on investment (hotel room night revenue generated).

Program Overview

- Program limited to 5% of DTPID budget annually.
- Properties limited to \$50,000 annually.
- Only DTPID participant hotels are eligible.
- Limited to single property events.
- Events receiving other DTPID funds are ineligible.

Program Overview

- Limited to events using **15%** or more of applicant property's room inventory at peak.
- Limited to events with **\$5,000+** in lodging revenue.
- Distribution (approximate) based on hotel size:
 - 1000+ rooms 0%
 - 301-999 rooms 16%
 - 100-300 rooms 84%

Individual Hotel Incentive Program

Fiscal Year		Approved		Paid	
2012-13	5	\$	26,500	0	\$ -
2013-14	32	\$	321,364	8	\$ 41,282
2014-15	82	\$	564,045	21	\$ 98,977
2015-16	74	\$	465,125	30	\$ 164,501
2016-17	46	\$	349,496	13	\$ 122,927
2017-18	23	\$	211,684	0	\$ -
2018-19	2	\$	15,000	0	\$ -
Total	264	\$	1,953,214	72	\$ 427,687

Event Funding Application Program

Fiscal Year		Approved		Paid	
2012-13	4	\$	77,094	3	\$ 27,094
2013-14	26	\$	656,103	24	\$ 466,883
2014-15	42	\$	733,116	37	\$ 585,225
2015-16	62	\$	1,065,708	54	\$ 664,384
2016-17	56	\$	1,137,107	49	\$ 595,980
2017-18	4	\$	80,950	7	\$ 77,453
2018-19	0	\$	-	0	\$ -
Total	194	\$	3,750,079	174	\$ 2,417,019

New Applications for Board Approval

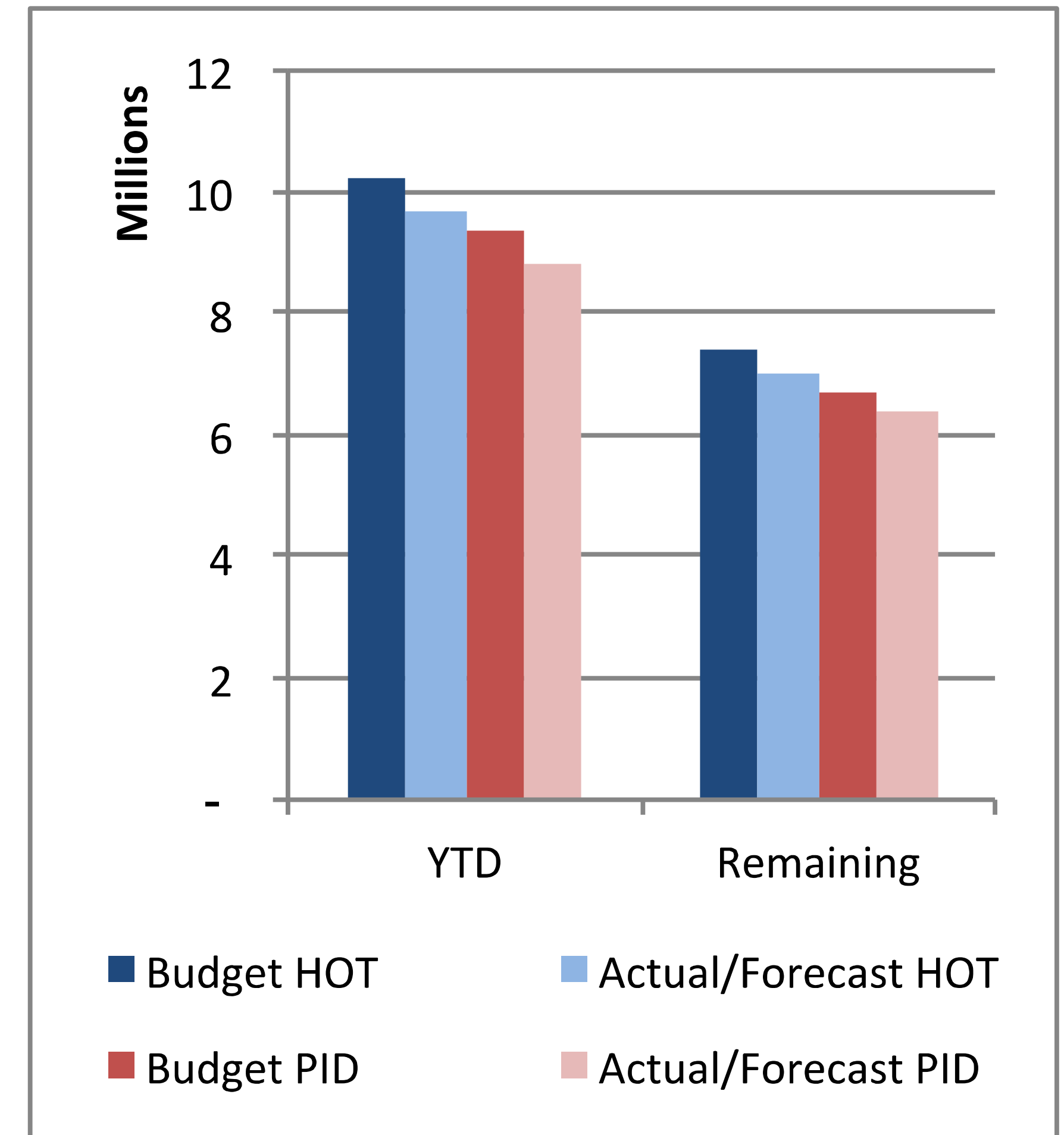
Hotel Program	27	\$	183,989
Event Program	16	\$	360,346
Total Programs	43	\$	544,335

