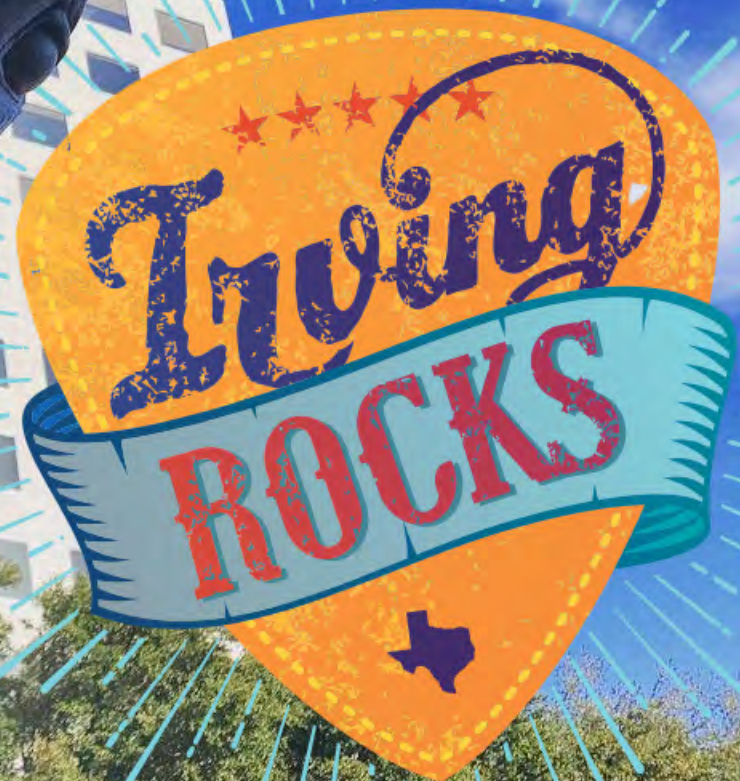


2022-2023
Marketing Plan
& Operating Budget
June 27, 2022

DRAFT



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To : David Cole, Board Chair
 Bob Bourgeois, Board Vice Chair
 ICVB Board of Directors

Fr : Maura Gast, FCDME

Re : 2022-2023 ICVB Budget and Marketing Plan Overview

Ever since the COVID craziness began in March 2020 – which now seems like both a lifetime ago and just yesterday – this organization has been tested in more ways than we ever would have thought possible, and has continued to reinvent everything it does and how it does it in an ongoing basis. It feels as though we're on a never-ending roller coaster, one that – just as we start to think it's slowing down for the final roll – cranks back up as another variant enters the scene, or something entirely new that may or may not be a health crisis erupts, most recently in the form of “monkey pox.”

We bring to you a budget that, once again, will have to remain in flux. With the most current Tourism Economics study only going through January performance data, we have backed off those projections considerably in putting together our budget proposal and ARPA requests. While pent-up demand has been driving leisure demand's recovery, business travel is most definitely not back yet. Variants, poxes and now the ongoing and very real concerns about a possible recession – which will tamp down even further on business travel and events – have led us to budgeting hotel tax revenues hyper-cautiously. A recent report in the *Financial Times* showed 70% of economists expect a recession by the end of 2023; Oxford Economics, the parent company of Tourism Economics, is now discussing a “mild recession” as a very likely probability. Our Needs Analysis Survey of Irving hotels had at least a quarter of the respondents projecting 2024 for the recovery of Average Daily Rate and RevPAR, and all needing significant help with the Corporate market.

DOLLARS					PEOPLE		JOBS		TAXES	
\$3.04 = \$8.3 BILLION MILLION PER DAY		\$12,566	\$2.34 BILLION	\$806 MILLION	4.01 = 31K MILLION PER DAY OVER		25,104	\$704 MILLION	\$64.7 MILLION	\$776
TOTAL DIRECT VISITOR SPENDING	VISITOR SPENDING IN IRVING ON AN AVERAGE DAY	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

We're still focused on the long-term of our **Response, Recovery and Resilience** – we've not stopped building toward **Resilience**, but **Recovery** isn't where we need it to be, so we continue to **Respond**, and to adapt those Responses as needed.

The budget approach assumes we will receive the ARPA funding we have requested, not only for 2022-23, but for the program's remaining years. (City Manager Chris Hillman has continued to be supportive of our needs and issues, but I recognize we must also be cognizant of other needs elsewhere in the City that these funds could be tapped to support. While no other tax and revenue sources have been hit as dramatically as ours, operating expenses for all of us continue to skyrocket.) Approaching our budgeting this way – and again, assuming receipt of the ARPA funding – will allow us to continue our five-year path to financial stability.

We have once again prioritized the use of any hotel occupancy taxes for salaries and benefits, plus limited operating expenses and community-facing initiatives, and then for transfers into our various other funds: Catastrophic Reserve (GOAL: \$5 million balance), ICC Capital Improvement Reserve (GOAL: \$3 million balance) and Computer Replacement Fund (GOAL: \$500,000), as well as our Fund Balance (GOAL: \$2 million MINIMUM). This will keep us on pace to get where we need to be by October 1, 2026. The City has been able to pay itself back for the internal loan from its general fund to cover the shortfalls in hotel occupancy tax on the convention center debt, and with that same debt also refinanced to much more manageable terms, the City should be in much better position moving forward so that if and as there are overages in the Convention Center 2%, those funds can be used for any other legal purposes, such as the ICC's Maintenance & Operations. And for the still-distant future when that note is paid off, we will want to work with the City Council then to keep that 2% in place to support all the costs of operating and sustaining the convention center.

We would then look to ARPA funding for all other sales and marketing programming, as well as to cover operating and capital expenses for the ICC. These programming, operating and capital expenses continue to meet the letter of the law in terms of the fund's requirements to aid severely impacted industries. We will continue to focus resources on initiatives that can drive demand now, as well as those that

will allow us to continue to build the pipeline for the years to come. Funding is requested for a variety of sales programs, including the Business Development Incentive Program (BizDIP), bid fees, tradeshow, sales blitzes, fairs, etc. Funding is also requested for marketing programs such as the highly successful ones we started with CARES Act resources and have continued this year, along with a restaurant-focused application that should launch later this year. In addition, we've requested funds for contract database resources, sales staffing and digital content creators that will support hotels and restaurants throughout the city. Funds are also requested for a variety of research and data that can help even further fine-tune our efforts and the impact they create.

Our programming "big ticket" items – Travel & Training, BizDIP, Media Advertising, Advertising Agency, Research – only happen with ARPA funds. We will continue to postpone initiatives that we shouldn't "start-and-stop" in case we don't receive the future years' requested funds – among these are our visitor magazine, *Surveyor*, and the annual meeting.

Staffing levels remain steady; we have programmed anticipated merit raises into the budget, as well as any cost-of-living adjustments that will be recommended by the City Manager. Some funds have been programmed for continued professional development as a team and individually, as well as any courses necessary to retain certifications. We will use the funds put aside for a sales contractor in the current fiscal year to bring in a successor a few months early for Katherine DiPietro (who will be retiring at the end of this fiscal year), so that there can be some transition time in the SMERF market. We will have one other vacancy this current fiscal year with Carol Stoddard's retirement in August and will work to bring her successor on board prior to her retirement as well. We are currently evaluating the structure of the front office coordinator position vacated by April Stallings, and the next few years will continue to see staffing changes, as more than half of the current staff is retirement-eligible, making succession planning an ongoing priority.

While we have identified some ARPA funds to re-start the discussion on a Tourism Public Improvement District,

we will need to keep this project on “standby” until the Irving market is in a much better position to bring it forward to the Irving hoteliers for their support. While having those additional programming resources would be invaluable, it would also be both tone-deaf and pointless to pursue it right now. In the meantime, the ARPA programming funds we have been utilizing have allowed us to implement some of the programming we’d like to do with the TPID, and to prove that these can be successful in impacting properties all over the city, and of all sizes.

