



2021-2022
Proposed Marketing Plan & Operating Budget

August 23, 2021

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To : Karen Cooperstein, Board Chair
David Cole, Board Vice Chair
ICVB Board of Directors

Fr : Maura Gast, FCDME

Re : 2021-2022 ICVB Budget and Marketing Plan Overview

Today is August 2. If I had finished up this letter a week ago (like I was supposed to), my outlook would have been a fairly bright one, and the tenor of this would have been much rosier.

We have two months left in our fiscal year and, while we were still not hitting the exact numbers we had projected when we re-revised them at this time a year ago, things had been looking up. While the balance of the 2021 calendar year still was in flux, September and October were looking very solid, as was 2022. Then last week, it began again, slowly as it did last February, with a handful of cancellations this time for August and October, as the Delta Variant has caused COVID case and hospitalization rates to start to surge again.

And so, Caution remains our watchword. Response and Recovery still remain priorities, and we have begun the slow process to get to Resiliency. But if this past week was the indicator I am concerned it will be, Caution will be the path we tread.

In my prior letter, I noted that language in the American Rescue Plan Act (ARPA) was very encouraging to us as it related to “aid to impacted industries such as tourism, travel and hospitality,” “aid to help re-open travel businesses and organizations that were closed during the pandemic,” “modernization of cybersecurity” and to cover “government revenue losses” such as our hotel occupancy tax losses and convention center lost revenues.

DOLLARS					PEOPLE		JOBS		TAXES	
\$3.04 = \$8.3 BILLION MILLION PER DAY		\$12,566	\$2.34 BILLION	\$806 MILLION	4.1 = 31K MILLION PER DAY OVER		25,104	\$704 MILLION	\$64.7 MILLION	\$776
TOTAL DIRECT VISITOR SPENDING IN IRVING IN 2019	VISITOR SPENDING IN IRVING ON AN AVERAGE DAY IN 2019	ANNUAL VISITOR SPENDING PER IRVING RESIDENT	SPENDING BY VISITORS STAYING IN IRVING LODGING	ECONOMIC IMPACT OF GROUP MEETINGS IN IRVING	TOTAL IRVING VISITORS IN 2019	NUMBER OF VISITORS ON AN AVERAGE DAY IN IRVING IN 2019	TOTAL JOBS SUPPORTED BY THE IRVING VISITOR INDUSTRY	TOTAL PAYROLL FOR THE IRVING VISITOR INDUSTRY	TAXES GENERATED BY THE IRVING VISITOR INDUSTRY IN 2019	TAX REVENUES GENERATED PER IRVING HOUSEHOLD

Continued on the next page >

Last month, City Manager Chris Hillman shared his intentions with the ICVB Board of Directors to recommend to the City Council that they fully fund our FY 21 and FY 22 requests for American Rescue Plan Act (ARPA) funds. These were no small asks, as you will see in the revised budget detail submitted here. They total a little over \$13 million; with our share of the hotel occupancy taxes projected at a little over \$5 million for next year, without the ARPA funds, there would continue to be very little in the way of aggressive programming we could do to keep building the pipeline we have to keep building. I am so very grateful for the City Manager's consistent support throughout this process. And I am grateful for the support of the Mayor and City Council as we have navigated through some extraordinarily difficult times.

The City Manager will present his recommendations to the City Council at its August 18 Budget Retreat; pending their decision, we could see our FY 21 request fulfilled with a September 2 Budget Adjustment, allowing the ICVB to access and start to use those funds on September 3. The Council will adopt the FY 2021-22 Budget at its September 16 meeting, and the allocation of the 2022 ARPA funds would then be available for our use after October 1. His recommendation will also include waiting until this time next year, to understand the state and shape of the travel, tourism and hospitality industry in Irving at that time, before making recommendations on the second and final tranche of funding the City will receive.

If the FY 21 funds are approved, then we will no longer have the operating shortfall we previously projected, necessitating the \$1 million loan authorized by the City Council. We will be able to cover the convention center's operating shortfall, and reinstate five of our furloughed positions. We will be able to bring event staffing back in to help manage the events that remain on the books. We will also be able to conduct a Hotel Tax Projection Study and update our own Strategic Plan, and we will fund the convention center operating subsidy and its capital needs with these funds.

With the timing for all of these in mind, we revised our original ARPA submittals and focused on programming that could be delivered in the next year independent of funds to support it being available in FY 2023 and beyond. We focused on the programs that would meet the letter of the law in terms of the fund's requirements to aid these severely impacted industries. But we also needed to eliminate anything that might otherwise have to be stopped again, after re-starting. We will be able to do an incredible job hosting the Professional

Fraternities Association this September and the Texas Society of Association Executives in September 2022. Funding is requested for a variety of sales programs, including funds for the Business Development Incentive Program (BizDIP), bid fees, tradeshow, sales blitzes, fairs, etc. And for marketing programs such as those highly successful ones we created with CARES Act resources, along with a restaurant-focused application. We've also requested funds for contract database resources, sales staffing and digital content creators, that will support hotels and restaurants throughout the city.

With these types of programming resources potentially funded via ARPA, we then were able to turn our attention to our share of the hotel occupancy taxes. My primary goal here remains to start the long process of rebuilding reserves so that we can get to a point of Resilience. The hotel tax dollars are being used to fund salaries and benefits, limited supplies and operating expenses, limited community-facing activity (not ARPA-eligible), and then in steadying our previously negatively projected fund balance, and beginning to put funds back into our depleted Catastrophic Reserve and the ICC Capital Improvement Projects Reserve.

We're being extraordinarily conservative with our Fund Balance projections; with what has transpired with the Delta Variant and its trickle-down impacts this past week, I want to make sure we are protected if HOT funds don't come in as projected. Ideally, this number should never get lower than \$2 million. With our Catastrophic Reserve, based on what has transpired these past 18 months, our new goal for this balance is to be in the \$5 million range. Our new goal for the ICC CIP has to be in the \$3 million range. If our ARPA requests for our IT modernization are fulfilled, then we can hold off for another year or two before putting funds back into our Computer Replacement Fund, but that needs to be in the \$500,000 range moving forward.

Because the City Council will be holding its Budget Retreat the week immediately prior to the August Board Meeting, we have revised the Sales and Marketing Plan activities document with the changes we've since made but recognizing until there is a decision made on the ARPA funding, there are limited things we can commit to doing. You'll still see those in **RED** throughout the narrative part of this document, under the heading of **REQUESTED ARPA EXPENDITURES**. By the Board Meeting, we'll have a better feel for where things stand on that front and will update you accordingly.

Our programming “big ticket” items – Sales Travel, Business Development Incentive Program (BizDIP), Media Advertising, Advertising Agency – only happen with ARPA funds. Staffing levels remain steady; we have programmed anticipated merit raises into the budget, but also recognize that the City may elect to make other decisions relative to merit pay when they adopt the final City budget, at which time we would make those adjustments as well. There may also be some additional costs associated with the new insurance provider the City is moving to as of October 1, and we will make those adjustments as they are known. On the HR front as well, there is no funding for professional development in the baseline budget but there is a schedule of important learning we need that has been requested in our ARPA submittal. This would include topics such as Team Re-Building, Industry & Organizational Leadership in Trying Times, Diversity Equity & Inclusion MasterClass for CVBs, and other topics.

The Convention Center will always require an operating subsidy, and the team continues to do all they can to drive revenues, and drive down expenses. And we still have an obligation to prepare for maintenance and capital expenditures the building may need. But we’ve exhausted that funding as well,

trying to sustain operations for both entities for this year. The City is currently reviewing all of its facility insurance, and there may be changes to come on that expense as well. There is also a mandated review of all city facilities for ADA purposes; how that may affect us remains to be seen but likely will not impact the current year.

We have requested funds to engage a consultant to re-start the discussion on a Tourism Public Improvement District. While it would be invaluable to have those resources at our fingertips right now, it also would be tone-deaf to be pursuing it right now. We will have to wait on this until the timing is right.

It is hard for sales professionals to stop selling, but when you have seasoned pros, with long-term relationships, the pivot is easier, and easier on our customers. Who for the most part have not wanted anyone making a sales call on them recently, as their worlds have also been turned upside down. But our staff knows they need to keep selling in order to get us to Recovery mode. And Customer Engagement will remain mission-critical in order for us to keep moving the community forward. We can see that in the pipeline we’ve been building.

It is hard for marketers to manage messaging when so much of the news is not uplifting, and doesn’t involve visiting groups, events and conventions; but they pivot and they find news that is inspiring, or create inspiration to fill the gap, or reinvent websites to provide the vast and ever-changing fundamentals of the COVID world to a wide range of audiences. Community Building has always been our focus, but it’s taken on new and different lights in this time. But our staff knows they need to keep the Irving name out there in order to get us to Recovery mode. And this, too, is a positive in the pipeline we are building.

We are focused on doing whatever we can to get to Recovery. Because when we get to Recovery, then we can see the way to Resiliency, to Organizational Sustainability and to Community Sustainability.

Our teams have spent the last 18 months juggling crisis management with pipeline. We continue to search for the right tenor and tone to manage sales and marketing messaging, in environments that are constantly changing here at home, and everywhere that our visitors may be traveling from. Just as our world and that of our industry partners has changed dramatically, so has that for our clients.

It is the pipeline we have to remain focused on, recognizing that there is little we can do right now to influence our bread and butter of corporate transient and corporate group travel, recognizing that the convention decisions made by associations today are for years in the future, and making the most of the discretionary opportunities we can at least influence right now.

We must keep our eyes on the long-term – organizational stability has to remain a priority. The current ICVB Board Strategic Plan was for 2018-21; the last year of the plan changed substantially and when we revisit it this fall, it will have a dramatically different outlook. I still believe it is likely FY 2023-24 before we start to see hotel revenues stabilize. In the interim, we will continue to see contraction in the industry, development slowing down, airlines slowly restoring lift capacity, but it will be slow. There are many things that will remain in Irving’s favor over these next few years of re-growth – certainly, our location remains an important asset. Our size in the marketplace, perfectly set for small to mid-sized meetings, continues to serve us well. Once travelers feel safe to travel. That can’t be under-estimated.

In 2026, the special legislation that was created to initially provide limited-term support to the Irving Arts Center will expire. Those funds, totaling \$1.6 million annually, were originally going to go to support the operation of the Convention Center, to cover its operating subsidy requirement and provide for some capital needs. Working in partnership with the Arts and the Texas Hotel & Lodging Association in 2007, we crafted the legislation that would allow those funds to remain available to the Arts initially until 2022, then extended to 2026. We must continue to keep an eye on this issue.

And we have now teed up the issue of getting “repaid” for the funds that were taken from the ICVB back in 2010, in essence wiping out our reserves at the time to cover the first-year debt service shortfall on the convention center. The City is currently paying itself back for its loans to the Convention Center Debt Service through any overages in the 2% of the hotel tax collections set for the CC debt. Uses of those funds will be limited specifically to the Convention Center, its debt and potentially its capital needs, maintenance and operations. (This still needs input from the City Attorney’s Office and Bond Counsel.) If indeed these funds can be used for the ICC’s M&O, then any excess in the 2% HOT should be directed toward those uses, allowing for potential relief in the ICVB operating budget to cover the capital and maintenance expenses, and potentially the subsidy required for operations, until that note is paid. Whenever that is, we need to make sure that if that 2% is going to be kept in place and reallocated, that the costs of operating and sustaining the convention center will be prioritized in any reallocation.

Three things that have kept us going this past year.

The first has been our **STAFF** that remains. More than half of the Convention Center staff remains furloughed or laid off; the staff that remains has done yeoman’s work in double- and triple-duty with the events that have occurred in the facility. They have continued to manage costs by using themselves as event set-up and tear-down labor, setting tables and chairs, stripping and setting linens, rolling silverware, serving and busing banquet tables, manning concession stands and bartending. ICVB staff has been able to join in the mix with recent events, as the ICC staff has worn itself thin just as the number and types of events have begun to increase. It’s been a living, breathing example of “teamwork makes the dream work.” And with almost zero programming dollars left to work with, everything that has to

be accomplished, has to be accomplished by the people. Our collective talent is the value proposition that has sustained us and will have to continue to do so.

The second has been **SUPPORT**.

Throughout this long and difficult period, we have known we have the support of an engaged and informed Mayor and City Council, Board of Directors, and City Management. Especially as of late, it has been particularly restorative to hear the Mayor, City Council members and City Manager all acknowledge the difficulties the City’s hotel tax-funded agencies have faced, and making these agencies a priority through the ARPA opportunities. The financial support provided, both through the internal City loan of \$500,000 thus far, and perhaps more importantly, the access to the CARES Act dollars, have made all the difference. Weekend occupancies have been grown and sustained because we had these dollars to work with – and because we knew how to do what was needed. And the emotional support that was provided by all as we mourned the loss of a dear colleague and friend earlier this year, with the passing of Kelly Roche.

The third has been less tangible, perhaps, but equally if not more important –

STRENGTH. Our collective **STRENGTH** – that of the staffs, this community, and in particular, the industry we serve to support – is what has kept us going. Everyone has been working with reduced resources, reduced staffs, and still trying to deliver on that A-rated customer service for which Irving and its hospitality assets always have been known. The strength that comes from repeatedly knocking your head against a wall as you try to knock it down. The strength that comes from falling down and getting up again, over and over. The strength that comes from knowing what you do matters to so very many.

A year ago, I offered that what matters now is not the same thing that will matter in the next quarter, or the next one, or the next one. And that remains the case. We will continue to roll with the punches, and we will continue to evolve. What that ultimately looks like all comes down to what level of relief we can anticipate from the ARPA funds over the long-term. We will continue our work to keep building and building, one brick or one inch of mortar at a time if that’s all we can get done, to re-build the cornerstones that are necessary for our future.