Finance



Collections

Budget	YTD	Remaining	Total
HOT	10,252,681	7,404,241	17,656,922
DTPID	9,329,940	6,737,859	16,067,799
Actual			
HOT	9,697,463	-	9,697,463
DTPID	8,839,768	-	8,839,768
Forecast			
HOT	9,697,463	7,003,275	16,700,738
DTPID	8,839,768	6,383,868	15,223,636
Variance			
HOT	(555,218)	(400,965)	(956,184)
DTPID	(490,173)	(353,991)	(844,163)



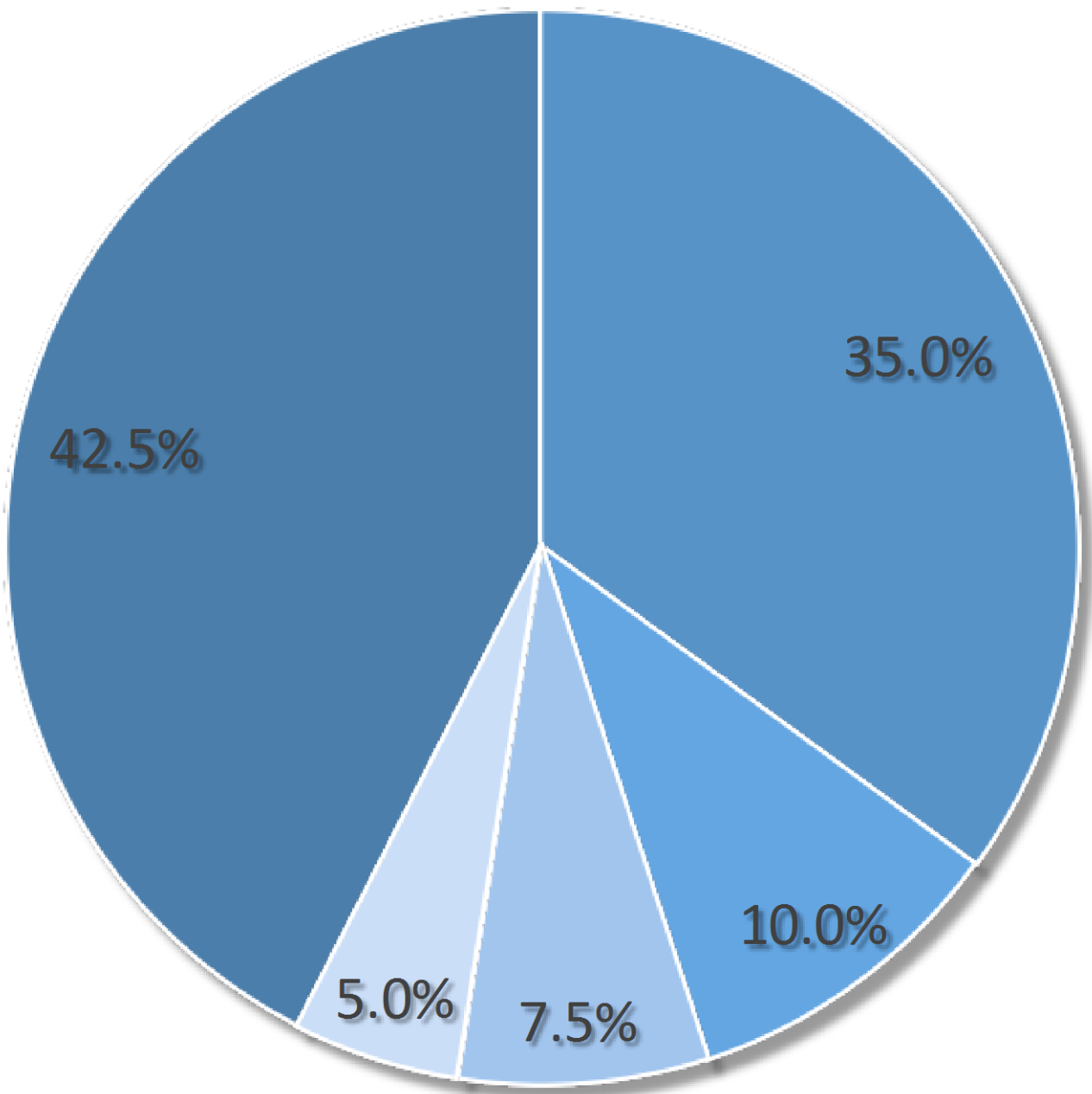
*about 2.5% above original budget projections