The convention center will always require an operating subsidy, and its capital needs only grow more expensive the more used the facility is and, like all of us, the older it gets. The City has been reviewing all its facility insurance and there may still be changes to come on that expense. There is also a review of all city facilities for ADA purposes underway; how that may affect us financially remains to be seen. The 2023 and 2025 Legislative Sessions may require us to utilize a lobbyist on the Irving Hotel Occupancy Tax allocation sunset (September 2026); we will continue to monitor this situation closely.

As we did in FY 2021-22, because the Board’s meeting is happening prior to a decision being made relative to the allocation of the ARPA funds, we have developed this Budget & Marketing Plan document in two tiers. Those initiatives reliant on ARPA funds are noted in **RED** throughout the narrative part of the document, and you’ll see the breakdown on the actual budget pages that indicate which are ARPA expenditures and which are HOT.

Because we don’t know yet how or when the next and final tranche of ARPA funds will be allocated, we will be asking for a revision to the Reserve Fund policy to earmark future years’ fund requests should they be authorized all at once and to increase the Computer Reserve Fund Balance to \$500,000 to better plan for continuing cyber-security needs.

We have spent the last 30 months trying to find the right balance between continued crisis management and pipeline building. These moments require compasses over maps, to help us navigate through them with an end goal in mind, but the ability to continually adjust in response to the readings. We continue to adjust sales and marketing messaging in environments that are constantly shifting. It is the future we have to keep in sight, while we look for alternative types of groups that can meet and have an impact right now. Associations and those weekend-friendly SMERF groups are making plans now for years into the future and we have to be on their radar. Ditto for many of the high-impact sports groups we pursue. But we have to stay in front of and on the radar of our bread-and-butter corporate travelers – for when those gates are fully re-opened, they will be back and ready to get groups and transient travelers back on the books. We must remain focused on the “why” of what we do and how we do it –

making Irving stronger and more sustainable each and every day, using the strength of the visitor economy to do so.

Last year, I referenced three things that had kept us going, and those three remain: our **STAFF**, our **SUPPORT** from the community’s elected and appointed leadership, and finally, our collective **STRENGTH** – that which happens because we are all working together, side-by-side, with compasses in hand. We can continue to roll with what feels like never-ending punches and we continue to evolve because we can, because we have the Staff that knows what needs to be done, because we have the Support that has allowed us to do what needs to be done, and because we have the Strength of us all pulling together.





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 welcoming the world 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

	2021								2022				YEAR TO DATE		
OCCUPANCY	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	2020	2021	2022
THIS YEAR	62.1	65.6	65.6	59.6	59.6	66.2	64.1	55.6	54.0	64.5	71.0	74.5	41.6	57.9	65.9
LAST YEAR	27.5	33.2	34.2	39.5	43.9	43.0	35.8	36.8	37.9	45.9	58.8	57.8	71.1	41.6	50.1
% CHANGE	125.7	95.1	91.6	50.9	36.1	53.8	79.1	51.0	42.5	40.7	20.7	28.8	-41.6	39.2	31.5
ADR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	2020	2021	2022
THIS YEAR	92.4	96.6	98.7	99.0	103.3	104.5	106.3	98.3	99.6	107.5	110.7	118.6	86.6	93.9	110.0
LAST YEAR	61.8	71.0	71.8	74.5	78.1	83.6	71.6	67.8	68.5	75.4	78.8	86.1	110.5	86.5	78.2
% CHANGE	49.4	36.2	37.5	32.9	32.2	25.0	48.6	45.1	45.4	42.7	40.4	37.7	-21.6	8.5	40.7
REVPAR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	2020	2021	2022
THIS YEAR	57.4	62.6	64.7	59.0	61.7	69.2	68.2	54.7	53.8	69.4	78.6	88.3	36.0	54.4	72.4
LAST YEAR	17.0	23.6	24.6	29.5	34.3	36.0	25.6	24.9	26.0	34.6	46.4	49.8	78.6	36.0	39.1
% CHANGE	237.1	165.7	163.4	100.5	80.0	92.2	166.1	119.1	107.1	100.7	69.5	77.4	-54.2	51.1	85.1
SUPPLY	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	2020	2021	2022
THIS YEAR	395,653	382,860	395,622	395,622	386,130	401,946	381,840	394,506	394,506	359,660	398,195	385,350	4,602,811	4,603,406	1,541,400
LAST YEAR	358,329	381,990	394,723	394,723	381,990	394,723	378,390	391,003	391,003	356,496	379,254	382,200	4,662,418	4,512,159	1,512,642
% CHANGE	10.4	0.2	0.2	0.2	1.1	1.8	0.9	0.9	0.9	0.9	5.0	0.8	-1.3	2.0	1.9
DEMAND	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	2020	2021	2022
THIS YEAR	245,810	248,066	259,433	235,957	230,535	266,062	244,834	219,242	213,194	232,046	282,761	286,896	1,913,048	2,665,897	1,015,326
LAST YEAR	98,644	126,865	135,106	156,844	167,544	169,896	135,459	143,873	148,308	163,511	223,108	220,861	3,316,497	1,877,325	757,451
% CHANGE	149.2	95.5	92.0	51.2	37.6	56.6	80.7	52.4	43.8	41.9	26.7	29.9	-42.3	42.0	34.0
REVENUE	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	2020	2021	2022
THIS YEAR	22,706,064	23,971,811	25,607,951	23,360,068	23,806,710	27,804,267	26,029,657	21,561,682	21,234,235	24,950,817	31,308,883	34,022,012	165,677,592	250,369,036	111,658,521
LAST YEAR	6,100,697	9,003,149	9,700,675	11,624,624	13,083,247	14,207,902	9,693,506	9,751,756	10,161,044	12,321,995	17,589,791	19,026,257	366,456,133	162,467,791	59,212,638
% CHANGE	272.2	166.3	164.0	101.0	82.0	95.7	168.5	121.1	109.0	102.5	78.0	78.8	-54.8	54.1	88.6
CENSUS	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR			
CENSUS PROPERTIES	86	86	86	86	86	86	86	86	86	87	87	87			
CENSUS ROOM COUNT	12,763	12,762	12,762	12,762	12,871	12,966	12,728	12,726	12,726	12,845	12,845	12,845			

National, State and Competitive Set Cities

Year to Date April 2021 vs April 2022

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	OCC%	OCC%	ADR	ADR	REVPAR	REVPAR	PERCENT CHANGE FROM YTD 2021					
	2022	2021	2022	2021	2022	2021	OCC	ADR	REVPAR	RM REV	RM AVAIL	RM SOLD
United States	58.5	49.0	140.75	103.05	82.36	50.50	19.4	36.6	63.1	69.1	3.7	23.8
Texas	61.4	55.1	110.33	84.09	67.69	46.36	11.3	31.2	46.0	48.6	1.8	13.3
Atlanta, GA	62.5	54.7	112.86	85.65	70.50	46.82	14.3	31.8	50.6	56.2	3.8	18.6
Arlington, TX	66.9	60.6	101.40	78.30	67.81	47.46	10.3	29.5	42.9	43.0	0.1	10.4
Charlotte, NC	60.6	47.4	111.02	81.84	67.24	38.80	27.8	35.7	73.3	79.7	3.7	32.5
Fort Worth, TX	66.2	57.5	119.73	85.31	79.25	49.02	15.2	40.3	61.7	67.9	3.9	19.7
Frisco, TX	58.4	46.7	140.41	106.60	82.05	49.83	25.0	31.7	64.7	67.3	1.6	27.0
Grapevine, TX	67.4	41.2	191.17	160.94	128.88	66.30	63.7	18.8	94.4	99.1	2.4	67.6
Irving, TX	65.9	50.1	109.97	78.17	72.44	39.15	31.5	40.7	85.1	88.6	1.9	34.0
Nashville, TN	63.3	45.2	158.18	99.33	100.20	44.87	40.2	59.3	123.3	134.6	5.1	47.3
Phoenix, AZ	74.5	61.3	195.87	129.13	145.84	79.10	21.5	51.7	84.4	89.1	2.6	24.7
San Jose, CA	55.4	37.9	129.34	99.31	71.70	37.63	46.3	30.2	90.6	91.3	0.4	46.9