The very first Convention and Visitors Bureau got its beginnings in Detroit, Michigan in 1896, as the world was struggling through the Panic of 1893. Civic leaders there saw tourism – and in particular, meetings and conventions – as their means of not just recovering, but stabilizing the community through the power of the cash-in-hand that came from visitor spending. They understood that visitor experience could lead to more for Detroit, in particular, more industry – it was the Packard family visiting from Iowa for a convention there that would lead to Detroit's place as "Motor City."

That's where we are in Irving today. We know what we need to do, and we will continue to do everything we can with the resources we have to get it done. To keep Responding, to get to Recovery, to build to Resiliency. To rebuild the visitor economy in Irving, so that we can continue to sustain the Irving community and its viability.



Irving Convention & Visitors Bureau

FOCUS

The Irving Convention & Visitors Bureau's focus is on building exceptional customer relationships with meeting planners, travel influencers, media, independent travelers, the hospitality industry and the community. Our efforts are focused on generating demand for the destination, thereby creating value for the industry and stakeholders. Innovation, partnership, research and accountability guide our approach. We utilize person-to-person and technology-based sales, marketing and customer-servicing activities to achieve results. Through positive positioning of both the organization and the destination, our leadership benefits the society, culture, environment and economy of Irving.

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VISION

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

MISSION

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

City of Irving

VISION

The City of Irving will be the model for safe and beautiful neighborhoods, a vibrant economy, and exceptional recreational, cultural and educational opportunities.

MISSION

The City of Irving's mission is to deliver exceptional services and promote a high quality of life for residents, visitors, and businesses.

Smith Travel Research Reports

	2020						2021						YEAR TO DATE		
OCCUPANCY	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	2019	2020	2021
THIS YEAR	34.3	39.7	44.0	43.2	35.8	36.6	37.6	45.9	58.1	57.7	61.9	64.6	73.5	44.4	54.4
LAST YEAR	72.6	69.3	70.3	78.9	66.3	57.4	64.7	71.9	43.8	22.7	27.7	33.3	74.4	73.3	44.4
% CHANGE	-52.7	-42.7	-37.3	-45.3	-46.1	-36.3	-42.0	-36.1	32.6	154.6	123.8	94.0	-1.2	-39.5	22.6
ADR	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	2019	2020	2021
THIS YEAR	71.70	74.73	78.37	83.52	72.03	68.89	70.00	75.31	80.29	86.48	92.54	96.78	112.08	97.19	84.86
LAST YEAR	106.78	104.95	110.67	115.79	108.82	103.44	116.02	116.89	95.34	61.68	61.83	70.95	110.02	112.21	97.13
% CHANGE	-32.9	-28.8	-29.2	-27.9	-33.8	-33.4	-39.7	-35.6	-15.8	40.2	49.7	36.4	1.9	-13.4	-12.6
REVPAR	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	2019	2020	2021
THIS YEAR	24.62	29.68	34.52	36.08	25.76	25.19	26.29	34.59	46.62	49.89	57.29	62.50	82.39	43.13	46.18
LAST YEAR	77.57	72.74	77.77	91.40	72.19	59.40	75.07	83.99	41.74	13.98	17.11	23.62	81.87	82.25	43.12
% CHANGE	-68.3	-59.2	-55.6	-60.5	-64.3	-57.6	-65.0	-58.8	11.7	257.0	234.9	164.7	-0.6	-47.6	7.1
SUPPLY	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	2019	2020	2021
THIS YEAR	394,723	394,723	381,990	394,723	385,530	398,381	398,381	359,828	398,629	385,770	395,653	382,860	2,283,631	2,252,741	2,299,548
LAST YEAR	394,630	401,915	388,950	401,915	388,950	401,884	398,753	360,164	398,753	350,970	358,329	381,990	2,186,644	2,284,174	2,248,959
% CHANGE	0.0	-1.8	-1.8	-1.8	-0.9	-0.9	-0.1	-0.4	0.0	9.9	10.4	0.2	4.4	-1.4	2.2
DEMAND	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	2019	2020	2021
THIS YEAR	135,465	156,844	168,128	170,392	137,553	145,563	149,888	166,232	232,397	223,663	245,810	248,066	1,678,633	999,768	1,256,336
LAST YEAR	286,697	277,237	272,802	317,007	257,825	230,635	258,269	258,948	174,272	79,066	98,644	126,865	1,627,168	1,674,294	997,164
% CHANGE	-52.7	-43.4	-38.4	-46.2	-46.6	-36.9	-42.0	-35.8	33.4	182.9	149.2	95.5	3.2	-40.3	26.0
REVENUE	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	2019	2020	2020
THIS YEAR	9,704,962	11,703,405	13,162,697	14,212,092	9,903,196	10,019,403	10,489,261	12,495,579	18,637,766	19,307,055	22,706,064	23,971,811	188,147,227	97,167,582	106,453,460
LAST YEAR	30,612,655	29,105,467	30,204,144	36,721,668	28,067,684	23,867,135	29,970,698	30,287,123	16,634,200	4,876,371	6,100,697	9,003,149	179,027,233	187,877,380	96,948,913
% CHANGE	-68.3	-59.8	-56.4	-61.3	-64.7	-58.0	-65.0	-58.7	12.0	295.9	272.2	166.3	5.1	-48.3	9.8
CENSUS	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	APR			
CENSUS PROPERTIES	91	91	91	91	91	91	91	91	91	91	91	91			
CENSUS ROOM COUNT	12,614	12,614	12,614	12,732	12,732	12,732	12,732	12,732	12,740	12,740	12,644	12,643			

National, State and Competitive Set Cities

Year to Date June 2020 vs June 2021

	OCC%	OCC%	ADR	ADR	REVPAR	REVPAR	PERCENT CHANGE FROM YTD 2020					
	2021	2020	2021	2020	2021	2020	OCC	ADR	REVPAR	RM REV	RM AVAIL	RM SOLD
United States	66.1	42.3	129.00	92.37	85.31	39.05	24.9	2.0	27.4	33.9	5.2	31.3
Texas	65.2	43.7	101.16	76.86	65.94	33.55	27.1	1.2	28.5	35.0	5.0	33.4
Atlanta, GA	65.7	44.2	102.83	75.13	67.53	33.22	22.6	-3.3	18.5	25.9	6.2	30.2
Arlington, TX	70.0	50.3	95.61	68.86	66.92	34.67	22.1	7.5	31.2	36.2	3.8	26.7
Charlotte, NC	60.9	39.6	96.45	74.86	58.73	29.67	13.5	-7.3	5.2	15.0	9.2	24.0
Fort Worth, TX	66.6	42.5	103.58	74.03	68.99	31.44	26.1	-2.6	22.9	34.0	9.0	37.6
Frisco, TX	62.7	25.1	123.01	96.76	77.18	24.29	36.4	-12.1	18.3	51.9	28.5	72.9
Grapevine, TX	70.9	21.1	192.08	160.39	136.22	33.86	14.0	-3.5	9.9	40.0	27.4	45.2
Irving, TX	64.8	33.2	96.63	70.97	62.61	23.57	23.2	-12.8	7.4	9.8	2.2	26.0
Nashville, TN	70.1	35.9	139.33	85.36	97.63	30.68	18.9	-2.9	15.4	27.6	10.5	31.4
Phoenix, AZ	62.3	47.7	110.78	84.20	69.04	40.20	15.1	-7.9	5.9	13.6	7.2	23.4
San Jose, CA	52.3	31.2	112.37	103.07	58.78	32.18	3.5	-36.2	-33.9	-34.5	-0.9	2.5

Day-of-Week Report

YEAR TO DATE JUNE 2020 vs JUNE 2021

	TRANSIENT			GROUP			CONTRACT			TOTAL		
	This Year	Last Year	% Change	This Year	Last Year	% Change	This Year	Last Year	% Change	This Year	Last Year	% Change
OCCUPANCY												
Sunday	40.6	22.8	77.6	5.0	7.3	-31.0	3.3	6.8	-50.8	48.9	36.9	32.6
Monday	42.5	26.7	59.4	5.3	12.7	-58.4	3.2	6.3	-49.3	51.0	45.6	11.7
Tuesday	42.5	27.6	54.3	5.3	15.8	-66.4	3.0	5.5	-44.6	50.9	48.9	4.1
Wednesday	42.7	28.2	51.1	6.1	14.7	-58.6	2.9	5.9	-50.2	51.7	48.8	5.8
Thursday	42.3	25.4	66.3	7.2	12.2	-40.9	2.8	6.9	-60.2	52.3	44.5	17.4
Weekday	42.1	26.2	61.0	5.8	12.5	-54.0	3.0	6.3	-51.3	50.9	45.0	13.3
Friday	49.7	25.6	93.8	8.7	11.6	-24.4	2.5	6.2	-60.7	60.9	43.5	40.2
Saturday	54.3	27.2	99.4	8.5	9.1	-5.8	2.4	6.2	-61.8	65.2	42.6	53.3
Weekend	52.0	26.4	96.7	8.6	10.3	-16.2	2.4	6.2	-61.2	63.1	43.0	46.6
Total	45.2	29.9	51.2	6.4	10.1	-36.1	2.8	4.4	-37.3	54.4	44.4	22.6
ADR												
Sunday	78.99	82.46	-4.2	92.83	99.71	-6.9	66.18	66.86	-1.0	79.54	83.00	-4.2
Monday	83.87	105.60	-20.6	102.08	124.01	-17.7	68.18	73.68	-7.5	84.78	106.35	-20.3
Tuesday	84.95	113.23	-25.0	102.84	130.46	-21.2	67.99	72.94	-6.8	85.81	114.29	-24.9
Wednesday	84.84	111.23	-23.7	100.97	130.55	-22.7	67.51	74.08	-8.9	85.76	112.58	-23.8
Thursday	84.03	93.67	-10.3	95.20	113.47	-16.1	64.50	72.04	-10.5	84.54	95.73	-11.7
Weekday	83.37	102.07	-18.3	98.70	122.32	-19.3	66.93	71.79	-6.8	84.12	103.50	-18.7
Friday	85.95	78.17	10.0	88.62	96.32	-8.0	68.49	70.48	-2.8	85.63	81.90	4.6
Saturday	87.27	75.85	15.1	89.92	92.52	-2.8	69.99	72.87	-4.0	86.98	78.96	10.2
Weekend	86.64	76.97	12.6	89.26	94.65	-5.7	69.22	71.67	-3.4	86.33	80.45	7.3
Total	84.37	95.32	-11.5	95.96	118.04	-18.7	67.17	62.07	8.2	84.86	97.13	-12.6
REVPAR												
Sunday	32.05	18.84	70.1	4.65	7.25	-35.8	2.20	4.52	-51.3	38.90	30.61	27.1
Monday	35.64	28.16	26.6	5.40	15.77	-65.7	2.17	4.61	-53.1	43.21	48.54	-11.0
Tuesday	36.12	31.21	15.7	5.46	20.63	-73.5	2.06	4.00	-48.4	43.64	55.84	-21.8
Wednesday	36.19	31.39	15.3	6.15	19.22	-68.0	1.98	4.36	-54.6	44.31	54.96	-19.4
Thursday	35.57	23.84	49.2	6.85	13.83	-50.4	1.78	4.98	-64.3	44.20	42.64	3.7
Weekday	35.11	26.69	31.5	5.69	15.34	-62.9	2.04	4.49	-54.6	42.84	46.53	-7.9
Friday	42.73	20.05	113.1	7.75	11.14	-30.4	1.68	4.40	-61.8	52.16	35.59	46.5
Saturday	47.38	20.65	129.4	7.68	8.39	-8.5	1.67	4.55	-63.3	56.73	33.60	68.8
Weekend	45.05	20.35	121.4	7.72	9.77	-21.0	1.68	4.48	-62.6	54.44	34.60	57.4
Total	38.14	28.50	33.8	6.16	11.87	-48.1	1.87	2.76	-32.1	46.18	43.12	7.1

Hotel Occupancy Tax Collection History

Year	Total	Irving CVB	Irving Arts and Culture	Downtown/ Events	Museum	Convention Center	Debt Service	Entertainment Venue	Convention Center Hotel
1978-1979	491,204	491,204	0	0	0	0	0	0	0
1979-1980	542,773	542,773	0	0	0	0	0	0	0
1980-1981	580,019	435,014	145,005	0	0	0	0	0	0
1981-1982	636,089	477,067	159,022	0	0	0	0	0	0
1982-1983	1,063,560	797,670	265,890	0	0	0	0	0	0
1983-1984	1,610,457	1,207,843	402,614	0	0	0	0	0	0
1984-1985	1,911,112	1,433,334	477,778	0	0	0	0	0	0
1985-1986	2,166,780	1,625,085	541,695	0	0	0	0	0	0
1986-1987	2,639,559	1,979,669	659,890	0	0	0	0	0	0
1987-1988	3,646,065	2,187,639	1,458,426	0	0	0	0	0	0
1988-1989	3,993,903	2,396,342	1,597,561	0	0	0	0	0	0
1989-1990	4,632,587	2,779,552	1,853,035	0	0	0	0	0	0
1990-1991	4,499,013	2,669,842	1,799,605	29,566	0	0	0	0	0
1991-1992	4,546,936	2,614,488	1,818,774	113,673	0	0	0	0	0
1992-1993	4,864,777	2,797,247	1,945,911	121,619	0	0	0	0	0
1993-1994	5,534,381	3,182,269	2,213,752	138,360	0	0	0	0	0
1994-1995	6,210,563	3,571,074	2,484,225	155,264	0	0	0	0	0
1995-1996	7,049,188	4,053,283	2,819,675	176,230	0	0	0	0	0
1996-1997	8,033,904	4,619,495	3,213,562	200,848	0	0	0	0	0
1997-1998	9,072,906	5,216,921	3,629,162	226,823	0	0	0	0	0