Performance

Dallas City Limits		FYTD 9 Months	Running 12 Months	Previous Fiscal Year
Occupancy (%)		69.17	69.14%	70.17%
% Change		(1.99%)		2.69%
ADR (\$)	\$	124.80	\$ 121.78	\$ 119.56
% Change		2.26%		7.01%
RevPAR (\$)	\$	86.32	\$ 84.19	\$ 83.90
% Change		0.22%		9.88%
Supply		8,486,566	11,338,658	11,272,528
% Change		2.68%		1.58%
Demand		5,869,916	7,839,111	7,910,233
% Change		0.64%		4.32%
Revenue (\$)	\$	732,555,603	\$ 954,651,688	945,745,932
% Change		2.91%		11.63%

District Service Plan

- Incentives & Sales Efforts
- Marketing (Promotion/Advertising)
- Site Visits & Familiarization Tours
- Event Funding Application Pool
- Operations/Research/Administration



Projected Growth Rate		15.0%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%		
		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	13 - Year	
Petition Categories	Allocation	Estimated	Estimated	Estimated	Estimated	Estimated	Estimated	Estimated	Estimated	Estimated	Estimated	Estimated	Estimated	Estimated	Total	
Incentives & Sales Efforts	42.5%	\$ 7,024,645	\$ 7,375,877	\$ 7,744,671	\$ 8,131,905	\$ 8,538,500	\$ 8,965,425	\$ 9,413,696	\$ 9,884,381	\$ 10,378,600	\$ 10,897,530	\$ 11,442,406	\$ 12,014,527	\$ 12,615,253	\$	124,427,415
Marketing (Promotion/Advertising)	35.0%	\$ 5,785,002	\$ 6,074,252	\$ 6,377,964	\$ 6,696,863	\$ 7,031,706	\$ 7,383,291	\$ 7,752,456	\$ 8,140,078	\$ 8,547,082	\$ 8,974,436	\$ 9,423,158	\$ 9,894,316	\$ 10,389,032	\$	102,469,636
Site Visits & Familiarization Tours	10.0%	\$ 1,652,858	\$ 1,735,501	\$ 1,822,276	\$ 1,913,389	\$ 2,009,059	\$ 2,109,512	\$ 2,214,987	\$ 2,325,737	\$ 2,442,023	\$ 2,564,125	\$ 2,692,331	\$ 2,826,947	\$ 2,968,295	\$	29,277,039
Event Funding Application Pool	7.5%	\$ 1,239,643	\$ 1,301,625	\$ 1,366,707	\$ 1,435,042	\$ 1,506,794	\$ 1,582,134	\$ 1,661,240	\$ 1,744,302	\$ 1,831,518	\$ 1,923,094	\$ 2,019,248	\$ 2,120,211	\$ 2,226,221	\$	21,957,779
Operations/Research/Administration	5.0%	\$ 826,429	\$ 867,750	\$ 911,138	\$ 956,695	\$ 1,004,529	\$ 1,054,756	\$ 1,107,494	\$ 1,162,868	\$ 1,221,012	\$ 1,282,062	\$ 1,346,165	\$ 1,413,474	\$ 1,484,147	\$	14,638,519
		100.0%	\$ 16,528,576	\$ 17,355,005	\$ 18,222,755	\$ 19,133,893	\$ 20,090,588	\$ 21,095,117	\$ 22,149,873	\$ 23,257,367	\$ 24,420,235	\$ 25,641,247	\$ 26,923,309	\$ 28,269,474	\$ 29,682,948	\$ 292,770,388