Day-of-Week Report

YEAR TO DATE APRIL 2021 vs APRIL 2022

	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	38.9	38.5	0.9	12.0	4.2	183.7	4.9	3.3	49.4	55.8	46.0	21.2
Monday	41.8	38.4	8.8	16.2	4.2	285.1	4.3	2.9	47.9	62.3	45.6	36.8
Tuesday	43.7	39.1	11.9	18.3	4.1	344.0	4.2	2.7	53.1	66.2	45.9	44.1
Wednesday	44.1	40.9	7.7	20.6	4.2	390.5	3.9	2.8	40.8	68.7	47.9	43.2
Thursday	42.4	40.6	4.7	20.1	5.7	254.4	3.9	2.7	43.3	66.4	48.9	35.7
Weekday	42.2	39.5	6.8	17.4	4.5	288.7	4.3	2.9	47.0	63.9	46.9	36.3
Friday	45.6	46.8	-2.5	20.5	7.4	176.3	4.0	2.4	64.8	70.1	56.6	23.8
Saturday	50.5	50.0	1.1	17.2	6.7	157.9	3.4	2.4	43.7	71.2	59.1	20.6
Weekend	48.2	48.3	-0.4	18.8	7.1	166.5	3.7	2.4	54.0	70.7	57.8	22.3
Total	44.1	42.2	4.4	17.8	5.1	245.2	4.0	2.7	48.7	65.9	50.1	31.5
ADR												
Sunday	100.86	73.12	37.9	109.88	87.37	25.8	79.54	64.97	22.4	100.93	73.85	36.7
Monday	111.24	76.79	44.9	123.80	92.54	33.8	78.42	64.40	21.8	112.21	77.44	44.9
Tuesday	118.62	78.21	51.7	128.48	90.56	41.9	77.24	64.11	20.5	118.72	78.48	51.3
Wednesday	118.67	78.59	51.0	122.99	90.82	35.4	79.48	67.27	18.2	117.72	79.00	49.0
Thursday	112.73	79.17	42.4	110.72	84.79	30.6	78.18	63.93	22.3	110.09	78.97	39.4
Weekday	112.71	77.22	46.0	119.65	88.92	34.6	78.60	64.94	21.0	112.33	77.58	44.8
Friday	105.63	79.77	32.4	106.15	81.64	30.0	88.64	66.67	33.0	104.82	79.46	31.9
Saturday	105.54	79.50	32.7	106.58	81.01	31.6	84.16	68.33	23.2	104.76	79.22	32.2
Weekend	105.58	79.64	32.6	106.35	81.35	30.7	86.50	67.47	28.2	104.79	79.34	32.1
Total	110.11	78.15	40.9	116.44	85.11	36.8	79.67	65.17	22.2	109.97	78.17	40.7
REVPAR												
Sunday	39.19	28.16	39.2	13.22	3.71	256.8	3.90	2.13	82.9	56.31	34.00	65.7
Monday	46.52	29.51	57.6	20.04	3.89	415.1	3.40	1.89	80.1	69.96	35.29	98.2
Tuesday	51.88	30.56	69.7	23.48	3.73	529.9	3.24	1.76	84.4	78.59	36.05	118.0
Wednesday	52.34	32.18	62.7	25.36	3.82	564.3	3.14	1.88	66.4	80.84	37.88	113.4
Thursday	47.85	32.11	49.0	22.23	4.80	362.7	3.05	1.74	75.2	73.14	38.65	89.2
Weekday	47.56	30.50	55.9	20.87	3.99	423.1	3.35	1.88	77.9	71.77	36.37	97.3
Friday	48.21	37.33	29.1	21.81	6.07	259.3	3.51	1.60	119.2	73.53	45.00	63.4
Saturday	53.34	39.75	34.2	18.36	5.41	239.3	2.88	1.62	77.0	74.58	46.78	59.4
Weekend	50.85	38.50	32.1	20.04	5.75	248.4	3.18	1.61	97.4	74.07	45.87	61.5
Total	48.57	33.02	47.1	20.69	4.38	372.2	3.18	1.75	81.8	72.44	39.15	85.1

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	16,444,300	5,019,897	3,126,427	88,068	220,171	3,654,289	352,273	3,654,289	328,886
2020-2021	15,285,050	4,666,016	2,906,028	81,860	204,650	3,396,678	327,440	3,396,678	305,700