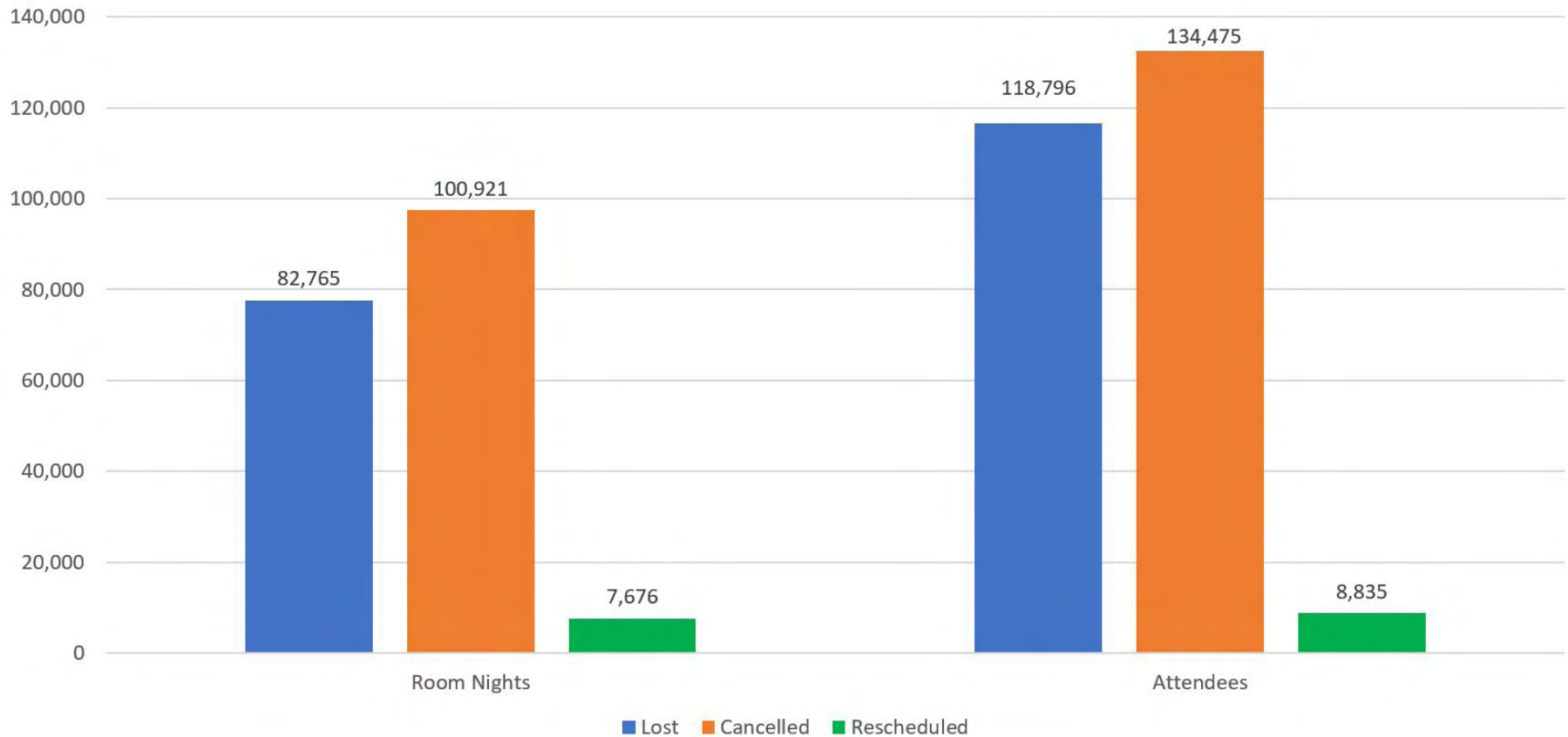
Year	Total	Irving CVB	Irving Arts and Culture	Downtown/ Events	Museum	Convention Center	Debt Service	Entertainment Venue	Convention Center Hotel
1998-1999	9,411,328	5,129,174	3,576,305	705,850	0	0	0	0	0
1999-2000	12,681,106	5,272,152	3,675,996	725,526	0	3,007,432	0	0	0
2000-2001	13,061,688	5,317,973	3,685,262	233,244	93,298	3,731,911	0	0	0
2001-2002	10,834,084	4,411,020	3,056,759	193,466	77,386	3,095,453	0	0	0
2002-2003	10,697,995	4,355,612	3,018,363	191,036	76,414	3,056,570	0	0	0
2003-2004	11,528,472	4,693,735	3,252,676	205,866	82,346	3,293,849	0	0	0
2004-2005	12,353,946	5,029,821	3,485,578	220,606	88,242	3,529,699	0	0	0
2005-2006	14,261,194	5,806,345	4,023,693	254,664	101,866	4,074,626	0	0	0
2006-2007	16,096,997	6,553,777	4,541,653	114,979	287,446	4,599,142	0	0	0
2007-2008	18,293,788	6,521,467	4,519,262	114,412	286,029	4,576,468	0	2,276,150	0
2008-2009	16,391,915	5,190,773	2,969,115	91,066	227,665	3,642,648	628,000	3,642,648	0
2009-2010	15,883,417	5,029,749	2,857,528	88,241	220,603	3,529,648	628,000	3,529,648	0
2010-2011	18,157,949	5,750,017	3,356,661	100,877	252,194	4,035,100	628,000	4,035,100	0
2011-2012	18,951,911	6,001,438	3,530,892	105,288	263,221	4,211,536	628,000	4,211,536	0
2012-2013	20,829,929	6,596,144	3,943,012	115,722	289,305	4,628,873	628,000	4,628,873	0
2013-2014	22,584,395	7,151,725	4,237,411	125,469	313,672	5,018,754	718,610	5,018,754	0
2014-2015	24,207,664	7,665,760	4,423,305	134,487	336,218	5,379,481	888,932	5,379,481	0
2015-2016	25,886,037	8,197,245	4,632,542	143,811	359,528	5,752,453	1,048,005	5,752,453	0
2016-2017	26,081,848	8,259,218	4,621,952	144,900	362,249	5,795,977	1,101,575	5,795,977	0
2017-2018	26,503,995	8,392,932	4,690,136	147,244	368,110	5,889,776	1,126,020	5,889,776	0
2018-2019	27,207,468	8,615,699	4,779,827	151,153	377,881	6,046,104	1,190,700	6,046,104	587,300
2019-2020	16,370,518	4,950,104	3,082,960	86,844	217,110	3,473,757	347,376	3,473,757	738,610

City of Irving Hotel Tax Summary

		5% of Hotel Occupancy Tax					2% of HOT	2% of HOT	CC Hotel HOT
	Total	Convention & Visitors Bureau	Arts & Culture	Preservation	Heritage & Museum	Debt Service	Convention Center	Entertainment Venue	Conv Center Hotel
Allocation of 5% Tax as of 10/1/2017:		57.00%	35.50%	1.00%	2.50%	4.00%	2.00%	2.00%	XX
ADOPTED FY 2020-21									
Hotel Tax	\$ 21,214,088	\$ 6,490,005	\$ 4,042,308	\$ 113,860	\$ 284,649	\$ 455,450	\$ 4,666,337	\$ 4,666,337	\$ 495,142
Administrative Cost Reimbursement	\$ 438,826	\$ 259,600	\$ 163,286	\$ 4,554	\$ 11,386	\$ -	\$ -	\$ -	\$ -
UPDATED FY 2020-21 - APRIL 6, 2020									
Hotel Tax	\$ 21,086,257	\$ 6,457,602	\$ 4,021,840	\$ 113,291	\$ 283,228	\$ 455,439	\$ 4,685,330	\$ 4,685,330	\$ 384,197
Administrative Cost Reimbursement	\$ 435,038	\$ 258,304	\$ 160,874	\$ 4,532	\$ 11,329	\$ -	\$ -	\$ -	\$ -
UPDATED 2020-21 - AUGUST 26, 2020									
Hotel Tax	\$ 15,707,696	\$ 4,810,953	\$ 2,996,295	\$ 84,403	\$ 211,007	\$ 337,611	\$ 3,490,599	\$ 3,490,599	\$ 286,229
Administrative Cost Reimbursement	\$ 324,106	\$ 192,438	\$ 119,852	\$ 3,376	\$ 8,440	\$ -	\$ -	\$ -	\$ -
PROJECTED 2021-22 (Based on hotel occupancy and ADR data as of July 10, 2021. Sources: STR, Inc. and Visit Dallas/Tourism Economics)									
Hotel Tax	\$ 17,681,152	\$ 5,397,466	\$ 3,361,580	\$ 94,692	\$ 236,731	\$ 378,770	\$ 3,929,145	\$ 3,929,145	\$ 353,623
Administrative Cost Reimbursement	\$ 363,619	\$ 215,899	\$ 134,463	\$ 3,788	\$ 9,469	\$ -	\$ -	\$ -	\$ -

While the IAC is shown to receive 35.5% of the 5% HOT Tax, State Law 351.1077 limits the amounts available for the IAC to the sum of 15% of the 7% HOT plus \$1.6 million. Any amount exceeding the amount authorized by state law is deposited in the Convention Center Debt Service Fund.

COVID Impact on Irving CVB Hotel Group Bookings

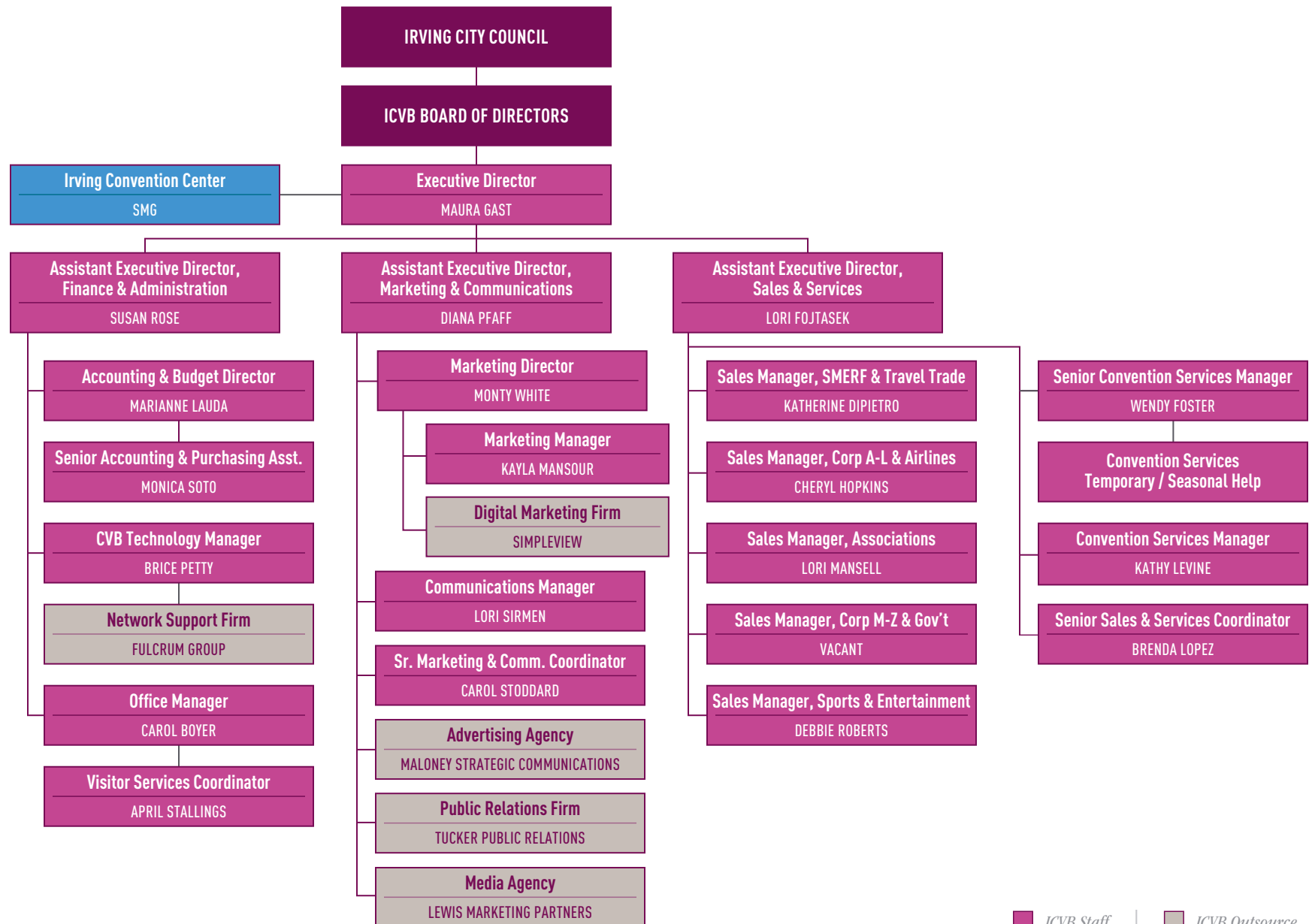


\ 15

Economic Impact To Date of Lost/Cancelled Room Nights: \$57,944,825



ICVB Organizational Chart



Irving Economic Impact Figures

Source: Destination Analysts, Inc. Irving Visitor Industry 2019 Economic Impact Report

DOLLARS

\$**3.04** =
BILLION

TOTAL DIRECT
VISITOR SPENDING
IN IRVING IN 2019

\$**8.3**
**MILLION
PER DAY**

VISITOR SPENDING
IN IRVING ON AN
AVERAGE DAY IN 2019

\$**12,566**

ANNUAL VISITOR
SPENDING PER
IRVING RESIDENT

\$**2.34**
BILLION

SPENDING BY
VISITORS STAYING IN
IRVING LODGING

\$**806**
MILLION

ECONOMIC IMPACT OF
GROUP MEETINGS
IN IRVING

PEOPLE

4.01 = **31K**
MILLION **PER DAY**

TOTAL
IRVING VISITORS
IN 2019

OVER
31K
PER DAY

NUMBER OF
VISITORS ON AN
AVERAGE DAY IN
IRVING IN 2019

JOB

25,104

TOTAL JOBS
SUPPORTED BY
THE IRVING VISITOR
INDUSTRY

\$**704**
MILLION

TOTAL PAYROLL
FOR THE IRVING
VISITOR INDUSTRY

TAXES

\$**64.7**
MILLION

TAXES GENERATED
BY THE IRVING
VISITOR INDUSTRY
FOR IRVING IN 2019

\$**776**

TAX REVENUES
GENERATED
PER IRVING
HOUSEHOLD

ICVB Fiscal Year Performance History

	2015-16	2016-17	2017-18	2018-19	2019-20	Five-Year Total	5-Year Average
Definites	567	715	861	868	687	3,698	740
Room Nights from Definites	184,230	225,294	246,538	246,834	76,388	979,284	195,857
Attendance from Definites	257,171	372,087	419,342	268,596	99,094	1,416,245	283,249
Leads	1,174	1,276	1,730	1,796	1,158	7,134	1,427
Digital Marketing Reach							
irvingtexas.com sessions	167,910	169,508	313,097	369,645	388,082	1,408,242	281,648
irvingconventioncenter.com sessions	133,591	135,429	172,828	146,605	67,842	656,295	131,259
RFPs and Inquiries from Marketing	746	786	975	1,111	730	4,348	870
Total Social Media Influence (cumulative)	52,256	71,363	82,422	96,912	107,035	107,035	14,008
Media Impressions	3,558,518,470	1,042,358,939	1,063,200,389	315,792,684	658,472,920	6,638,343,497	1,327,668,680
Advertising Equivalency	\$3,973,696	\$8,868,310	\$6,868,795	\$3,701,055	\$6,057,641	\$29,469,497	\$5,893,889
PR Value	\$11,921,088	\$26,604,930	\$20,606,385	\$11,103,165	\$18,172,923	\$88,408,491	\$17,681,698

The Path of a Tourism Dollar

Tourism dollars often start in the usual places, like a hotel or a restaurant, but they almost never stay in just one place. Like a drop of water in a bucket, a tourism dollar generates ripple effect throughout the city.