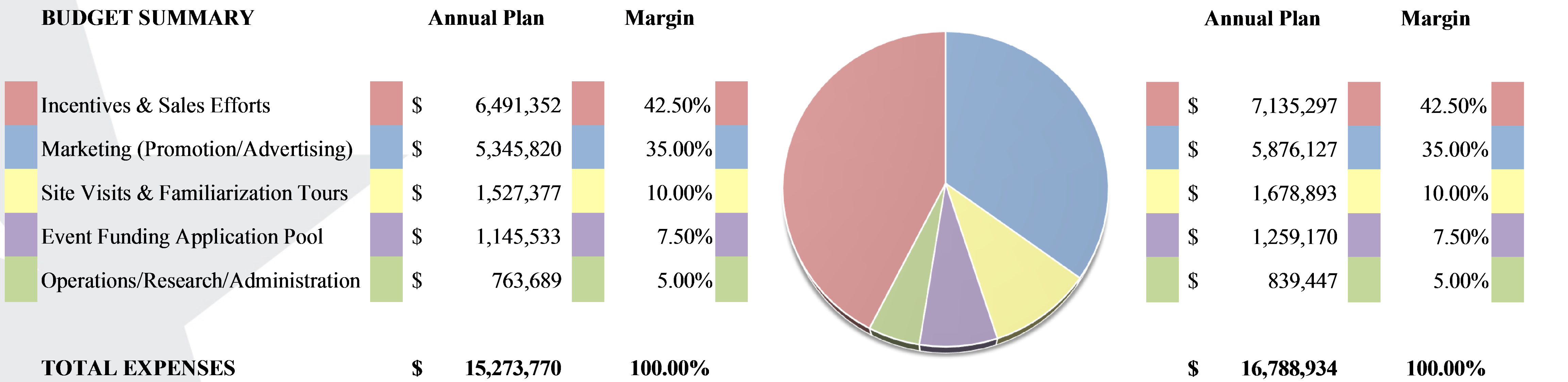
Note: Expenditures are limited to actual collections, which can not exceed the 2% fee on each occupied room as defined in the petition.

FY2018 Budget Recommendations

COD Original FY2017 Projections:
DTPID Current FY2017 Projections:
COD Current FY2017 Projections:
COD Fiscal Year 2018 Projections:

\$14,845,235
\$15,273,770
\$16,067,799
\$16,788,934

Represents a 10% increase over
our current year projections, and
a 4.5% increase of COD current
year projections.



Communications - Newsletter

DALLAS TOURISM PUBLIC IMPROVEMENT DISTRICT

Quarterly Newsletter - April 2017



Dear members of the Dallas Tourism Public Improvement District (DTPID),

Please review this [quarterly newsletter](#) for the latest information on the important work of the DTPID, including the following performance updates:

- Overall occupancy/ADR numbers
- Conventions booked/Sales
- Individual Hotel Incentive Program
- Event Incentive Program
- Marketing
- Research
- DTPID administration

As you will see throughout this [quarterly newsletter](#), DTPID is truly making a tremendous difference in ensuring the vitality of the Dallas lodging industry. Thank you for your support of the vital work of the DTPID.