City of Irving Hotel Tax Summary

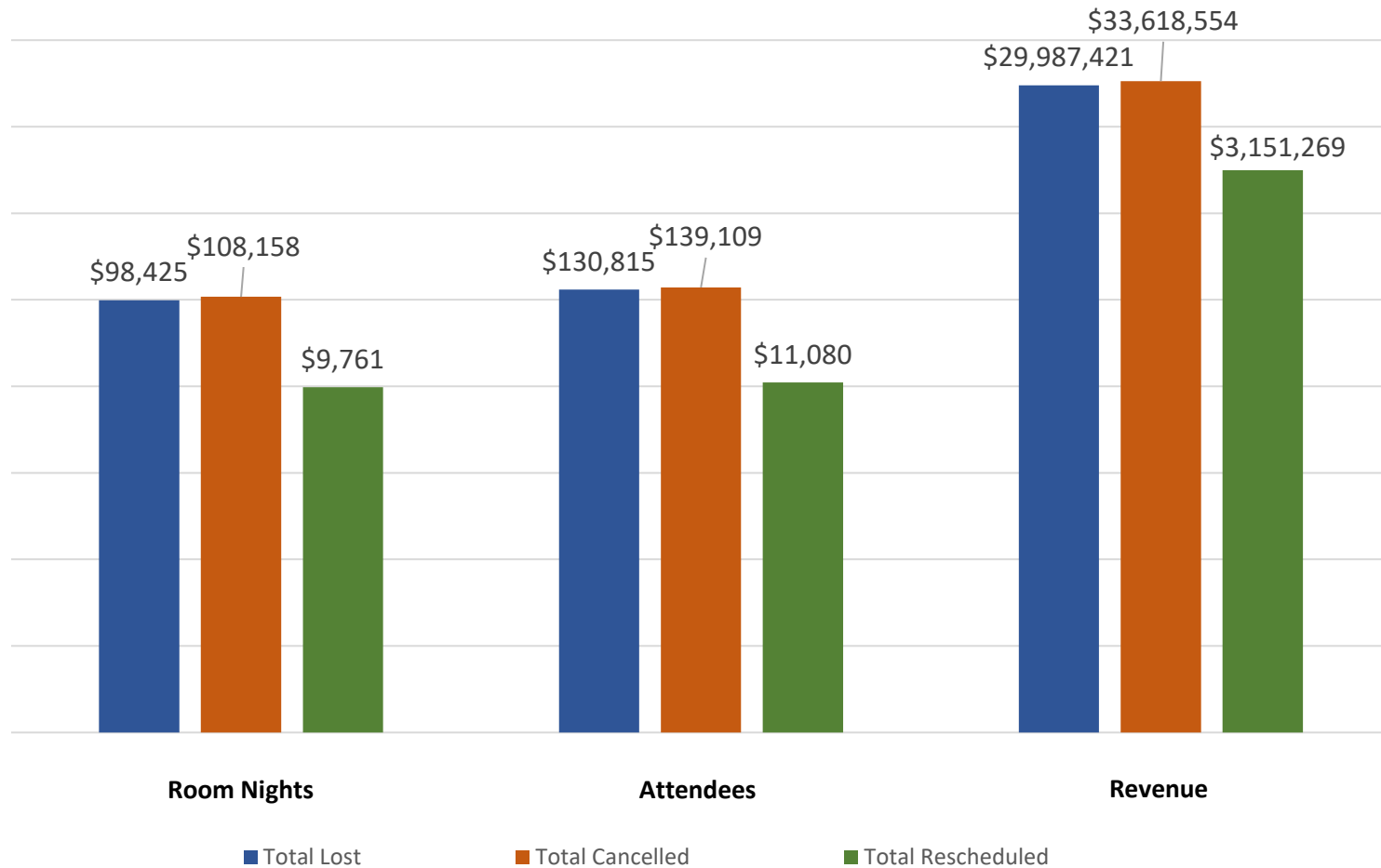
Hotel Tax Summary

Updated: 6/17/2022

		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 2021-22									
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				
UPDATED FY 2021-22 - APRIL 2022									
Hotel Tax	\$ 26,492,253	\$ 8,087,202	\$ 5,036,766	\$ 141,881	\$ 354,702	\$ 567,523	\$ 5,887,167	\$ 5,887,167	\$ 529,845
Administrative Cost Reimbursement	\$ 544,822	\$ 323,488	\$ 201,471	\$ 5,675	\$ 14,188				
PROJECTED 2022-23 (Based on hotel occupancy and ADR data as of April 2022. Sources: STR, Inc. and Tourism Economics)									
Hotel Tax	\$ 34,323,364	\$ 10,477,779	\$ 6,525,634	\$ 183,821	\$ 459,552	\$ 735,283	\$ 7,627,414	\$ 7,627,414	\$ 686,467
Administrative Cost Reimbursement	\$ 705,871	\$ 419,111	\$ 261,025	\$ 7,353	\$ 18,382				

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



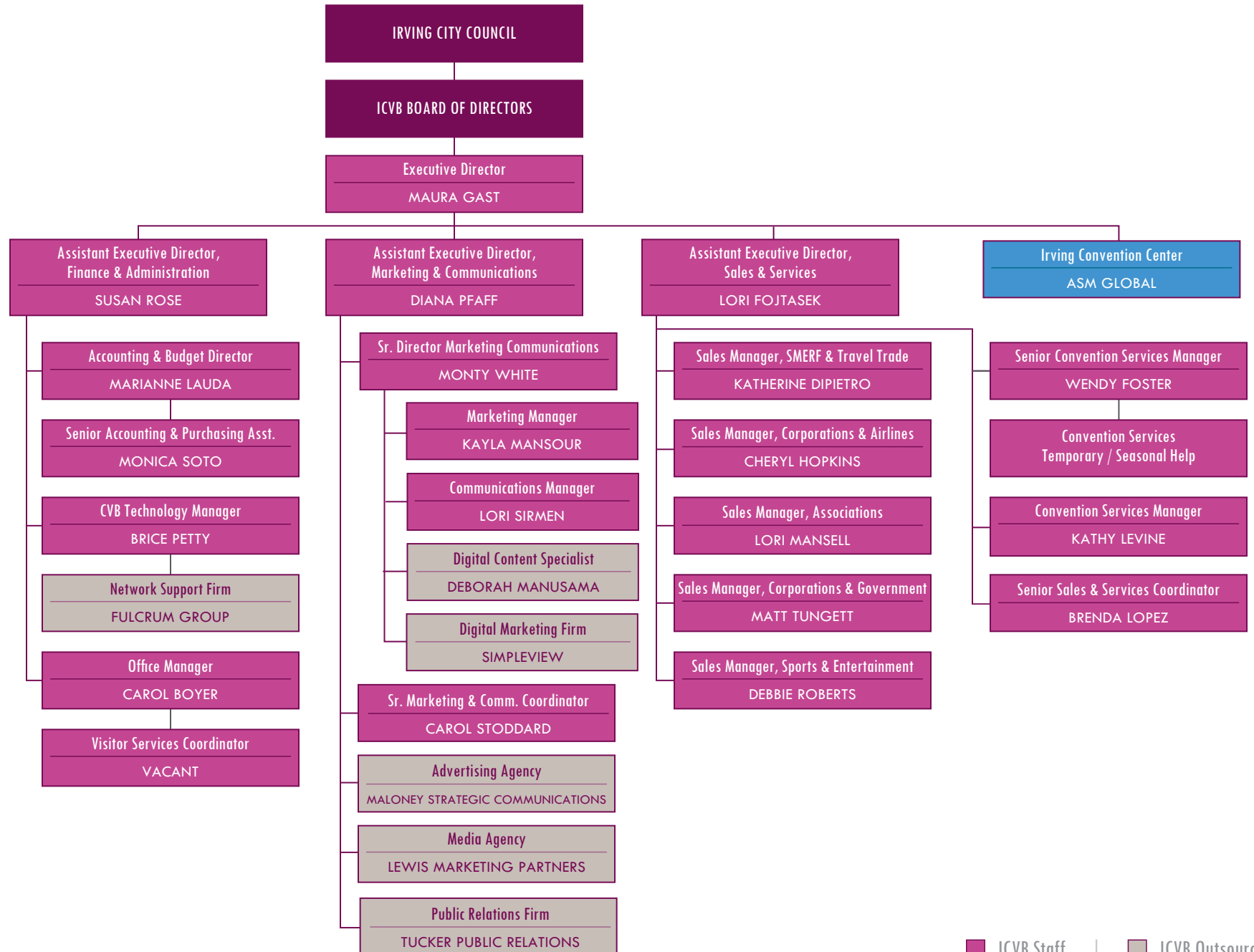
\ 13

Economic Impact To Date of Lost/Cancelled Room Nights: \$66,757,244

IRVING



ICVB Organizational Chart




16

16 *For World War I, 1917 English poet Laurence Binyan wrote about young soldiers who "marched down / To hell's fire." In contrast, in 1918, American poet John Masefield wrote that "The men / Who marched toward France / Had no business / In the mud." Why did you choose your poem?

1940s and 1950s

During the 1940s, just after insurance began to replace milk storage. The C&W International Bureau recommended that farmers build a permanent storage and processing plant. As a result, many farmers began to build processing plants on their farms.

[illegible][illegible]

...the building is a...
...the building is a...

Texas Stadium



ICVB Fiscal Year Performance History

	2016-17	2017-18	2018-19	2019-20	2020-21	Five-Year Total	5-Year Average
Definites	715	861	868	687	306	3,437	687
Room Nights from Definites	225,294	246,538	246,834	76,388	94,168	889,222	177,844
Attendance from Definites	372,087	419,342	268,596	99,094	115,406	1,274,525	254,905
Leads	1,276	1,730	1,796	1,158	901	6,861	1,372
Digital Marketing Reach							
irvingtexas.com sessions	169,508	313,097	369,645	388,082	688,855	1,929,187	385,837
irvingconventioncenter.com sessions	135,429	172,828	146,605	67,842	71,954	594,658	118,932
RFPs and Inquiries from Marketing	786	975	1,111	730	947	4,549	910
Total Social Media Influence (cumulative)	71,363	82,422	96,912	107,035	122,931	122,931	10,314
Media Impressions	1,042,358,939	1,063,200,389	315,792,684	658,472,920	635,655,975	3,715,480,907	743,096,181
Advertising Equivalency	\$8,868,310	\$6,868,795	\$3,701,055	\$6,057,641	\$5,810,952	\$31,306,753	\$6,261,351
PR Value	\$26,604,930	\$20,606,385	\$11,103,165	\$18,172,923	\$17,432,856	\$93,920,259	\$18,784,052

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

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.