Start with an Irving visitor who takes a hotel shuttle for a conference at the **Irving Convention Center**. As he's getting out of the van, he tips the driver a couple of dollars.

01

After her shift, that very same waitress heads to **PJ's Cafe** to buy four pies for a party.

03

Later that morning, the shuttle driver heads to downtown Irving for his daily break at the **Big State Fountain Grill**, and in the process, passes on the dollars he received earlier to his favorite waitress as a tip.

02

The doctor then has dinner with his friends at **Mama Tried** because his favorite musician happens to play there that very evening.

05

The dollars spent to buy pies then turns into a paycheck for the baker at Joe's, who takes off work early to go to her doctor appointment at **Baylor Scott & White Irving**.

04

And the music store manager drops his car off at **Mi-T-Fine Car Wash** for a full detail. And the tourism dollar keeps on...

07

The following day, the musician stops in at **Murphy's Music Center** to purchase a new guitar.

06

Code of Ethics

The Destination Marketing Accreditation Program (DMAP) requires that each accredited organization adhere to this Code of Ethics, to reinforce the need and demand for transparency and accountability within the profession. The Irving CVB remains committed to this Code.

- Provide exceptional customer service and detailed information on destination products and services.
- Treat all stakeholders courteously, ethically and professionally.
- Actively encourage the integration of ethics into all aspects of management of the ICVB's activities.
- Build collaborative relationships with other DMO industry professionals and others for the advancement of the profession.
- Handle all inquiries, requests, transactions, correspondence and complaints promptly, courteously and fairly.
- Provide clean and well-maintained facilities and equipment for the enjoyment of customers.
- Exercise truth in all promotional materials concerning facilities, services and amenities provided and advise the public in a reasonable manner if and when unable to provide the level of services or facilities as advertised. Promotional materials supplied must be appropriate for all audiences.
- Provide customers with complete details on prices, cancellation policies and services and ensure customers receive fair exchange for their foreign currency where appropriate.
- Promote responsible and sustainable use of environmental resource base when providing services and products to customers.
- Abide by all applicable federal, state and municipal laws.

ICVB Strategic Imperatives

These strategic imperatives establish the basic ideals and principles that govern the way the ICVB plans and conducts business.

ONE

The Irving Convention & Visitors Bureau holds itself accountable for achieving its mission and objectives.

TWO

The Irving Convention & Visitors Bureau primarily maintains a long-term, strategic marketing focus, and partners with the industry to respond to short-term marketing opportunities.



THREE

The Irving Convention & Visitors Bureau recognizes which constituent groups represent its customers, partners and beneficiaries, and responds to their needs and expectations appropriately.

Customers

Visitors, Travel Trade, Meeting and Event Planners and Media

Partners

Visitor Industry, Government, Chamber and Civic Groups

Beneficiaries

The Community and the Visitor Industry

FOUR

The Irving Convention & Visitors Bureau's efforts and decisions will be responsive to and remain focused on data, visitor feedback, market research, cost benefit analyses and other appropriate input.

FIVE

The Irving Convention & Visitors Bureau expands existing markets, while taking advantage of qualified new market opportunities; the ICVB also continually looks for means to expand its resources, to better capitalize on new market opportunities when possible.

SIX

The Irving Convention & Visitors Bureau accepts a leadership role in pursuit of its mission.

SEVEN

The Irving Convention & Visitors Bureau adheres to the highest quality standards in all its actions, adopting the Destinations International Code of Ethics.

EIGHT

The Irving Convention & Visitors Bureau's primary responsibility is to generate overnight visitation to the Irving area by attracting meetings, events and leisure travelers to the city.

NINE

The Irving Convention & Visitors Bureau provides marketing and support for events that are consistent with the mission and brand.

Lakehouse

WATERFRONT LOUNGE



ICVB Performance Measurements & Indicators

How do we measure success? The Irving CVB tracks and communicates the results of its efforts on the basis of the following:

PERFORMANCE MEASURES

- Return on Tourism Investment (ROI)
- Irving CVB-booked Room Nights
- Convention Center Revenues
- Media Visits/Media Values/Social Media Analytics
- Customer Satisfaction
- Destination Awareness

PERFORMANCE INDICATORS

- Economic Impact of Tourism
- Market Occupancy
- Hotel Tax Collections
- Irving Hotels' Average Daily Rate (ADR)
- Irving Hotels' Revenue per Available Room (RevPAR)
- Length of Stay
- Supply/Demand
- Per Person Expenditures
- Attractions Attendance



ICVB Key Management Goals

- Increase total room night bookings over 2020-2021 results, with focus on recovering key market segments: Weekday and weekend group business, summer, and holiday business; continued focus on local and regional meeting planners as requested by the hotel community.
- With limited funds in BizDIP, continue to highlight other complimentary services that the Irving CVB can offer to assist hotels in booking business.
- Work closely with all Irving hotel sales teams on coordinated sales efforts. Review business lost or cancelled due to Covid19 and target rebooking as soon as possible.
- Utilize Texas Events Trust Fund for eligible events that generate room nights. Partner with Drive Nation venue on events, as well as utilizing the venue for Irving CVB-initiated sporting events.
- Strive to continue the same level of marketing, public relations and lead-generating effectiveness within highly constrained budget parameters. Serve as a trusted source of information and communicate messaging tailored to visitor safety and peace-of-mind. Continuously monitor and adjust messaging and tactics to adapt to fluid circumstances.
- Continue the ICVB's content strategy by producing in-house blog and website content to increase traffic to the Visit Irving website and engage visitors by promoting restaurants, attractions, and tourism-related entities to the local drive market.
- Provide messaging and media outreach when and where appropriate on COVID-related safety protocols in place for visitors to Irving.
- Continue to engage in Visitor Insights for destination marketing, which aggregates data from multiple data sources and provides a holistic perspective to better measure the value of the ICVB's marketing activities and evaluate the marketing investments that drive the highest return.
- Maintain sound accounting practices that conform with Governmental Accounting Standards Board (GASB) reporting requirements.
- Create and monitor the Bureau's annual budget.
- Enforce policies and procedures that conform with City of Irving guidelines.
- Re-establish long-term funding in all reserve funds, as hotel tax revenues allow.
- Maintain adequate cash flows and ensure sufficient liquidity to meet financial obligations, as hotel tax revenues allow,

REQUESTED ARPA EXPENDITURES

- Engage consultant for Hotel Tax projection study.
- Prioritize any BizDIP additional resource, with short term, in-the-year business as the first priority.
- Stage a DFW blitz in cooperation with the Irving Convention Center.
- Attend market-specific trade shows such as Meeting Professionals International-WEC, Conference Direct, HelmsBriscoe, RCMA, E-Sports Summit, Connect Sports, Connect Texas, and Texas Society of Association Executives.
- Host a local customer event capitalizing on significant in-market events, such as events at the Live Nation Pavilion at Toyota Music Factory.
- Increase employee satisfaction and engagement through programs that demonstrate appreciation of staff and provide professional development opportunities.
- Implement security and cyber-security measures with strategic solutions to ensure integrity and safety of systems; identify security vulnerabilities and eliminate them by taking appropriate action.

KEY MANAGEMENT GOALS *(continued)*

- Continue content promotion campaigns to provide exposure to local businesses including restaurants, attractions, and other tourism-related entities.
- Execute fully integrated leisure market micro-campaigns that exploit existing demand to increase room nights.
- Continue staycation and vacation campaigns to drive immediate leisure visitation and hotel bookings.
- Execute a hotel remarketing campaign to capture qualified audiences and drive direct hotel bookings.
- Continue online travel agency (OTA) campaigns in partnership with Expedia and Priceline to drive direct hotel bookings.
- Conduct familiarization tours with Austin and Association markets.
- Conduct press tours (independently and/or in conjunction with local or state partners) targeting key media market segments for editorial coverage.



ICVB Budget Overview

IRVING CONVENTION AND VISITORS BUREAU 2021 - 2022 PROPOSED BUDGET GENERAL FUND

ACCOUNT DESCRIPTION	17-18 ACTUALS	18-19 ACTUALS	19-20 ACTUALS	20-21 REVISED BUDGET	20-21 PROJECTED ACTUALS	21-22 PROPOSED BUDGET
REVENUE						
HOTEL/MOTEL TAX	8,400,785	8,593,595	4,921,010	6,490,005	4,131,270	5,397,466
PERCENT CHANGE	-	2.30%	-42.74%	31.88%	-36.34%	30.65%
CHARGES FOR SERVICES						
MAJOR EVENTS TRUST FUND	9,622	0	0	0	51,458	30,000
INVESTMENT INCOME	32,771	25,657	7,011	4,995	600	3,000
MISCELLANEOUS	24,911	13,938	49,632	5,000	0	0
TRANSFERS IN						
RECEIPTS FROM ARPA	0	0	0	0	2,691,439	7,396,345
TRSF FROM CITY OF IRVING	0	0	0	1,000,000	500,000	0
TRSF FROM ICVB RESERVE	0	0	1,307,800	0	0	0
TRSF FROM ICVB COMPUTER REPL	0	0	245,600	0	0	0
TRSF FROM ICVB CONV CENTER	0	0	298,000	0	0	0
TOTAL TRANSFERS IN	0	0	1,851,400	1,000,000	3,191,439	7,396,345
TOTAL REVENUE	8,468,089	8,633,190	6,829,053	7,500,000	7,374,767	12,826,811
PERCENT CHANGE	-	1.95%	-20.90%	9.82%	-1.67%	73.93%
EXPENDITURES						
OPERATING						
SALARIES	2,117,945	2,285,655	2,277,257	2,491,575	2,403,093	2,617,580
BENEFITS	579,622	598,041	636,918	673,552	653,814	701,288
SUPPLIES	33,418	32,674	41,597	39,455	32,050	31,488
BUILDING MAINTENANCE	0	0	10,955	0	0	0
UTILITIES (COMMUNICATIONS)	20,040	21,055	18,796	26,400	25,050	26,100
OUTSIDE SERVICES	1,885,088	1,743,219	1,241,875	1,670,586	1,260,716	3,489,568
TRAVEL - TRAINING - DUES	546,221	590,348	407,105	310,900	59,895	610,500
CLAIMS AND INSURANCE	58,307	58,307	58,307	58,307	58,307	58,307
MISCELLANEOUS EXPENSES	1,194,749	1,245,302	524,350	829,550	182,720	1,307,300
COMPUTERS / SOFTWARE	0	0	0	0	0	186,353
TOTAL OPERATING	6,435,390	6,574,601	5,217,160	6,100,325	4,675,645	9,028,484
PERCENT CHANGE	-	2.16%	-20.65%	16.93%	-23.35%	93.10%

ACCOUNT DESCRIPTION	17-18 ACTUALS	18-19 ACTUALS	19-20 ACTUALS	20-21 REVISED BUDGET	20-21 PROJECTED ACTUALS	21-22 PROPOSED BUDGET
NON-OPERATING						
ADMIN COST REIMBURSEMENT	336,031	343,744	196,840	259,600	166,400	215,898
CLAIMS AND INSURANCE	79,738	79,738	79,738	79,738	79,738	79,738
PROPERTY MANAGEMENT SERVICES	1,089,719	1,080,958	1,437,641	1,395,000	2,508,000	1,395,000
SMG MANAGEMENT INCENTIVE	154,788	89,007	46,446	165,877	75,000	283,863
TOTAL NON-OPERATING	1,660,276	1,593,447	1,760,665	1,900,215	2,829,138	1,974,499
PERCENT CHANGE	-	-4.03%	10.49%	7.93%	48.89%	-30.21%
TRANSFERS OUT						
TRSF TO ICVB RESERVE	200,000	125,000	0	0	0	500,000
TRSF TO ICC RESERVE / CIP	1,215,249	705,281	0	100,000	100,000	363,000
TRSF TO CITY OF IRVING	0	0	0	0	500,000	0
TOTAL TRANSFERS OUT	1,415,249	830,281	0	100,000	600,000	863,000
TOTAL EXPENDITURES	9,510,915	8,998,329	6,977,825	8,100,540	8,104,783	11,865,983
PERCENT CHANGE	-	-5.39%	-22.45%	16.09%	0.05%	46.41%
BEGINNING FUND BALANCE	3,748,152	2,705,326	2,340,187	1,265,206	2,191,415	1,461,399
REVENUES	8,468,089	8,633,190	6,829,053	7,500,000	7,374,767	12,826,811
EXPENDITURES	(9,510,915)	(8,998,329)	(6,977,825)	(8,100,540)	(8,104,783)	(11,865,983)
ENDING FUND BALANCE	2,705,326	2,340,187	2,191,415	664,666	1,461,399	2,422,227