DALLASTM

Tourism Public Improvement District

WWW.DTPID.COM



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

Facilitated by

ZEITGEIST CONSULTING

**DMO
PROZ**

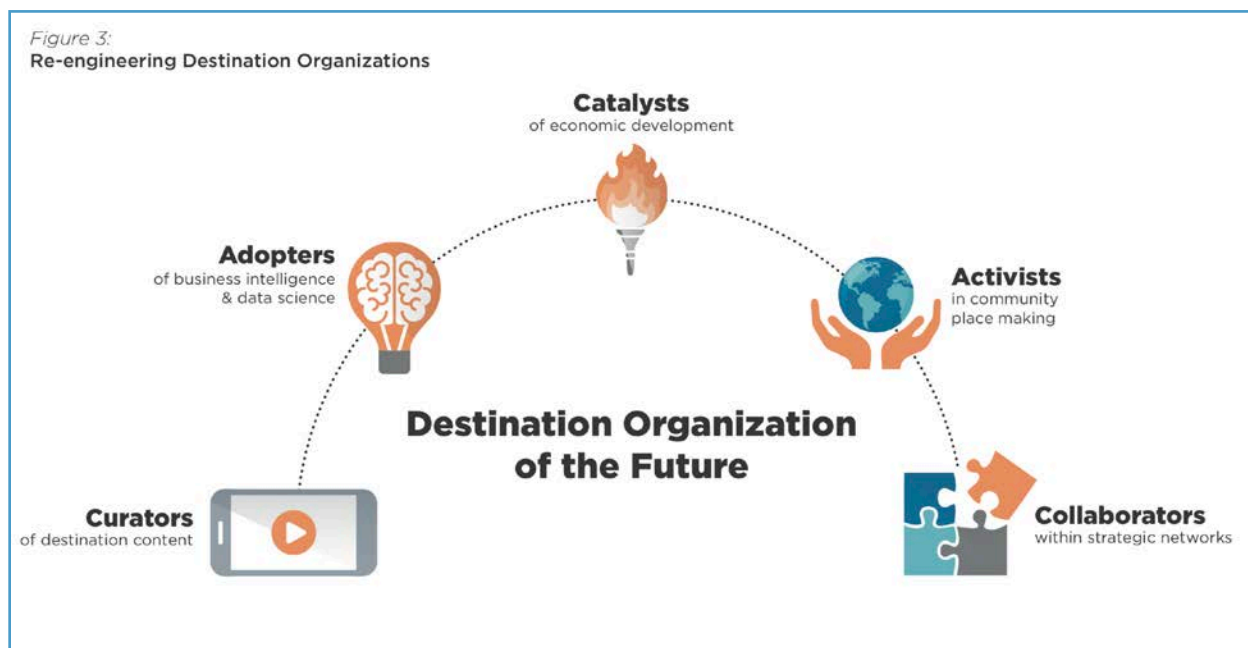
DMOproz.com

SITUATIONAL ANALYSIS

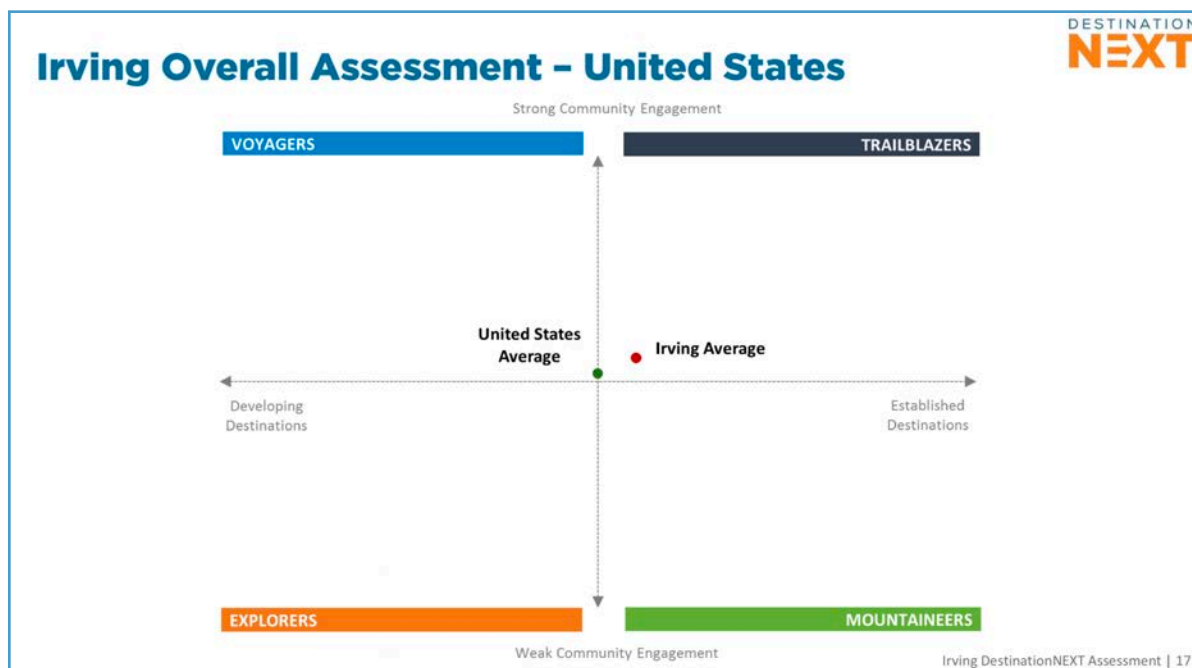
After twenty years of blood, sweat and tears, 2018 finds the City of Irving finally realizing its destination birthright. Not that visitors haven't been coming to Irving for decades. Indeed, the ICVB has been marketing the community