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

- » Create and monitor the Bureau's annual operating and capital projects (ICC CIP) budgets
- » Prepare financial reports and hotel tax reports.
- » Perform internal audits of sales team bookings and expense reports.
- » Plan and support connection to the City VPN environment and Irving CVB environment.
- » Increase total room night bookings 2% over 2021-2022 actuals, with a focus on: corporate market segment; summer, and holiday business; and convention center groups with sleeping rooms.
- » Continue to focus on local and regional corporate meeting planners as requested by the hotel community and markets impacted by the Toyota Music Factory development.
- » 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.
- » Position Irving and the Irving Convention Center to all target markets in a manner that is consistent, appropriate, and effective.
- » Develop programming, messaging and campaigns that create awareness and positive perceptions of Irving as a preferred destination for meetings and conventions, corporate transient, and leisure travelers.
- » Serve as a trusted source of information to all markets, stakeholders, partners, and the community during critical periods.
- » Develop programming, messaging and campaigns that lead Irving's travel industry through recovery.
- » Serve as a trusted source of information and communicate messaging tailored to visitor safety and peace of mind.
- » 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.
- » 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.
- » Engage in marketing automation to frequently engage meeting planner prospects.
- » 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.
- » 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.
- » 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.
- » Work with convention center clients on event-specific social and traditional media relations efforts for attendance building.
- » 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.

- » 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.
- » 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.
- » Represent the Bureau and the city as the local liaison to various community and industry organizations and efforts.
- » Change the Irving High Spirited Citizens Awards program to a once-a-year recognition ceremony for 10-12 honorees.
- » Achieve the highest levels of customer satisfaction.

REQUESTED ARPA EXPENDITURES

- » Maintain adequate cash flows and ensure sufficient liquidity to meet financial obligations.
- » Ensure cost-effectiveness through competitive bidding processes with vendors.
- » 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.
- » Partner with hotels to cohost site inspections for state association and third-party planners from drive markets to familiarize regional customers with the new development in Irving.

- » Participate in 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.
- » Stage a local association blitz, as well as 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, NFL Travel Managers Conference, E-Sports Summit, and Connect Sports.
- » Host a local customer event capitalizing on significant in-market events, such as The Pavilion at Toyota Music Factory.
- » Utilize BizDIP, Texas Events Trust Fund and rebates paid by hotels to help offset convention center rental for groups.
- » Renew contract with lead generator CVENT.
- » Utilize BizDIP, Texas Events Trust Fund and rebates paid by hotels to help offset convention center rental for groups.
- » Continue the ILCVB'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 ongoing content promotion campaigns to provide exposure to local businesses including restaurants, attractions, and other tourism-related entities.
- » 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 and Oculus virtual experiences.

- » Continue to improve the CVB's search engine marketing (SEM) to increase website traffic to the Visit Irving website, increase lead generation, and appeal to drive markets.
- » Continue to contract with a digital content specialist to supplement in-house content production resources and provide project resources to local hotels.
- » Expand the ICVB's automated email marketing strategy for lead prospecting, client and partner communications, and visitor engagement.
- » Optimize the Visit Irving website to increase long-term meetings-sales leads and short-term hotel bookings.
- » 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, as our current inventory is depleted and/or outdated.)
- » Continue executing fully integrated leisure market micro-campaigns that exploit existing demand to increase room nights.
- » Continue the highly successful staycation and vacation campaigns to drive immediate leisure visitation and hotel bookings.
- » Continue online travel agency (OTA) campaigns to drive direct hotel bookings.
- » Sponsorship of the 2023 Invited Celebrity Classic to include title sponsor of the Media Center and separate hospitality package.
- » Provide small sponsorship dollars to local events that generate room nights and/or can serve as anchor for micro room night campaigns, such as larger Irving Marathon series races, Lone Star BBQ and Music Festival, etc.
- » Host press visits in conjunction with openings and Toyota Music Factory/key events such as the Invited Celebrity Classic.

- » Host an Irving media event at the SXSW 2023 Music Festival in Austin to promote and raise awareness of the live music opportunities at the Toyota Music Factory and various locations in Irving.
- » Host the Southern Travelers Explore Conference (#STE) in 2023 to highlight Irving and Irving's amenities with bloggers, publishers, and influencers.
- » Increase engagement and awareness using boosted social media posts.
- » Hold a social media activation at the SXSW 2023 Music Festival in Austin to promote and raise awareness of the live music opportunities at the Toyota Music Factory and various locations in Irving.
- » Execute plans to recognize the Irving Hospitality Industry's 50th Anniversary in November.
- » Utilize location intelligence platform research to better identify visitor behavior in market, trade areas, customer journey and other key data.
- » Incorporate findings from brand studies into printed and digital collateral.



IRVING CONVENTION AND VISITORS BUREAU 2022 - 2023 PROPOSED BUDGET GENERAL FUND

ACCOUNT DESCRIPTION	17-18 ACTUALS	18-19 ACTUALS	19-20 ACTUALS	20-21 ACTUALS	21-22 ADJUSTED BUDGET	21-22 PROJECTED ACTUALS	22-23 PROPOSED BUDGET
REVENUE							
HOTEL/MOTEL TAX	8,400,785	8,593,595	4,921,010	4,726,259	5,397,466	6,749,630	8,000,000
PERCENT CHANGE	-	2.30%	-42.74%	-3.96%	14.20%	25.05%	18.53%
CHARGES FOR SERVICES							
EVENTS TRUST FUND RECEIPTS	9,622	0	0	0	30,000	0	10,000
INVESTMENT INCOME	32,771	25,657	7,011	466	3,000	2,500	6,000
MISCELLANEOUS	24,911	13,938	49,632	59,375	0	12,000	1,000
TRANSFERS IN							
RECEIPTS FROM ARPA FY21	0	0	0	2,235,089	0	0	0
RECEIPTS FROM ARPA FY22	0	0	0	0	7,398,345	7,398,345	0
RECEIPTS FROM ARPA FY23	0	0	0	0	0	0	7,324,375
RECEIPTS FROM ARPA FY24	0	0	0	0	0	0	6,593,875
RECEIPTS FROM ARPA FY25	0	0	0	0	0	0	489,850
TRSF FROM CITY OF IRVING	0	0	0	500,000	0	0	0
TRSF FROM ICVB RESERVE	0	0	1,307,800	0	0	0	0
TRSF FROM ICVB COMPUTER REPL	0	0	245,600	0	0	0	0
TRSF FROM ICVB CONV CENTER	0	0	298,000	0	0	0	0
TOTAL TRANSFERS IN	0	0	1,851,400	2,735,089	7,398,345	7,398,345	14,408,100
TOTAL REVENUE	8,468,089	8,633,190	6,829,053	7,521,189	12,828,811	14,162,475	22,425,100
PERCENT CHANGE	-	1.95%	-20.90%	10.14%	70.57%	10.40%	58.34%
EXPENDITURES							
OPERATING							
SALARIES	2,117,945	2,285,655	2,277,257	2,429,575	2,617,580	2,584,877	3,009,995
BENEFITS	579,622	598,041	636,918	670,495	587,843	582,439	612,013
SUPPLIES	33,418	32,674	41,597	35,793	124,988	161,550	76,500
BUILDING MAINTENANCE	0	0	10,955	0	0	0	0
UTILITIES (COMMUNICATIONS)	20,040	21,055	18,796	20,147	26,100	26,300	26,500
OUTSIDE SERVICES	1,885,088	1,743,219	1,241,875	1,254,357	3,243,605	3,144,400	3,044,650
TRAVEL - TRAINING - DUES	546,221	590,348	407,105	93,159	566,500	514,000	746,740
CLAIMS AND INSURANCE	58,307	58,307	58,307	58,307	58,307	58,307	58,307
MISCELLANEOUS EXPENSES	1,194,749	1,245,302	524,350	208,296	1,337,104	1,110,500	1,287,940
COMPUTERS / SOFTWARE	0	0	0	0	111,353	200,000	160,720
TOTAL OPERATING	6,435,390	6,574,601	5,217,160	4,770,129	8,673,380	8,382,373	9,023,365
PERCENT CHANGE	-	2.16%	-20.65%	-8.57%	81.83%	-3.36%	7.65%