IRVING CONVENTION AND VISITORS BUREAU
2021 - 2022 PROPOSED BUDGET
GENERAL FUND DEPARTMENTAL BUDGETS

ACCOUNT DESCRIPTION	FUNDED BY HOTEL TAX				FUNDED BY ARPA		
	FINANCE AND ADMINISTRATION	SALES AND SERVICES	MARKETING AND COMMUNICATIONS	CONVENTION CENTER	TOTAL HOT TAX BUDGET	ARPA BUDGET	TOTAL BUDGET
N1 - SALARIES							
SUPERVISION	411,033	179,383	180,018	0	770,434	0	770,434
EXEMPT	307,344	696,670	366,414	0	1,370,428	0	1,370,428
NON-EXEMPT	98,816	52,884	58,608	0	210,308	0	210,308
PART-TIME	0	0	0	0	0	19,400	19,400
OVERTIME	0	0	0	0	0	0	0
SPECIAL PAY	0	1,800	0	0	1,800	0	1,800
INCENTIVE PAY	22,402	23,489	13,780	0	59,671	0	59,671
ICVB INCENTIVE PAY	0	150,000	0	0	150,000	0	150,000
PAY PLAN	35,539	0	0	0	35,539	0	35,539
TOTAL SALARIES	839,595	1,104,226	618,820	0	2,598,180	19,400	2,617,580
N2 - BENEFITS							
LIFE INSURANCE	578	698	420	0	1,696	0	1,696
PPO INSURANCE	79,621	98,344	57,586	0	235,551	0	235,551
UNEMPLOYMENT TAXES	1,008	4,464	720	0	6,192	0	6,192
MEDICARE	11,849	15,868	8,773	0	36,490	0	36,490
TMRS	118,656	156,662	87,852	0	363,170	0	363,170
SBP	16,916	22,334	12,524	0	51,774	0	51,774
PARS 457	0	0	0	0	0	0	0
BENEFITS PLAN	6,415	0	0	0	6,415	0	6,415
TOTAL BENEFITS	228,628	298,370	167,875	0	701,288	0	701,288
N4 - SUPPLIES							
OFFICE SUPPLIES	1,800	950	950	0	3,700	0	3,700
POSTAGE	500	250	250	0	1,000	0	1,000
SUBSCRIPTIONS-PUBLICATIONS	4,025	0	1,270	0	5,295	21,493	26,788
TOTAL SUPPLIES	6,325	1,200	2,470	0	9,995	21,493	31,488
O1 - UTILITIES							
COMMUNICATIONS	9,500	10,600	6,000	0	26,100	0	26,100
TOTAL UTILITIES	9,500	10,600	6,000	0	26,100	0	26,100
O3 - OUTSIDE SERVICES							
PROFESSIONAL SERVICES	10,000	10,000	10,000	0	30,000	3,132,401	3,162,401
MARKETING/SALES RESOURCES	0	2,100	10,280	0	12,380	33,000	45,380
POSTAGE EQUIPMENT RENTAL	2,650	0	0	0	2,650	0	2,650
MEDIA ADVERTISING	0	0	0	0	0	560,000	560,000
PROPERTY MGMT SERVICES	0	0	0	0	0	1,395,000	1,395,000
FREIGHT	1,000	1,000	1,000	0	3,000	0	3,000
TOTAL OUTSIDE SERVICES	13,650	13,100	21,280	0	48,030	5,120,401	5,168,431

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ACCOUNT DESCRIPTION	FUNDED BY HOTEL TAX					FUNDED BY ARPA	
	FINANCE AND ADMINISTRATION	SALES AND SERVICES	MARKETING AND COMMUNICATIONS	CONVENTION CENTER	TOTAL HOT TAX BUDGET	ARPA BUDGET	TOTAL BUDGET
O4 - TRAVEL/TRAINING/DUES							
TRAVEL AND TRAINING	10,000	10,000	5,000	0	25,000	535,000	560,000
MILEAGE REIMBURSEMENT	500	1,500	500	0	2,500	0	2,500
MEMBERSHIP AND DUES	18,000	5,000	0	0	23,000	25,000	48,000
TOTAL TRAVEL/TRAINING/DUES	28,500	16,500	5,500	0	50,500	560,000	610,500
O5 - CLAIMS AND INSURANCE							
INSURANCE	58,307	0	0	79,738	138,045	0	138,045
TOTAL CLAIMS AND INSURANCE	58,307	0	0	79,738	138,045	0	138,045
O7 - MISCELLANEOUS EXPENSES							
ADM COST REIMBURSEMENT	0	0	0	0	0	215,898	215,898
CONVEN SERVICES MATERIALS	0	0	0	0	0	90,000	90,000
SPONSORSHIPS/PARTNERSHIPS	0	0	0	0	0	127,800	127,800
BUSINESS DEV INCENTIVE PROG	0	0	0	0	0	500,000	500,000
LOCAL PROGRAMS-PROMOTIONS	24,500	7,000	3,000	0	34,500	550,000	584,500
ICVB VOLUNTEER PROGRAM	0	0	0	0	0	5,000	5,000
TOTAL MISCELLANEOUS EXPENSES	24,500	7,000	3,000	0	34,500	1,488,698	1,523,198
P5 - TRANSFERS OUT							
TRSF TO ICVB RESERVE	500,000	0	0	0	500,000	0	500,000
TRSF TO ICC RESERVE / CIP	0	0	0	363,000	363,000	0	363,000
TRSF TO CITY OF IRVING	0	0	0	0	0	0	0
TOTAL TRANSFERS OUT	500,000	0	0	363,000	863,000	0	863,000
P1 - COMPUTERS / SOFTWARE	0	0	0	0	0	186,353	186,353
TOTAL	1,709,005	1,450,996	824,945	442,738	4,469,638	7,396,345	11,865,983
% OF TOTAL BUDGET	14.40%	12.23%	6.95%	3.73%	37.67%	62.33%	100.00%

IRVING CONVENTION AND VISITORS BUREAU
2021 - 2022 PROPOSED BUDGET
ACCOUNTS FUNDED BY ARPA

ACCOUNT DESCRIPTION	GENERAL FUND	ICC RESERVE / CIP FUND	TOTAL ARPA
N1 - SALARIES			
SUPERVISION	0	0	0
EXEMPT	0	0	0
NON-EXEMPT	0	0	0
PART-TIME	19,400	0	19,400
OVERTIME	0	0	0
SPECIAL PAY	0	0	0
INCENTIVE PAY	0	0	0
ICVB INCENTIVE PAY	0	0	0
TOTAL SALARIES	19,400	0	19,400
N2 - BENEFITS			
LIFE INSURANCE	0	0	0
PPO INSURANCE	0	0	0
UNEMPLOYMENT TAXES	0	0	0
MEDICARE	0	0	0
TMRS	0	0	0
SBP	0	0	0
PARS 457	0	0	0
TOTAL BENEFITS	0	0	0
N4 - SUPPLIES			
OFFICE SUPPLIES	0	0	0
SAFETY SUPPLIES	0	91,294	91,294
OTHER SUPPLIES	0	23,500	23,500
POSTAGE	0	0	0
SUBSCRIPTIONS-PUBLICATIONS	21,493	0	21,493
TOTAL SUPPLIES	21,493	114,794	136,287
O1 - UTILITIES			
COMMUNICATIONS	0	0	0
TOTAL UTILITIES	0	0	0

ACCOUNT DESCRIPTION	GENERAL FUND	ICC RESERVE / CIP FUND	TOTAL ARPA
O3 - OUTSIDE SERVICES			
PROFESSIONAL SERVICES	3,132,401	252,000	3,384,401
MARKETING/SALES RESOURCES	33,000	0	33,000
POSTAGE EQUIPMENT RENTAL	0	0	0
MEDIA ADVERTISING	560,000	0	560,000
PROPERTY MGMT SERVICES	1,395,000	0	1,395,000
LANDSCAPE MAINTENANCE	0	100,000	100,000
TOTAL OUTSIDE SERVICES	5,120,401	352,000	5,472,401
O4 - TRAVEL/TRAINING/DUES			
TRAVEL AND TRAINING	535,000	35,000	570,000
MILEAGE REIMBURSEMENT	0	0	0
MEMBERSHIP AND DUES	25,000	0	25,000
TOTAL TRAVEL/TRAINING/DUES	560,000	35,000	595,000
O5 - CLAIMS AND INSURANCE			
INSURANCE	0	0	0
TOTAL CLAIMS AND INSURANCE	0	0	0
O7 - MISCELLANEOUS EXPENSES			
ADM COST REIMBURSEMENT	215,898	0	215,898
CONVEN SERVICES MATERIALS	90,000	0	90,000
SPONSORSHIPS/PARTNERSHIPS	127,800	0	127,800
BUSINESS DEV INCENTIVE PROG	500,000	0	500,000
LOCAL PROGRAMS-PROMOTIONS	550,000	0	550,000
ICVB VOLUNTEER PROGRAM	5,000	0	5,000
TOTAL MISCELLANEOUS EXPENSES	1,488,698	0	1,488,698
P1 - CAPITAL EXPENDITURES			
COMPUTERS / SOFTWARE	186,353	1,551,873	1,738,226
STREETSCAPING	0	25,000	25,000
MOTOR VEHICLES	0	150,000	150,000
BUILDINGS	0	650,000	650,000
TOTAL CAPITAL EXPENDITURES	186,353	2,376,873	2,563,226
TOTAL	7,396,345	2,878,667	10,275,012
% OF TOTAL ARPA BUDGET	71.98%	28.02%	100.00%

**IRVING CONVENTION AND VISITORS BUREAU
2021 - 2022 PROPOSED BUDGET
RESERVE FUND**

ACCOUNT DESCRIPTION	17-18 ACTUALS	18-19 ACTUALS	19-20 ACTUALS	20-21 BUDGET	20-21 PROJECTED ACTUALS	21-22 PROPOSED BUDGET
REVENUE						
INVESTMENT INCOME	15,327	26,786	10,500	0	0	500
TRANSFERS FROM ICVB GENERAL	200,000	125,000	0	0	0	500,000
TOTAL REVENUE	215,327	151,786	10,500	0	0	500,500
EXPENDITURES						
TRANSFERS TO ICVB GENERAL	0	0	1,307,800	0	0	0
TOTAL EXPENDITURES	0	0	1,307,800	0	0	0
BEGINNING FUND BALANCE	930,897	1,146,224	1,298,010	710	710	710
REVENUES	215,327	151,786	10,500	0	0	500,500
EXPENDITURES	0	0	(1,307,800)	0	0	0
ENDING FUND BALANCE	1,146,224	1,298,010	710	710	710	501,210

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IRVING CONVENTION AND VISITORS BUREAU
2021 - 2022 PROPOSED BUDGET
COMPUTER REPLACEMENT FUND

ACCOUNT DESCRIPTION	17-18 ACTUALS	18-19 ACTUALS	19-20 ACTUALS	20-21 BUDGET	20-21 PROJECTED ACTUALS	21-22 PROPOSED BUDGET
REVENUE						
INVESTMENT INCOME	4,177	6,305	2,040	0	0	0
TOTAL REVENUE	4,177	6,305	2,040	0	0	0
EXPENDITURES						
COMPUTERS AND EQUIPMENT	0	37,955	0	0	0	0
TRANSFERS TO ICVB GENERAL	0	0	245,600			
TOTAL EXPENDITURES	0	37,955	245,600	0	0	0

BEGINNING FUND BALANCE	271,240	275,417	243,767	207	207	207
REVENUES	4,177	6,305	2,040	0	0	0
EXPENDITURES	0	(37,955)	(245,600)	0	0	0
ENDING FUND BALANCE	275,417	243,767	207	207	207	207

IRVING CONVENTION AND VISITORS BUREAU
2021 - 2022 PROPOSED BUDGET
IRVING CONVENTION CENTER RESERVE / CIP FUND

ACCOUNT DESCRIPTION	17-18 ACTUALS	18-19 ACTUALS	19-20 ACTUALS	20-21 BUDGET	20-21 PROJECTED ACTUALS	21-22 PROPOSED BUDGET
REVENUE						
INVESTMENT INCOME	19,298	37,598	11,889	2,000	125	500
MISCELLANEOUS						
ICC HOTEL PARKING GARAGE	0	0	288,750	250,000	259,500	264,000
MISCELLANEOUS	32,444	0	0	0	0	0
RECEIPTS FROM ASM GLOBAL	0	0	0	675,000	675,000	1,000,000
TOTAL MISCELLANEOUS	32,444	0	288,750	925,000	934,500	1,264,000
TRANSFERS IN						
RECEIPTS FROM ARPA	0	0	0	0	326,465	2,878,667
TRSF FROM ICVB GENERAL	1,215,249	705,281	0	100,000	100,000	363,000
TRANSFERS FROM ICVB GENERAL	1,215,249	705,281	0	100,000	426,465	3,241,667
TOTAL REVENUE	1,266,991	742,879	300,639	1,027,000	1,361,090	4,506,167
EXPENDITURES						
SUPPLIES	0	0	0	0	26,065	114,794
BUILDING MAINTENANCE	0	0	288,750	250,000	1,034,500	264,000
OUTSIDE SERVICES	0	0	0	0	120,400	352,000
TRAVEL - TRAINING	0	0	0	0	5,000	35,000
CAPITAL	727,218	972,322	1,140,336	775,000	125,000	2,376,873
TRANSFERS TO ICVB GENERAL	0	0	298,000	0	0	0
TOTAL EXPENDITURES	727,218	972,322	1,727,086	1,025,000	1,310,965	3,142,667
BEGINNING FUND BALANCE	1,177,758	1,717,531	1,488,088	61,641	61,641	111,766
REVENUES	1,266,991	742,879	300,639	1,027,000	1,361,090	4,506,167
EXPENDITURES	(727,218)	(972,322)	(1,727,086)	(1,025,000)	(1,310,965)	(3,142,667)
ENDING FUND BALANCE	1,717,531	1,488,088	61,641	63,641	111,766	1,475,266

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Finance & Administration Department

DIRECTIVES

To position the Irving Convention & Visitors Bureau as a financially responsible organization, providing internal departments and the Board of Directors with the support services needed to operate efficiently, and to support visitor needs and inquiries through customer service. Provide support to the Board's Executive Committee, and Board and Business Development Committee.