as a destination since 1978. But, the destination experience was not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

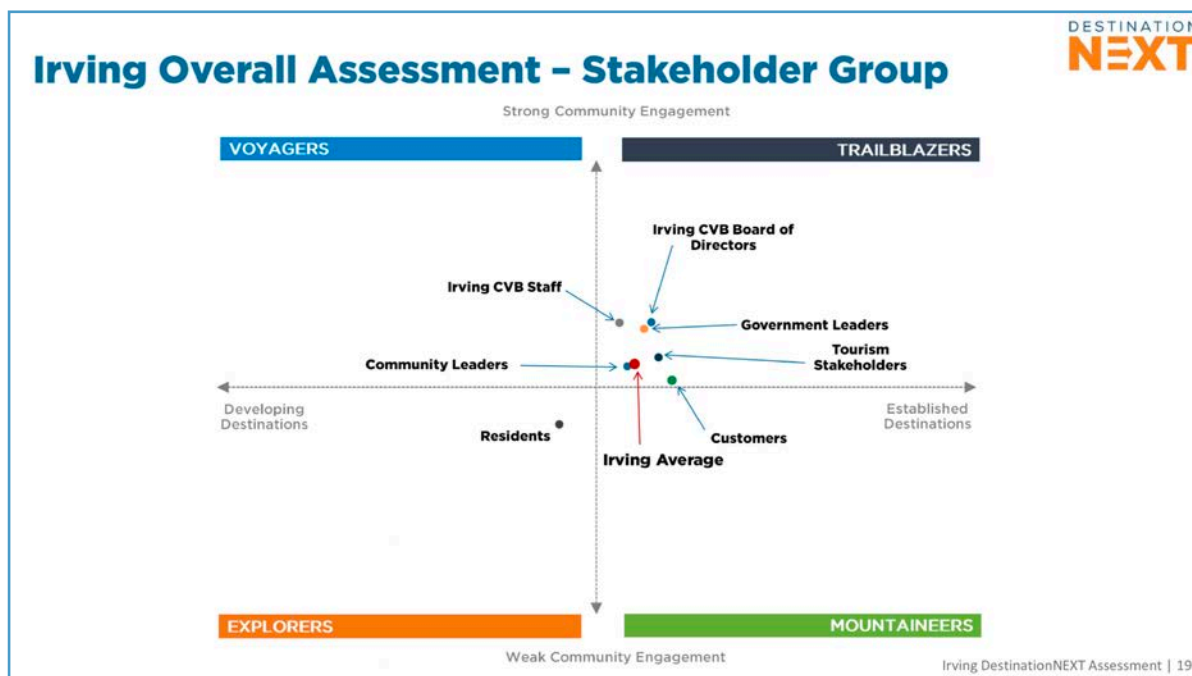


As part of *DestinationNEXT*, the ICVB recently engaged over 550 community and corporate leaders, residents and clients in a wide-ranging assessment of the strength of the destinations assets and community engagement. The results were generally positive (Irving ranks among the top destinations in the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