ACCOUNT DESCRIPTION	17-18 ACTUALS	18-19 ACTUALS	19-20 ACTUALS	20-21 ACTUALS	21-22 ADJUSTED BUDGET	21-22 PROJECTED ACTUALS	22-23 PROPOSED BUDGET
NON-OPERATING							
ADMIN COST REIMBURSEMENT	336,031	343,744	196,840	189,050	215,898	269,985	320,000
CLAIMS AND INSURANCE	79,738	79,738	79,738	79,738	79,738	79,738	79,738
PROPERTY MANAGEMENT SERVICES	1,089,719	1,080,958	1,437,641	1,813,712	1,395,000	1,395,000	1,395,000
SMG MANAGEMENT INCENTIVE	154,788	89,007	46,446	93,731	561,726	280,900	235,000
TOTAL NON-OPERATING	1,660,276	1,593,447	1,760,665	2,176,231	2,252,362	2,025,623	2,029,738
PERCENT CHANGE	-	-4.03%	10.49%	23.60%	3.50%	-10.07%	0.20%
TRANSFERS OUT							
TRSF TO ICVB RESERVE							
HOT TAX	200,000	125,000	0	0	500,000	500,000	2,000,000
RECEIPTS FROM ARPA FY24	0	0	0	0	0	0	6,593,875
RECEIPTS FROM ARPA FY25	0	0	0	0	0	0	489,850
TRSF TO ICVB COMPUTER FUND	0	0	0	0	0	0	500,000
TRSF TO ICC RESERVE / CIP	1,215,249	705,281	0	100,000	363,000	648,000	1,400,000
TRSF TO CITY OF IRVING	0	0	0	500,000	113,445	113,445	113,445
TOTAL TRANSFERS OUT	1,415,249	830,281	0	600,000	976,445	1,261,445	11,097,170
TOTAL EXPENDITURES	9,510,915	8,998,329	6,977,825	7,546,360	11,902,187	11,669,441	22,150,273
PERCENT CHANGE	-	-5.39%	-22.45%	8.15%	57.72%	-1.96%	89.81%
BEGINNING FUND BALANCE	3,748,152	2,705,326	2,340,187	2,191,415	2,166,244	2,166,242	4,659,276
REVENUES	8,468,089	8,633,190	6,829,053	7,521,189	12,828,811	14,162,475	22,425,100
EXPENDITURES	(9,510,915)	(8,998,329)	(6,977,825)	(7,546,360)	(11,902,187)	(11,669,441)	(22,150,273)
ENDING FUND BALANCE	2,705,326	2,340,187	2,191,415	2,166,244	3,092,868	4,659,276	4,934,103

IRVING CONVENTION AND VISITORS BUREAU
2022 - 2023 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	439,140	202,890	206,805	0	848,835	0	848,835
EXEMPT	322,000	748,200	395,590	0	1,465,790	0	1,465,790
NON-EXEMPT	108,280	56,885	66,750	0	231,915	0	231,915
PART-TIME	5,000	0	0	0	5,000	25,000	30,000
OVERTIME	500	500	500	0	1,500	0	1,500
SPECIAL PAY	10,240	14,000	8,000	0	32,240	0	32,240
INCENTIVE PAY	21,160	45,759	28,082	0	95,001	0	95,001
ICVB INCENTIVE PAY	0	175,000	0	0	175,000	0	175,000
PAY PLAN	129,714	0	0	0	129,714	0	129,714
TOTAL SALARIES	1,036,034	1,243,234	705,727	0	2,984,995	25,000	3,009,995
N2 - BENEFITS							
LIFE INSURANCE	915	1,219	710	0	2,844	0	2,844
PPO INSURANCE	69,822	78,103	58,613	0	206,538	0	206,538
UNEMPLOYMENT TAXES	1,720	2,332	1,250	0	5,302	0	5,302
MEDICARE	13,155	17,796	9,610	0	40,561	0	40,561
TMRS	98,307	127,669	74,709	0	300,685	0	300,685
SBP	17,663	24,039	13,423	0	55,125	0	55,125
PARS 457	100	858	0	0	958	0	958
BENEFITS PLAN	0	0	0	0	0	0	0
TOTAL BENEFITS	201,682	252,016	158,315	0	612,013	0	612,013
N4 - SUPPLIES							
OFFICE SUPPLIES	7,000	3,000	3,000	0	13,000	0	13,000
POSTAGE	500	250	250	0	1,000	0	1,000
SUBSCRIPTIONS-PUBLICATIONS	0	0	3,000	0	3,000	24,500	27,500
OFFICE MACHINES <\$5,000	0	0	0	0	0	35,000	35,000
TOTAL SUPPLIES	7,500	3,250	6,250	0	17,000	59,500	76,500
O1 - UTILITIES							
COMMUNICATIONS	9,900	10,600	6,000	0	26,500	0	26,500
TOTAL UTILITIES	9,900	10,600	6,000	0	26,500	0	26,500
O3 - OUTSIDE SERVICES							
PROFESSIONAL SERVICES	0	0	0	0	0	2,553,000	2,553,000
MARKETING/SALES RESOURCES	0	0	0	0	0	161,000	161,000
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	0	0	0	0	0	3,000	3,000
TOTAL OUTSIDE SERVICES	2,650	0	0	0	2,650	4,672,000	4,674,650

ACCOUNT DESCRIPTION	FUNDED BY HOTEL TAX				TOTAL HOT TAX BUDGET	FUNDED BY ARPA	
	FINANCE AND ADMINISTRATION	SALES AND SERVICES	MARKETING AND COMMUNICATIONS	CONVENTION CENTER		ARPA BUDGET	TOTAL BUDGET
O4 - TRAVEL/TRAINING/DUES							
TRAVEL AND TRAINING	0	0	0	0	0	665,340	665,340
MILEAGE REIMBURSEMENT	1,500	1,500	500	0	3,500	0	3,500
MEMBERSHIP AND DUES	19,615	0	0	0	19,615	58,285	77,900
TOTAL TRAVEL/TRAINING/DUES	21,115	1,500	500	0	23,115	723,625	746,740
O5 - CLAIMS AND INSURANCE							
INSURANCE	58,307	0	0	0	58,307	79,738	138,045
TOTAL CLAIMS AND INSURANCE	58,307	0	0	0	58,307	79,738	138,045
O7 - MISCELLANEOUS EXPENSES							
ADM COST REIMBURSEMENT	0	0	0	0	0	320,000	320,000
CONVEN SERVICES MATERIALS	0	0	0	0	0	110,000	110,000
SPONSORSHIPS/PARTNERSHIPS	0	0	0	0	0	140,000	140,000
BUSINESS DEV INCENTIVE PROG	0	0	0	0	0	500,000	500,000
LOCAL PROGRAMS-PROMOTIONS	42,500	0	0	0	42,500	487,600	530,100
ICVB VOLUNTEER PROGRAM	0	0	0	0	0	7,840	7,840
TOTAL MISCELLANEOUS EXPENSES	42,500	0	0	0	42,500	1,565,440	1,607,940
P1 - COMPUTERS / SOFTWARE	0	0	0	0	0	160,720	160,720
P5 - TRANSFERS OUT							
TRSF TO ICVB RESERVE	9,083,725	0	0	0	9,083,725	0	9,083,725
TRSF TO ICVB COMPUTER FUND	500,000	0	0	0	500,000	0	500,000
TRSF TO ICC RESERVE / CIP	0	0	0	1,400,000	1,400,000	0	1,400,000
TRSF TO CITY OF IRVING	113,445	0	0	0	113,445	0	113,445
TOTAL TRANSFERS OUT	9,697,170	0	0	1,400,000	11,097,170	0	11,097,170
TOTAL WITH TRANSFERS	11,076,858	1,510,600	876,792	1,400,000	14,864,250	7,286,023	22,150,273
% OF TOTAL BUDGET	50.01%	6.82%	3.96%	6.32%	n/a	32.89%	100.00%
TOTAL WITHOUT TRANSFERS	1,379,688	1,510,600	876,792	0	3,767,080	7,286,023	11,053,103
% OF TOTAL BUDGET	12.48%	13.67%	7.93%	0.00%	n/a	65.92%	100.00%