INITIATIVES & STRATEGIES

ACCOUNTING AND BUDGET

- Maintain sound accounting practices that conform with Governmental Accounting Standards Board (GASB) reporting requirements.
- Ensure cost-effectiveness through competitive bidding processes with vendors.
- Create and monitor the Bureau's annual budget.
- Maintain adequate cash flows and ensure sufficient liquidity to meet financial obligations, as hotel tax revenues allow.

REQUESTED ARPA EXPENDITURES

- Engage consultant for Hotel Tax Projection Study.

ADMINISTRATION/BOARD SUPPORT

- Enforce policies and procedures that conform with City of Irving guidelines.
- Provide support and communicate to Board of Directors.
- Maintain Accreditation through Destinations International.
- Update and maintain the board portal
- Provide visitor information in a timely manner as requested through Visit Irving website and calls.

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INITIATIVES & STRATEGIES / ADMINISTRATION *(continued)*

- Provide excellent customer service to both internal and external customers.

REQUESTED ARPA EXPENDITURES

- Increase employee satisfaction and engagement through programs that demonstrate appreciation of staff and provide professional development opportunities.
- Finalize the volunteer-driven visitor information center pilot program, operating from the convention center lobby Saturdays and Sundays, as recovery continues.
- Provide staff training for: organizational leadership; diversity equity and inclusion; and team rebuilding.

TECHNOLOGY

- Research technology improvements and related costs and provide recommendations regarding efficiency and upgrades for assigned area for an updated technology plan.
- Provide technical support to end users and establish standardization of computer hardware and software.
- Plan and support connection to the City VPN environment and Irving CVB environment.
- Develop and manage departmental budget.
- Provide management and technical direction to the ICSV and Convention Center to implement technical goals and management objectives.
- Re-establish the Computer Replacement Fund, as hotel tax revenues allow.

REQUESTED ARPA EXPENDITURES

- Implement security and cyber-security measures with strategic solutions to ensure integrity and safety of systems; identify security vulnerabilities and eliminate them by taking appropriate action. LAN and support connection to the City VPN environment and Irving CVB environment.
- Support the efficiency and effectiveness of staff through use of new technologies, while maintaining a secure operating environment.



ICVB FY 2021-22 TRAVEL DETAIL - REQUESTED ARPA EXPENDITURES

Finance & Administration Department

Description
ASAE
Certified Meeting Planners Conference
CVB Leadership Training in Challenging Times
Destinations International - Visitor Services Summit
Destinations International - Annual Convention
Destinations International - CEO Summit
Destinations International - Advocacy Summit
Destinations International - CDME Board Meetings
Destinations International - DMAP Board Meeting
Destinations International - Destinations Showcase
Destinations International - Finance & Technology Forum
GFOAT Conference
Professional Convention Management Association - Annual Meeting
Sales Calls
Simpleview Summit
Texas Society of Association Executives
Texas Travel Industry Association Unity Dinner/Converge on the Capital
Tyler Connect
US Travel Association - Destination Capitol Hill
Additional Travel



Destination Sales & Services Department

DIRECTIVES

To position Irving as a preferred destination for meetings and conventions of corporations, associations and specialty markets (including Sports, Entertainment, Social, Military, Religious, Ethnic, Educational, Fraternal and Government); to position Irving as a preferred destination for corporate transient travel; to position Irving as a preferred destination for leisure travel, either group or transient; to position Texas and Dallas/Fort Worth as a vital part of the US travel experience; and to achieve the highest levels of customer satisfaction. Provide support to the Board's Destination Development Committee.

INITIATIVES & STRATEGIES

OVERALL

- Increase total room night bookings over 2020-2021 results, with focus on recovering key market segments: weekday and weekend group business, summer, and holiday business; continued focus on local and regional meeting planners as requested by the hotel community, and markets impacted by the Toyota Music Factory development.
- With no funds in BizDIP, highlight other complimentary services that the Irving CVB can offer to assist hotels in booking business.
- Capitalize on Global Biorisk Advisory Council Certification (GBAC) and ASM Global VenueShield as key selling benefits.
- Work closely with all Irving hotel sales teams on coordinated sales efforts. Review business lost or cancelled due to Covid19 and target rebooking as soon as possible.
- Continue to build and enhance relationships with meeting resource companies, with emphasis on HelmsBriscoe, ConferenceDirect, Experient and Premier Global.
- Utilize Texas Events Trust Fund for sporting and other eligible events that generate weekend room nights as well as partnering with Drive Nation venue on events, as well as utilizing the venue for Irving CVB-initiated sporting events.
- With ICVB Marketing, engage Irving hoteliers with ICVB programs.

REQUESTED ARPA EXPENDITURES

- Host Texas Society of Association Executives Annual Meeting in September 2022.
- Prioritize the BizDIP program's limited resources, with short term, in the year business as the first priority.
- Contract with an independent sales manager to provide supplemental sales resources to Irving hotels on project- and market-specific needs.

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INITIATIVES & STRATEGIES *(continued)*

OVERALL (CONTINUED)

- Continue to work with the City of Irving Economic Development Strategic Plan, targeting trade meetings, conventions and events of desired clusters as well as utilizing partnerships with the Irving-Las Colinas Chamber of Commerce, TIF, DART and DCURD to generate new and incremental business opportunities for Irving.
- Continue one-on-one relationship building initiative with Irving hotels as well as continuing to host quarterly or semi-annual Destination Forum events (formerly Meet the Bureau) to engage and educate hospitality partners.
- Contract with database specialist and various data sources to provide best and most informed sales targets.

ASSOCIATION MARKET – STATE & NATIONAL

- Partner with hotels to cohost site inspections for state association and third-party planners from drive markets to familiarize regional customers with the Toyota Music Factory, Westin Headquarter Hotel, Texican Court, Water Street and development in Irving.
- Solicit City of Irving and other community contacts to help identify new prospects for association meetings and conventions.

REQUESTED ARPA EXPENDITURES

- Participate in a select few but highly valuable industry trade shows such as the Texas Society of Association Executives, Connect Texas, HelmsBriscoe and Meeting Professionals International, with constant evaluation of results and new opportunities, identifying options for Irving industry partners' participation where applicable.
- Conduct familiarization tours with Austin and Association markets.
- Stage a local association blitz.
- Conduct Austin market sales calls and client events at least quarterly.

CORPORATE/GOVERNMENT MARKET

- Concentrate on short-term business, Covid19 rebookings and need periods by dedicating resources to top producing and high-potential sub-segments. Leverage short-term opportunities.
- Protect and defend Irving's market share with key local accounts by involving targeted community leaders as needed; solicit City of Irving and other community contacts to help identify new prospects for meetings and conventions.
- Continue to orient corporate users to DART Orange Line access.

REQUESTED ARPA EXPENDITURES

- Host a local customer event capitalizing on significant in market events, such as the Live Nation Pavilion at Toyota Music Factory, as schedules and budget allow.
- Stage a DFW blitz in cooperation with the Irving Convention Center.
- Attend market-specific trade shows such as Meeting Professionals International-WEC, Conference Direct and HelmsBriscoe.

SMERF, GROUP TOURS, SPORTS & ENTERTAINMENT MARKETS

- Capitalize on the Toyota Music Factory to attract new concert production groups and group tour business, especially with musical interests for weekends and summer.
- Retain Cowboys, Texas Rangers and stadium-related group business.
- Concentrate on SMERF/sports business that is appropriate for the Irving Convention Center, Drive Nation and/or Irving's hotels.
- Continue the focused and hard push to religious planners who attended RCMA in Irving in 2019.
- Capitalize on large city-wide sporting events throughout the market that can create compression for Irving.
- Capitalize on e-sports events throughout the DFW market that can generate room nights or create compression for Irving.

REQUESTED ARPA EXPENDITURES

- Attend market-specific tradeshow such as RCMA, E-Sports Summit and Connect Sports



CONVENTION CENTER

- Emphasize the value of the facility and encourage customers with qualified business to consider Irving as a future meeting and exhibit destination.
- Enhance existing database of customers with meeting, trade show and event prospects whose needs match the convention center.
- Focus on sales to planners of sporting and e-sports events that can be housed in the convention center's exhibit space.
- Continue to assess the deployment of ICVB Sales and Services team to effectively book and provide services to meetings/events in the facility.
- Continue to educate consumer event organizers on DART Orange Line opportunities.
- Capitalize on "citywide" groups that require an adjacent headquarter hotel, as well as multiple other hotels.

REQUESTED ARPA EXPENDITURES

- Utilize BizDIP, Texas Events Trust Fund and rebates paid by hotels to help offset convention center rental for groups.



ICVB FY 2021-22 TRAVEL DETAIL - REQUESTED ARPA EXPENDITURES

Destination Sales & Services Department

Description
Austin Sales Calls
Conference Direct – Annual Partner Meeting
Connect Texas
Cvent Connect
E-Sports Travel Summit
HelmsBriscoe – Annual Business Conference
Meeting Professionals International – World Education Congress
Sports ETA (Formerly NASC)
Religious Conference Management Association
Northstar Travel Group - Destination Texas
Sales Blitzes
Southwest Showcase
Texas Society of Association Executives - Annual Meeting
Additional Travel



Marketing & Communications Department

MARKETING

DIRECTIVES

To position Irving and the Irving Convention Center to all target markets in a manner that is consistent, appropriate and effective; to develop programming, messaging and campaigns that create awareness and positive perceptions of Irving as a destination; to position Irving as a preferred destination for meetings and conventions, corporate transient, and leisure travelers.

To serve as a trusted source of local information to all markets, stakeholders, partners and the community during critical periods; to develop programming, messaging and campaigns that lead Irving's travel industry through recovery; to amplify awareness and communicate safety measures that ensure peace-of-mind for Irving visitors; and to achieve the highest levels of customer service.

INITIATIVES & STRATEGIES

Strive to continue the same level of marketing, public relations and lead-generating effectiveness within highly constrained budget parameters. Serve as a trusted source of information and communicate messaging tailored to visitor safety and peace-of-mind. Continuously monitor and adjust messaging and tactics to adapt to fluid circumstances.

ADVERTISING PROGRAM

- Further extend the limited reach of traditional advertising through public relations and social media initiatives to generate positive destination coverage, thereby increasing awareness of Irving.

REQUESTED ARPA EXPENDITURES

- Renew contract with lead generator CVENT.
- Prioritize resources to the greatest market needs and stretch resources by extending digital reach in traditional media outlets.
- Continue a stronger presence in the digital market, while keeping print primarily in industry publications, such as trade show dailies and annual planning guides.
- Focus leisure placement on key feeder markets such as Austin and Houston.
- Continue with the music-inspired safe meetings/safe stay ad campaign to effectively target the meetings and niche markets, as well as non-corporate ad exposure.
- Continue a heavy focus on retargeting efforts.
- To further promote weekend stays, provide a consumer/leisure market platform on irvingtexas.com for the Toyota Music Factory, incorporating all Irving music venues throughout the city including but not limited to the Irving Arts Center, 222 Main Stage, Southern Junction, The Ranch at Las Colinas, etc.
- Continue to pursue value-added opportunities with media buys.

Continued on the next page >

MARKETING COLLATERAL

REQUESTED ARPA EXPENDITURES

- Provide a variety of marketing collateral in printed and digital formats, including visitor guides, sales one-sheets, hotel quick reference guides, convention center collateral, sports market collateral, convention services materials, and others. (Additional funding is needed for the creation of all new marketing collateral, even in digital formats.)

NEW CLIENT ACQUISITION

- Utilize messaging and campaigns tailored to safety as an opportunity to market to new clients.
- Continue to use the entertainment district including the Westin headquarter hotel, the Texican Court, as well as existing Urban Center hotels, and Water Street as an opportunity to re-market to previous “lost business” clients.

REQUESTED ARPA EXPENDITURES

- Continue to develop lead generation opportunities targeted at acquiring top prospects as clients, with a primary focus on group weekend and weekday business, followed by business and leisure travelers.
- Engage search engine marketing (SEM) programs to increase the number of requests for proposals, as well as room nights booked by individual business travelers.
- Execute fully integrated meetings campaigns that target specific markets to generate long-term hotel and convention center meeting-sales leads.
- Engage in marketing automation to frequently engage meeting planner prospects.
- Execute fully integrated leisure market micro-campaigns that exploit existing demand to increase room nights.
- Continue staycation and vacation campaigns to drive immediate leisure visitation and hotel bookings.
- Execute a hotel remarketing campaign to capture qualified audiences and drive direct hotel bookings.

- Continue online travel agency (OTA) campaigns in partnership with Expedia and Priceline to drive direct hotel bookings.
- Seek additional lead generation programs to target specific market segments through advertising buys and third-party agreements as budget allows.
- Optimize marketing investment in existing lead generating platforms.
- Utilize retargeting opportunities through partnerships with Multiview and MPI to capture meeting planner interest.

DIGITAL MARKETING PROGRAMS

- Continue to develop the bureau’s digital marketing initiatives to continue to focus on lead generating activities for the group segment, as well as capitalizing on leisure demand for the drive market.
- Continue to improve marketing analytics reporting to measure key distribution channels including the impact of marketing and advertising performance, lead generation, return on advertising spend, social media outcomes, and website traffic.
- Continue to build the bureau’s proprietary database of opt-in contacts, utilize database access available through advertising partners and improve electronic distribution of data to industry partners.