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

IRVING CONVENTION AND VISITORS BUREAU
MINUTES – BOARD DEVELOPMENT COMMITTEE

IRVING CONVENTION CENTER

Tuesday, June 5, 2018

Those present for the meeting were: Committee Chair Debbi Haacke, Committee Vice Chair Karen Cooperstein, Bob Bettis, Beth Bowman, David Cole, Board Chair Clem Lear, Rick Lindsey, Board Vice Chair Ron Mathai, and Joe Philipp - members of the Board; and Maura Gast and Mike Zumbaugh – ICVB staff.

Committee Chair Debbi Haacke called the meeting to order at 9:00 a.m.

Gast gave an update of the Strategic Planning process, a review of the Strategic Planning Retreat agenda, and takeaways from the DestinationNEXT study. In response to a question from Board Member Rick Lindsey, Gast stated when completing the DestinationNEXT survey, the whole City of Irving should be considered when replying and consider how the Board supports growth within the entire City. The goal of the Strategic Planning process is to set priorities for the Board to support what the CVB does and needs to encourage visitation in Irving. Board Member Beth Bowman added when new developments come into the city, our role as a Board is to calm the chatter in the community and push out positive messages about our venues, etc. Gast added resident perception is the CVB does not have much to sell in Irving to attract visitors. The challenge is to communicate to residents and spread the word of what Irving does have that appeals to tourists. This is different messaging than educating them about the value of tourism.

Discussion was held on retail shopping in Irving versus online and the sustainability of cultural retail. It was agreed the topic should be included in strategic planning discussions. There is clearly a need and desire for retail shopping in Irving, and discussions should be around the Board's role in how to make that happen. Discussion could be centered around how to help create experiences that aren't cookie-cutter retail shopping. Gast stated the city tracks sales tax, but not detailed by individual retail category. Bowman noted 85% of the recent sales tax decrease in Irving is a result of a single business leaving Irving and moving to Dallas.

A review of the Governance Report was reported. Gast explained the process of the review, which focused on 501(c)(6) or local government corporation status entities. Discussion was held on the Bureau's ability to receive funding from outside sources and Gast stated nothing in the Charter precludes the Bureau from receiving those funds. It was agreed to not pursue a change in the Charter at this time, but this is where Board Members should have political capital and be engaged with City Council in discussions to ensure the structure continues to work for all involved. Gast suggested working with the City Council Chair of Boards and Commissions on the Board appointment process. Further discussion on the subject of governance could be revisited at another time, and if it was determined that a change would be recommended, outside legal counsel would need to be retained, due to conflict of interest for the City Attorney's Office.

Assistant Executive Director/Finance and Administration Mike Zumbaugh gave a presentation on the new CVB Board Portal and feedback suggestions were taken. Zumbaugh will check into creating calendar appointments from the Meeting Dates section of the portal. Also, notifications being issued when new items are posted to the site. Gast will create a statement regarding the use of the information presented in the portal to include Board Members contacting the Bureau when they share the portal information with others.

The March 16, 2018 minutes were unanimously approved on a motion from Board Member Karen Cooperstein and a second from Lindsey.

It was noted the next Committee meeting will be held on September 14, 2018. Board Chair Clem Lear suggested adding an invitation to the Chair of the Chamber's Legislative Committee to attend the next meeting.

There being no further business, the meeting was adjourned by Haacke at 10:37 a.m.

Respectfully submitted,

A handwritten signature in blue ink that reads "Maura Allen Gast". The signature is fluid and cursive, with the first name "Maura" being the most prominent.

Maura Allen Gast, FCDME
Executive Director