IRVING CONVENTION AND VISITORS BUREAU
2022 - 2023 PROPOSED BUDGET
ACCOUNTS FUNDED BY ARPA

ACCOUNT DESCRIPTION	GENERAL FUND					ICC RESERVE / CIP FUND	TOTAL ARPA
	FINANCE AND ADMINISTRATION	SALES AND SERVICES	MARKETING AND COMMUNICATIONS	CONVENTION CENTER			
N1 - SALARIES							
PART-TIME	0	25,000	0	0		0	25,000
TOTAL SALARIES	0	25,000	0	0		0	25,000
N4 - SUPPLIES							
SUBSCRIPTIONS-PUBLICATIONS	24,500	0	0	0		0	24,500
OFFICE MACHINES <\$5,000	35,000	0	0	0		0	35,000
TOTAL SUPPLIES	59,500	0	0	0		0	59,500
O3 - OUTSIDE SERVICES							
PROFESSIONAL SERVICES	255,000	135,000	1,928,000	235,000		0	2,553,000
MARKETING/SALES RESOURCES	73,000	27,000	61,000	0		0	161,000
MEDIA ADVERTISING	0	0	560,000	0		0	560,000
PROPERTY MGMT SERVICES	0	0	0	1,395,000		0	1,395,000
FREIGHT	1,000	1,000	1,000	0		0	3,000
TOTAL OUTSIDE SERVICES	329,000	163,000	2,550,000	1,630,000		0	4,672,000
O4 - TRAVEL/TRAINING/DUES							
TRAVEL AND TRAINING	119,660	379,770	165,910	0		0	665,340
MEMBERSHIP AND DUES	35,385	17,000	5,900	0		0	58,285
TOTAL TRAVEL/TRAINING/DUES	155,045	396,770	171,810	0		0	723,625
O5 - CLAIMS AND INSURANCE							
INSURANCE	0	0	0	79,738		0	79,738
TOTAL CLAIMS AND INSURANCE	0	0	0	79,738		0	79,738

GENERAL FUND						
ACCOUNT DESCRIPTION	FINANCE AND ADMINISTRATION	SALES AND SERVICES	MARKETING AND COMMUNICATIONS	CONVENTION CENTER	ICC RESERVE / CIP FUND	TOTAL ARPA
O7 - MISCELLANEOUS EXPENSES						
ADM COST REIMBURSEMENT	320,000	0	0	0	0	320,000
CONVEN SERVICES MATERIALS	0	110,000	0	0	0	110,000
SPONSORSHIPS/PARTNERSHIPS	50,000	40,000	50,000	0	0	140,000
BUSINESS DEV INCENTIVE PROG	0	500,000	0	0	0	500,000
LOCAL PROGRAMS-PROMOTIONS	68,000	284,000	135,600	0	0	487,600
ICVB VOLUNTEER PROGRAM	7,840	0	0	0	0	7,840
TOTAL MISCELLANEOUS EXPENSES	445,840	934,000	185,600	0	0	1,565,440
P1 - CAPITAL EXPENDITURES						
COMPUTERS / SOFTWARE	160,720	0	0	0	0	160,720
BUILDINGS	0	0	0	0	1,500,000	1,500,000
TOTAL CAPITAL EXPENDITURES	160,720	0	0	0	1,500,000	1,660,720
TOTAL	1,150,105	1,518,770	2,907,410	1,709,738	1,500,000	8,786,023
% OF TOTAL ARPA BUDGET	13.09%	17.29%	33.09%	19.46%	17.07%	100.00%

IRVING CONVENTION AND VISITORS BUREAU
2022 - 2023 PROPOSED BUDGET
RESERVE FUND

ACCOUNT DESCRIPTION	17-18 ACTUALS	18-19 ACTUALS	19-20 ACTUALS	20-21 ACTUALS	21-22 ADJUSTED BUDGET	21-22 PROJECTED ACTUALS	22-23 PROPOSED BUDGET
REVENUE							
INVESTMENT INCOME	15,327	26,786	10,500	0	500	0	1,500
TRANSFERS FROM ICVB GENERAL							
HOT TAX	200,000	125,000	0	0	500,000	500,000	2,000,000
RECEIPTS FROM ARPA FY24	0	0	0	0	0	0	6,593,875
RECEIPTS FROM ARPA FY25	0	0	0	0	0	0	489,850
TOTAL REVENUE	215,327	151,786	10,500	0	500,500	500,000	9,085,225
EXPENDITURES							
TRANSFERS TO ICVB GENERAL	0	0	1,307,800	0	0	0	0
TOTAL EXPENDITURES	0	0	1,307,800	0	0	0	0

BEGINNING FUND BALANCE	930,897	1,146,224	1,298,010	710	710	710	500,710
REVENUES	215,327	151,786	10,500	0	500,500	500,000	9,085,225
EXPENDITURES	0	0	(1,307,800)	0	0	0	0
ENDING FUND BALANCE	1,146,224	1,298,010	710	710	501,210	500,710	9,585,935
ARPA FUNDS RESERVED FOR FUTURE							
OPERATING EXPENDITURES	0	0	0	0	0	0	(7,083,725)
ADJUSTED ENDING FUND BALANCE	1,146,224	1,298,010	710	710	501,210	500,710	2,502,210

**IRVING CONVENTION AND VISITORS BUREAU
2022 - 2023 PROPOSED BUDGET
COMPUTER REPLACEMENT FUND**

ACCOUNT DESCRIPTION	17-18 ACTUALS	18-19 ACTUALS	19-20 ACTUALS	20-21 ACTUALS	21-22 ADJUSTED BUDGET	21-22 PROJECTED ACTUALS	22-23 PROPOSED BUDGET
REVENUE							
INVESTMENT INCOME	4,177	6,305	2,040	0	0	0	1,500
TRANSFERS FROM ICVB GENERAL	0	0	0	0	0	0	500,000
TOTAL REVENUE	4,177	6,305	2,040	0	0	0	501,500
EXPENDITURES							
COMPUTERS AND EQUIPMENT	0	37,955	0	0	0	0	0
TRANSFERS TO ICVB GENERAL	0	0	245,600				
TOTAL EXPENDITURES	0	37,955	245,600	0	0	0	0
BEGINNING FUND BALANCE							
REVENUES	4,177	6,305	2,040	0	0	0	501,500
EXPENDITURES	0	(37,955)	(245,600)	0	0	0	0
ENDING FUND BALANCE	275,417	243,767	207	207	207	207	501,707