REQUESTED ARPA EXPENDITURES

- Continue to utilize a robust search engine optimization (SEO) program to engage visitors, drive traffic to both websites, and optimization for lead generation.
- Continually update the Visit Irving and Irving Convention Center websites to reflect appropriate messaging, including communication of important and urgent information related to COVID-19, safety protocols to ensure peace-of-mind, messaging to promote drive-market leisure business, and meetings focused messaging that highlights the ICVB’s complimentary services.
- Continue to leverage the Threshold360 location visualization platform that provides 360° virtual experiences of Irving’s hotels, restaurants, and destination attractions as well as location mapping.

- Continue to retool the CVB's search engine marketing (SEM) to increase website traffic to both websites, improve the lead generating capabilities of the existing meetings-focused campaigns and appeal to drive markets for staycations.
- Retool the ICVB's promotional videos to expand the ICVB's video distribution strategy to increase Irving's visibility through various digital media channels.
- Expand the ICVB's automated email marketing strategy for lead prospecting, client and partner communications, and visitor engagement.
- Utilize user-generated content from social media platforms on the websites and in digital marketing programming through the CrowdRiff platform.
- Launch an app to engage visitors and provide exposure for local restaurant and entertainment options.
- Optimize the Visit Irving website to increase long-term meetings-sales leads and short-term hotel bookings.
- Merge the Visit Irving and Irving Convention Center websites and refresh all content to increase traffic, search engine ranking and awareness, generate meeting-sales leads and hotel bookings, and improve the user experience.
- Contract with a digital content creator to supplement in-house content production resources and provide project resources to Irving hotels.
- Launch a digital asset management platform to efficiently store, organize, and share assets including images, documents, and video.

CONTENT MARKETING

- Continue the ICVB's content strategy by producing in-house blog and website content to increase traffic to the Visit Irving website and engage visitors by promoting restaurants, attractions, and tourism-related entities to the local drive market.

REQUESTED ARPA EXPENDITURES

- Reinstate the ICVB's content strategy by utilizing local content writers and influencers to generate blog and website content to increase traffic to the Visit Irving website and engage visitors by promoting restaurants, attractions, and tourism-related entities to the local drive market.
- Continue content promotion campaigns to provide exposure to local businesses including restaurants, attractions, and other tourism-related entities.

COOPERATIVE EFFORTS

- Continue cooperative efforts with the Irving Arts Center, the Toyota Music Factory, Irving hotels, and the Irving Museum and Archives.
- Use inquiries for more frequent and specific message follow-up through a variety of customer-directed mediums.
- With Irving Arts & Culture, pursue Texas Music Friendly Community designation.

REQUESTED ARPA EXPENDITURES

- Participate in partnerships with state and area CVBs in cooperative advertising campaigns. Supplement this partnership with Irving-specific ad buys and marketing programs to capitalize on new destination messaging.

RESEARCH PROGRAMS

- Continue to engage in Visitor Insights for destination marketing, which aggregates data from multiple data sources and provides a holistic perspective to better measure the value of the ICVB's marketing activities and evaluate the marketing investments that drive the highest return.
- Survey hotel partners to best identify current and projected needs, and utilize the data collected to develop short-term programming and long-term strategies.

REQUESTED ARPA EXPENDITURES

- Utilize research programs to identify economic impact and traveler profiles for Irving visitors, in order to effectively make decisions regarding the advertising buy, sales efforts and other initiatives.
- Utilize research programs to identify economic impact and traveler profiles for convention center events, in order to effectively make decisions regarding the advertising buy, sales efforts and other initiatives.
- Brand assessment, study and update to reposition Irving internally and externally

COMMUNICATIONS – EXTERNAL AUDIENCES –

DIRECTIVES

To promote and create awareness of Irving as a destination directly to all aspects of the media, including trade, lifestyle and business, and indirectly to business and leisure travelers; and to achieve the highest levels of customer satisfaction.

INITIATIVES & STRATEGIES

Utilize public relations efforts to promote Irving as a meeting and visitor destination at local, regional and national levels, support ICVB and Irving Convention Center sales efforts, and best leverage advertising.

OVERALL

- Use unique Irving and area events and assets (convention center events, Toyota Music Factory events, Westin, Texican Court and other Urban Center hotels as they relate to the Irving Convention Center; major hotel renovations/openings, etc.) to showcase the city in targeted media visits/events, releases, social media pushes and calendar of event listings.

EARNED MEDIA

- Utilize large public-interest Irving events to generate regional coverage in key feeder markets. .

- Utilize key convention center events to keep the building's awareness at a high level.
- Promote the rollout of an app designed to engage visitors and provide exposure for local restaurant and entertainment options.
- Provide messaging and media outreach when and where appropriate on COVID-related safety protocols in place for visitors to Irving.
- Capitalize on Global Biorisk Advisory Council Certification (GBAC) and ASM Global VenueShield as key marketing benefits for safe meetings at the Irving Convention Center.

REQUESTED ARPA EXPENDITURES

- Utilize public relations firm to drive additional exposure for high-profile events and visitor related openings to attract national media, specialty network and blogger coverage.
- Host individual travel journalists/bloggers/influencers on specific assignments for site visits.
- Host local influencers to help promote the rollout of an app designed to engage visitors and provide exposure for local restaurant and entertainment options.
- Conduct press tours (independently and/or in conjunction with local or state partners) targeting key media market segments for editorial coverage.
- Host press visits in conjunction with Toyota Music Factory and events of note.
- Host an Irving media event at the SXSW 2022 Music Festival in Austin to promote and raise awareness of the live music opportunities at the Toyota Music Factory and various locations in Irving.

SOCIAL MEDIA

- Continue to strengthen media and public outreach for both the destination and convention center through social media outlets including Facebook, Twitter, Instagram, and LinkedIn by providing engaging content of specific interest to followers.
- Hold contests, giveaways and sweepstakes to build followings and generate destination event awareness.
- Utilize user-generated content from social media platforms on the websites and in digital marketing programming through the CrowdRiff platform.

REQUESTED ARPA EXPENDITURES

- Utilize social media influencers to generate new content and expand the visibility of the CVB and convention center's social media outlets.
- Increase engagement and awareness using boosted social media posts.
- Hold a social media activation at the SXSW 2022 Music Festival in Austin to promote and raise awareness of the live music opportunities at the Toyota Music Factory and various locations in Irving.

COOPERATIVE/PROMOTIONAL CONVENTION SERVICES/CLIENT RETENTION

- Work with convention center clients on event-specific social and traditional media relations efforts for attendance building.
- Work with customer groups to promote their meetings and conferences to generate attendance and garner media coverage; continue to work closely with the ICVB and ICC Sales and Services staffs to identify such opportunities.

COOPERATIVE/PROMOTIONAL EFFORTS

- Work in close partnership with ARK, Live Nation, Toyota Music Factory and Water Street tenants to promote key events to top leisure markets.
- Collaborate with all of Irving's destination partners to promote their venues and events to increase occupancy/business/attendance/awareness, and to secure media coverage.
- Work with planners on safety and sanitation messaging as needed.

REQUESTED ARPA EXPENDITURES

- Participate in outbound missions/blitzes, independently or in conjunction with regional partners, Texas state tourism department, hotels or destination partners.

COMMUNICATIONS – INTERNAL AUDIENCES –

DIRECTIVES

To promote the importance, value and impact of the hospitality industry and the role of the Convention and Visitors Bureau and Irving Convention Center at Las Colinas to the local community; to represent the Bureau and the city as the local liaison to various community and industry organizations and efforts; and to achieve the highest levels of customer satisfaction. Provide support for the Board Community Engagement Committee.

INITIATIVES & STRATEGIES

Gain public awareness and support for ICVB efforts and the convention center, particularly as they relate to securing additional sources of revenue via presentations, forums, and updates to the local and hospitality communities.

OVERALL

- Capitalize on community and local media opportunities and outlets for discussions, features and profiles.
- Utilize public relations/social media efforts to generate greater awareness of Irving CVB activities in "selling" Irving, such as press releases and photo submissions targeted toward local media regarding bureau activities.

COMMUNITY/INDUSTRY OUTREACH

- Utilize social media platforms to help generate awareness of key events, initiatives, and activities.
- Continue to expand blog postings to support local restaurants, hotels, and other businesses.
- Provide internal social media training so ICVB and ICC staff members can contribute to the numerous platforms and blogs.
- Continue to support and grow the Irving High Spirited Citizens Awards program.
- Utilize National Travel and Tourism Week to promote the economic importance of the hospitality industry to elected officials and the local community.
- Leverage Board Community Engagement Committee for greater outreach into the community.
- Provide outreach to local media on a regular basis; aid local media with segments, remotes and promotions in Irving when appropriate.
- Provide educational media opportunities for destination partners on basic public relations efforts, including primers on generating media coverage, navigating social media and promotional opportunities available through the bureau.
- Continue Irving ISD Partners in Education Program with Thomas Haley Elementary School.
- With ICVB Sales, engage Irving hoteliers with ICVB programming.

REQUESTED ARPA EXPENDITURES

- Develop TPID marketing materials and presentations.
- Develop plans to recognize the Irving Hospitality Industry's 50th Anniversary in November 2022.

COOPERATIVE EFFORTS

- Support City of Irving events and activities through traditional and social media initiatives.
- Continue to advance cooperative partnerships with the Irving Economic Development Partnership, Irving-Las Colinas Chamber of Commerce, Irving Arts & Culture, City of Irving Communications, The Las Colinas Association, DART and other community organizations where appropriate and relevant.

REQUESTED ARPA EXPENDITURES

- Pending the outcome of a possible brand study, either continue to incorporate the city-wide "We've Got It All. Together." campaign elements into printed and digital collateral, websites, promotional material, etc. as appropriate, or implement new positioning across all. Additional funding is needed for most print collateral.

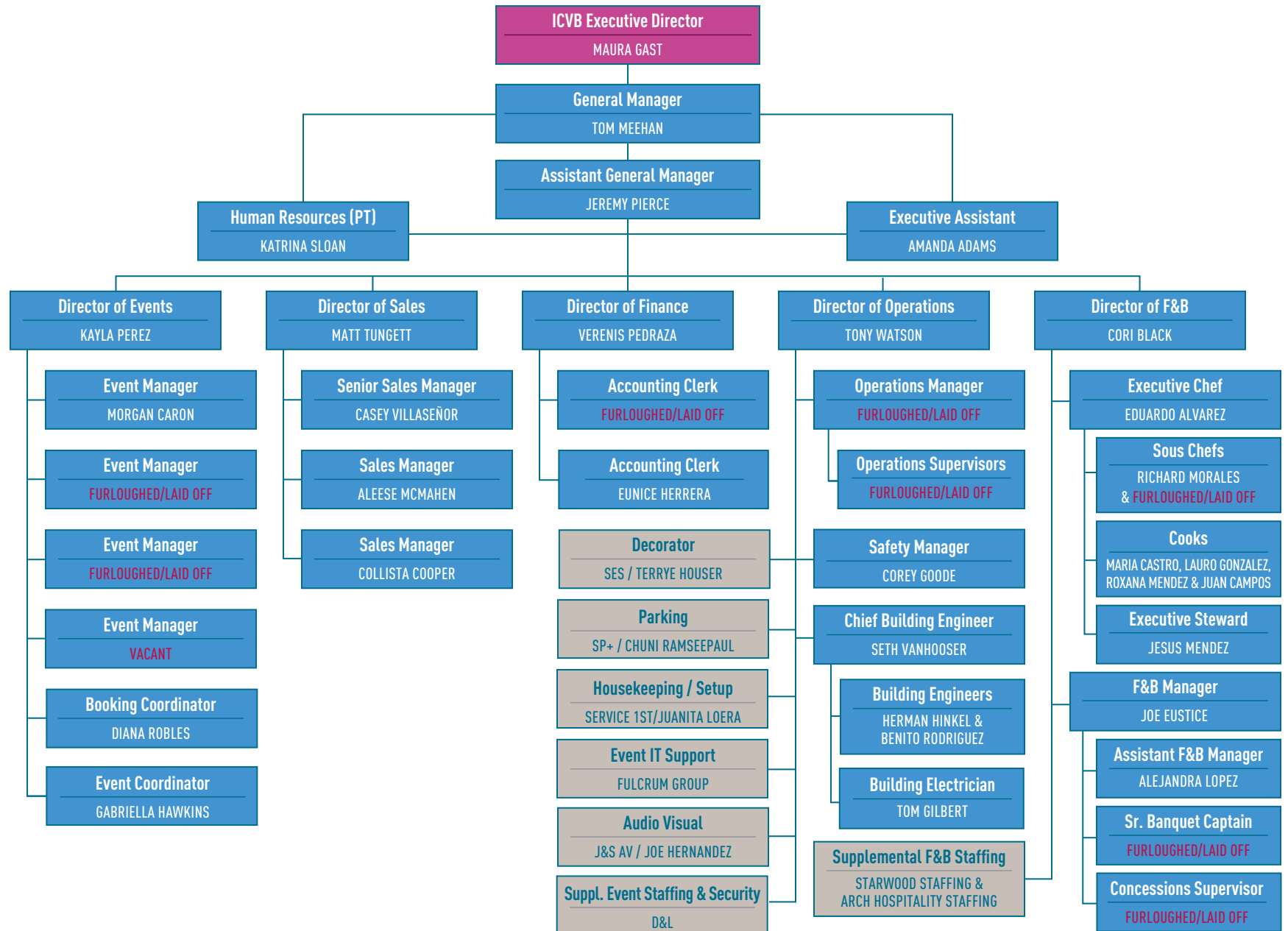
ICVB FY 2021-22 TRAVEL DETAIL - REQUESTED ARPA EXPENDITURES

Marketing & Communications Department

Description
Destinations International – Annual Convention
Destinations International - Marketing Innovation Summit
eTourism Summit
Hospitality Sales & Marketing Association International – Digital Marketing Conference / Adrian Awards
Media Missions
Simpleview Summit
SXSW 2022
Travel Media Showcase
Texas Travel Industry Association Travel Summit
Texas Travel Industry Association Unity Dinner
Additional Travel



Irving Convention Center Organizational Chart



Irving Convention Center Fiscal Year Performance History

	2016	2017	2018	2019	2020	Total Since 2011*	5-Year Average
Attendance	262,155	248,404	270,178	264,835	109,179	2,190,340	230,950
Event Days	429	376	406	419	237	3,843	373
Events	320	244	270	241	138	2,559	243

EVENT CATEGORIES:

Assemblies	16,891	18,225	19,670	13,224	8,155	175,772	15,233
	18	17	14	14	12	195	15
Banquets	27,243	22,678	22,513	18,150	13,455	286,810	20,808
	50	51	44	45	29	560	44
Consumer/Public	70,001	62,411	94,217	65,609	30,921	699,584	64,632
	62	43	57	66	33	507	52
Concerts	3,800	0	2,500	50	0	8,050	1,270
	3	0	1	1	0	8	1
Conventions	62,204	83,573	54,484	84,923	10,334	419,361	59,104
	27	40	39	58	15	298	36
Meetings	49,220	41,080	58,178	61,218	34,818	415,908	48,903
	181	156	190	164	116	1,552	161
Sports	19,950	10,750	11,860	9,515	7,720	130,660	11,959
	24	14	16	14	8	169	15
Trade Shows	11,500	8,265	5,270	9,462	2,975	80,448	7,494
	25	19	17	27	10	220	20
Other	16	235	584	1,727	65	5,004	525
	1	3	6	3	3	85	3
ICVB	1,130	1,187	909	957	736	12,441	984
	38	31	21	27	12	257	26

*Total since the facility opened in January 2011

Irving Convention Center Budget Forecast

ASM GLOBAL - IRVING CONVENTION CENTER
OCTOBER 1, 2021 TO SEPTEMBER 30, 2022
Lead Income Statement - Monthly FY 2022

	October	November	December	January	February	March	April	May	June	July	August	September	Total
Event Income													
Direct Event Income													
Rental Income	75,000	65,000	20,000	45,000	60,000	75,000	100,000	50,000	100,000	75,000	110,000	65,000	840,000
Service Income	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	480,000
Service Expenses	(15,000)	(15,000)	(15,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(225,000)
Total Direct Event Income	100,000	90,000	45,000	65,000	80,000	95,000	120,000	70,000	120,000	95,000	130,000	85,000	1,095,000
Ancillary Income													
F & B Concessions	15,000	6,500	7,500	10,000	20,000	19,000	10,000	5,000	5,500	5,000	5,500	8,250	117,250
F & B Catering	225,000	175,000	150,000	100,000	100,000	75,000	100,000	125,000	200,000	75,000	50,000	225,000	1,600,000
Parking: Self Parking	20,000	12,000	10,000	20,000	16,500	30,000	10,000	20,090	10,000	14,400	25,604	23,680	212,274
Electrical Services	5,000	5,000	5,500	7,500	15,000	30,000	10,000	3,500	10,000	750	3,000	3,000	98,250
Audio Visual	-	-	-	-	-	-	-	-	-	-	-	-	-
Internet Services	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Ancillary Income	265,000	198,500	173,000	137,500	151,500	154,000	130,000	153,590	225,500	95,150	84,104	259,930	2,027,774
Total Event Income	365,000	288,500	218,000	202,500	231,500	249,000	250,000	223,590	345,500	190,150	214,104	344,930	3,122,774
Other Operating Income	40,000	45,000	40,000	45,000	40,000	45,000	40,000	45,000	45,000	45,000	45,000	45,000	520,000
Adjusted Gross Income	405,000	333,500	258,000	247,500	271,500	294,000	290,000	268,590	390,500	235,150	259,104	389,930	3,642,774
Operating Expenses													
Employee Salaries and Wages	216,502	215,879	215,879	215,879	215,879	215,879	215,879	215,879	215,879	215,879	215,879	215,879	2,591,168
Benefits	65,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000	865,000
Less: Event Labor Allocations	(65,000)	(65,000)	(65,000)	(65,000)	(65,000)	(65,000)	(65,000)	(65,000)	(65,000)	(65,000)	(65,000)	(65,000)	(780,000)
Net Employee Wages and Benefits	216,502	215,879	215,879	215,879	215,879	215,879	215,879	215,879	215,879	215,879	215,879	215,879	2,676,168
Contracted Services	41,000	41,000	41,000	41,000	41,000	41,000	41,000	41,000	41,000	41,000	41,000	42,743	493,743
General and Administrative	20,000	20,000	20,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	55,000	315,000
Operations	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	300,000
Repair & Maintenance	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	360,000
Supplies	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	60,000
Insurance	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	96,000
Utilities	38,000	38,000	38,000	38,000	38,000	38,000	38,000	38,000	38,000	38,000	38,000	38,000	456,000
Other	-	-	-	-	-	-	0	-	-	-	-	-	0
SMG Management Fees	28,250	25,325	24,125	21,750	22,250	20,950	21,750	22,750	26,525	20,250	19,025	27,913	280,863
Total Operating Expenses	411,752	408,204	407,004	409,629	410,129	408,829	409,629	410,629	414,404	408,129	406,904	532,534	5,037,774
Net Income (Loss) From Operations	(6,752)	(74,704)	(149,004)	(162,129)	(138,629)	(114,829)	(119,629)	(142,039)	(23,904)	(172,979)	(147,800)	(142,604)	(1,395,000)



Irving Convention Center Travel Detail

ICC FY 2021-2022 TRAVEL DETAIL - BUDGETED

Consolidated Departments

Event
IAEE Expo Expo
SMG Annual GM Conference
Southwest Showcase

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ICC FY 2021-2022 TRAVEL DETAIL - REQUESTED ARPA EXPENDITURES

Consolidated Departments

Event
ACES
Austin Sales Calls
Catering Source
Connect Texas
Esports Summit
Experient Envision
IAVM Venue Connect
MPI THCC WEC
National Restaurant Association
SMG Finance Conference
SMG Human Resource Conference
SMG Operations Conference
SMG Savor Ops Conference
TEAMS
Texas Society of Association Executives Annual Meeting
Texas Society of Association Executives Holiday Luncheon

Irving Convention Center Capital Improvement Plan

Project Description	CIP Code	Year 12	Year 13	Year 14	Year 15	Year 16-20	Year 21-25	Year 26-30
LIFE SAFETY / FIRE								
Access Control System / Card Readers	1	-	-	-	20,000	20,000	20,000	20,000
Emergency Generator	1	-	15,000	-	15,000	25,000	50,000	100,000
Fire Alarm System	1	-	-	-	-	20,000	20,000	20,000
Fire Sprinkler System	1	-	-	-	-	50,000	50,000	50,000
Security System / CCTV	1	-	20,000	20,000	20,000	100,000	100,000	100,000
General Safety Equipment	1	-	-	-	-	50,000	50,000	50,000
HVAC / MECHANICAL								
Air Handling Units / Fan Coil Units	2	-	-	-	-	100,000	200,000	300,000
Boiler(s)	2	10,000	10,000	10,000	10,000	50,000	100,000	200,000
Building Automation System	2	-	-	-	-	100,000	100,000	100,000
Chiller(s)	2	20,000	20,000	20,000	20,000	250,000	250,000	500,000
Controls	2	-	-	-	-	20,000	20,000	20,000
Cooling Tower(s)	2	20,000	15,000	15,000	15,000	250,000	250,000	500,000
Exhaust Fans	2	-	-	-	-	50,000	100,000	100,000
Supply Fans / Return Fans	2	10,000	10,000	10,000	10,000	150,000	200,000	250,000
Motors & Pumps	2	10,000	10,000	10,000	10,000	100,000	250,000	250,000
VFD's-Variable Frequency Drives	2	-	-	15,000	15,000	100,000	150,000	200,000
Water Treatment / Ozone plant	2	-	-	-	-	-	-	-
ELECTRICAL								
Electrical System – Transformers/Ballasts	2	-	-	-	-	-	-	-
Electrical System – Panels & Switchboards	3	25,000	10,000	10,000	10,000	25,000	25,000	25,000
Energy Management System / Lighting System	7	125,000	50,000	-	-	250,000	50,000	50,000
LED Lighting Projects	5	25,000	25,000	10,000	10,000	100,000	100,000	100,000
Barrisol Light System – Grand Ballroom	2	-	50,000	-	-	50,000	50,000	50,000
Power Projects/Additional Power Sites	2	-	-	-	-	-	-	-
Main Electrical Switchgear	2	-	50,000	-	-	50,000	50,000	50,000
Electrical Distribution Equipment	6	-	-	20,000	-	25,000	25,000	25,000

CIP Code : 00–Not Entered • 01–Life Safety/Code/ADA • 02–Maintenance • 03–Equipment Replacement • 04–Contractual • 05–Cost Savings/PC • 06–Revenue Enhancing • 07–General

*Requested ARPA Expenditures

Project Description	CIP Code	Year 12	Year 13	Year 14	Year 15	Year 16-20	Year 21-25	Year 26-30
PLUMBING								
Plumbing Fixtures - Attic Stock	3	-	-	-	-	50,000	50,000	50,000
Restroom Renovations	3	-	-	-	-	100,000	100,000	100,000
General Plumbing	2	-	-	-	-	50,000	50,000	50,000
FOOD & BEVERAGE								
Concessions Equipment Repair	2	-	-	-	-	-	-	-
Equipment Kitchen / Concessions	3	25,000	25,000	25,000	25,000	150,000	200,000	250,000
Small Wares	3	40,000	40,000	40,000	40,000	150,000	200,000	250,000
FF & E								
Chairs/Tables/Skirting/Linen/Pipe & Drape	3	225,000	200,000	200,000	-	30,000	200,000	300,000
Furniture – Administrative / Café / Terrace	3	-	-	-	50,000	100,000	100,000	100,000
Janitorial Equipment / Machinery	5	-	-	-	40,000	50,000	50,000	50,000
Crowd Control / Stanchions	3	10,000	-	-	10,000	50,000	50,000	50,000
Staging / Risers / Skirting	3	-	-	50,000	50,000	50,000	250,000	250,000
Dance Floor	3	-	-	-	-	50,000	50,000	50,000
Parking Garage Equipment		10,000	-	-	-	100,000	200,000	200,000
Trash Cans / Urns	3	-	20,000	-	20,000	50,000	50,000	50,000
Maintenance Equipment / Tools	2	-	-	-	-	-	-	-
GENERAL BUILDING & MAINTENANCE								
Aesthetic Improvements	7	-	-	-	-	250,000	250,000	250,000
Stained Concrete Floor – Prefunct Level 1	2	-	15,000	-	15,000	60,000	60,000	60,000
Carpet Replacement	2	-	-	-	-	-	500,000	250,000
Glass	2	-	-	-	-	60,000	60,000	60,000
Operable Partitions – Air Wall Repairs	2	15,000	15,000	15,000	15,000	100,000	100,000	100,000
Roofing System	2	-	-	-	-	100,000	150,000	200,000
Seating Risers / Retractable	3	-	-	-	-	300,000	50,000	300,000
Wayfinding Signage	7	-	-	-	-	50,000	50,000	50,000

CIP Code : 00–Not Entered • 01–Life Safety/Code/ADA • 02–Maintenance • 03–Equipment Replacement • 04–Contractual • 05–Cost Savings/PC • 06–Revenue Enhancing • 07–General

*Requested ARPA Expenditures

Continued on the next page >

Project Description	CIP Code	Year 12	Year 13	Year 14	Year 15	Year 16-20	Year 21-25	Year 26-30
COMMUNICATIONS								
Computer Upgrades	3	-	-	-	-	50,000	50,000	50,000
Radios – Two-way	3	-	10,000	-	10,000	50,000	50,000	50,000
Sound System	2	-	-	-	-	50,000	50,000	50,000
Telephone System – PBX System	3	-	-	-	-	500,000	50,000	50,000
Wireless Network	3	-	20,000	20,000	20,000	150,000	150,000	100,000
Digital Signage – Monitors	3	25,000	-	25,000	-	50,000	50,000	50,000
SITE								
Exterior Skin – Copper Panels	3	-	-	-	-	25,000	25,000	25,000
Landscaping & Irrigation	3	100,000	50,000	50,000	50,000	250,000	250,000	250,000
Marquee Signage	3	100,000	-	-	-	500,000	50,000	50,000
Water Feature	2	10,000	10,000	10,000	10,000	100,000	100,000	100,000
Garage / Property Striping	2	-	-	-	-	50,000	50,000	50,000
VEHICLES								
Forklifts	3	-	-	-	-	100,000	50,000	100,000
Man-lifts	3	-	-	-	-	50,000	100,000	50,000
Carts / Ambulance	3	-	-	-	-	25,000	25,000	25,000
VERTICAL TRANSPORT								
Escalators	2	-	-	-	-	50,000	50,000	75,000
Elevator	2	-	-	-	-	50,000	50,000	75,000
CODE RELATED								
ADA Improvements – Door Replacements	2	-	-	-	-	-	-	-
Annual Project Cost		840,000	660,000	580,000	525,000	5,885,000	6,130,000	7,280,000
5% Contingencies		42,000	33,000	29,000	26,250	294,250	306,500	364,000
Annual Project Total Cost		882,000	693,000	609,000	551,250	6,179,250	6,436,500	7,644,000
**CUMULATIVE PLAN COST								22,995,000

CIP Code : 00–Not Entered • 01–Life Safety/Code/ADA • 02–Maintenance • 03–Equipment Replacement • 04–Contractual • 05–Cost Savings/PC • 06–Revenue Enhancing • 07–General

*Requested ARPA Expenditures

**Note: some projects are only listed and not estimated due to the uncertainty of the scope of the work needed to be performed.