IRVING CONVENTION AND VISITORS BUREAU
2022 - 2023 PROPOSED BUDGET
IRVING CONVENTION CENTER RESERVE / CIP FUND

ACCOUNT DESCRIPTION	17-18 ACTUALS	18-19 ACTUALS	19-20 ACTUALS	20-21 ACTUALS	21-22 ADJUSTED BUDGET	21-22 PROJECTED ACTUALS	22-23 PROPOSED BUDGET
REVENUE							
INVESTMENT INCOME	19,298	37,598	11,889	141	500	1,200	5,000
MISCELLANEOUS							
ICC HOTEL PARKING GARAGE	0	0	288,750	253,997	264,000	264,000	264,000
MISCELLANEOUS	32,444	0	0	0	0	0	0
RECEIPTS FROM ASM GLOBAL	0	0	0	675,000	1,000,000	1,000,000	500,000
TOTAL MISCELLANEOUS	32,444	0	288,750	928,997	1,264,000	1,264,000	764,000
TRANSFERS IN							
RECEIPTS FROM ARPA FY21	0	0	0	245,399	0	0	0
RECEIPTS FROM ARPA FY22	0	0	0	0	2,878,667	2,878,667	0
RECEIPTS FROM ARPA FY23	0	0	0	0	0	0	2,880,000
RECEIPTS FROM ARPA FY24	0	0	0	0	0	0	1,011,000
RECEIPTS FROM ARPA FY25	0	0	0	0	0	0	225,000
TRSF FROM ICVB GENERAL	1,215,249	705,281	0	100,000	363,000	648,000	1,400,000
TOTAL TRANSFERS IN	1,215,249	705,281	0	345,399	3,241,667	3,526,667	5,516,000
TOTAL REVENUE	1,266,991	742,879	300,639	1,274,537	4,506,167	4,791,867	6,285,000
EXPENDITURES							
SUPPLIES	0	0	0	62,508	434,794	400,000	0
BUILDING MAINTENANCE	0	0	288,750	476,878	264,000	550,000	264,000
OUTSIDE SERVICES	0	0	0	117,838	362,000	360,000	0
TRAVEL - TRAINING - DUES	0	0	0	2,126	35,000	35,000	0
CAPITAL	727,218	972,322	1,140,336	0	2,046,873	2,500,000	1,500,000
TRANSFERS TO ICVB GENERAL	0	0	298,000	0	0	0	0
TOTAL EXPENDITURES	727,218	972,322	1,727,086	659,350	3,142,667	3,845,000	1,764,000

BEGINNING FUND BALANCE	1,177,758	1,717,531	1,488,088	61,641	676,828	676,828	1,623,695
REVENUES	1,266,991	742,879	300,639	1,274,537	4,506,167	4,791,867	6,285,000
EXPENDITURES	(727,218)	(972,322)	(1,727,086)	(659,350)	(3,142,667)	(3,845,000)	(1,764,000)
ENDING FUND BALANCE	1,717,531	1,488,088	61,641	676,828	2,040,328	1,623,695	6,144,695
ARPA FUNDS RESERVED FOR FUTURE							
CIP EXPENDITURES	0	0	0	0	0	0	(1,236,000)
ADJUSTED ENDING FUND BALANCE	1,717,531	1,488,088	61,641	676,828	2,040,328	1,623,695	4,908,695



Finance & Administration Department

DIRECTIVES

To position the Irving Convention & Visitors Bureau as a financially responsible organization, providing departments with the support services needed to operate efficiently; to support visitor needs and inquiries through customer service; and to provide administrative support to the ICVB Board and Committees.

INITIATIVES & STRATEGIES

ACCOUNTING AND BUDGET

- » Maintain sound accounting practices that conform with Governmental Accounting Standards Board (GASB) reporting requirements.
- » Create and monitor the Bureau's annual operating and capital projects (ICC CIP) budgets.
- » Prepare financial reports and hotel tax reports.
- » Perform internal audits of sales team bookings and expense reports.

REQUESTED ARPA EXPENDITURES

- » Maintain adequate cash flows and ensure sufficient liquidity to meet financial obligations.
- » Ensure cost-effectiveness through competitive bidding processes with vendors.

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.

INITIATIVES & STRATEGIES / ADMINISTRATION *(continued)*

- » Provide excellent customer service to both internal and external customers.
- » Maintain focus on succession planning and cross-training staff.

REQUESTED ARPA EXPENDITURES

- » Increase employee satisfaction and engagement through programs that demonstrate appreciation of staff and provide professional development opportunities.

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.

REQUESTED ARPA EXPENDITURES

- » Support the efficiency and effectiveness of staff through use of new technologies, while maintaining a secure operating environment.
- » Provide management and technical direction to the ICVB and Convention Center to implement technical goals and management objectives
- » 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.
- » Utilize location intelligence platform research to better identify visitor behavior in market, trade areas, customer journey and other key data.



ICVB FY 2022-23 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 Meetings
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.

INITIATIVES & STRATEGIES

OVERALL

- » Increase total room night bookings 2% over 2021-2022 actuals, with a focus on: the corporate market segment; summer and holiday business; and convention center groups with sleeping rooms.
- » Continue to focus on local and regional meeting planners as requested by the hotel community and markets impacted by the Toyota Music Factory development.
- » Work closely with all Irving hotel sales teams on coordinated sales efforts. Review business lost or cancelled due to COVID and target rebooking as soon as possible.
- » Utilize Texas Events Trust Fund for sporting and other eligible events that generate weekend room nights, partnering with Drive Nation venue on events, as well as utilizing the venue for Irving CVB-initiated sporting events.
- » 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 our partnerships with Irving Parks and Recreations, the Irving-Las Colinas Chamber of Commerce, TIF, DART, and DCURD to generate new and incremental business opportunities for Irving.
- » With ICVB Marketing, engage Irving hoteliers with ICVB programs.

REQUESTED ARPA EXPENDITURES

- » Look for our next hospitality industry function to showcase Irving/Las Colinas, focusing on higher end markets that could utilize the Irving Convention Center.

INITIATIVES & STRATEGIES (continued)

OVERALL (CONTINUED)

- » With limited funds in BizDIP, continue to highlight other complimentary services that the Irving CVB can offer to assist hotels in booking business.
- » BizDIP approvals will be focused on groups that occur during need periods for Irving. Short-term, in-the-year business with an immediate impact is a first priority.
- » Continue to build and enhance relationships with meeting resource companies, with emphasis on HelmsBriscoe, ConferenceDirect, and American Express Travel.
- » Continue one-on-one relationship building initiative with Irving/Las Colinas hotels as well as continuing to host quarterly or semi-annual Destination Forum events (formerly Meet the Bureau) to engage and educate hospitality partners as budget allows.

ASSOCIATION MARKET – STATE & NATIONAL

- » Solicit City of Irving and other community contacts to help identify new prospects for association meetings and conventions.

REQUESTED ARPA EXPENDITURES

- » Partner with hotels to cohost site inspections for state association and third-party planners from drive markets to familiarize regional customers with the new development in Irving.
- » Participate in 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.
- » Stage a local association blitz.

CORPORATE/GOVERNMENT MARKET

- » Concentrate on short-term business, COVID 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

- » 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.
- » Host a local customer event capitalizing on significant in-market events, such as The Pavilion at Toyota Music Factory, as schedules and budget allow.

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 games, Texas Rangers games and other stadium-related sporting events and concerts.
- » Concentrate on SMERF/sports business that is appropriate for the Irving Convention Center, Drive Nation, Levy Plaza and/or Irving's hotels.
- » Capitalize on large city-wide sporting events throughout the market that can create compression for Irving.
- » Capitalize on e-sports events in Irving and throughout the DFW market that can generate room nights or create compression for Irving.



REQUESTED ARPA EXPENDITURES

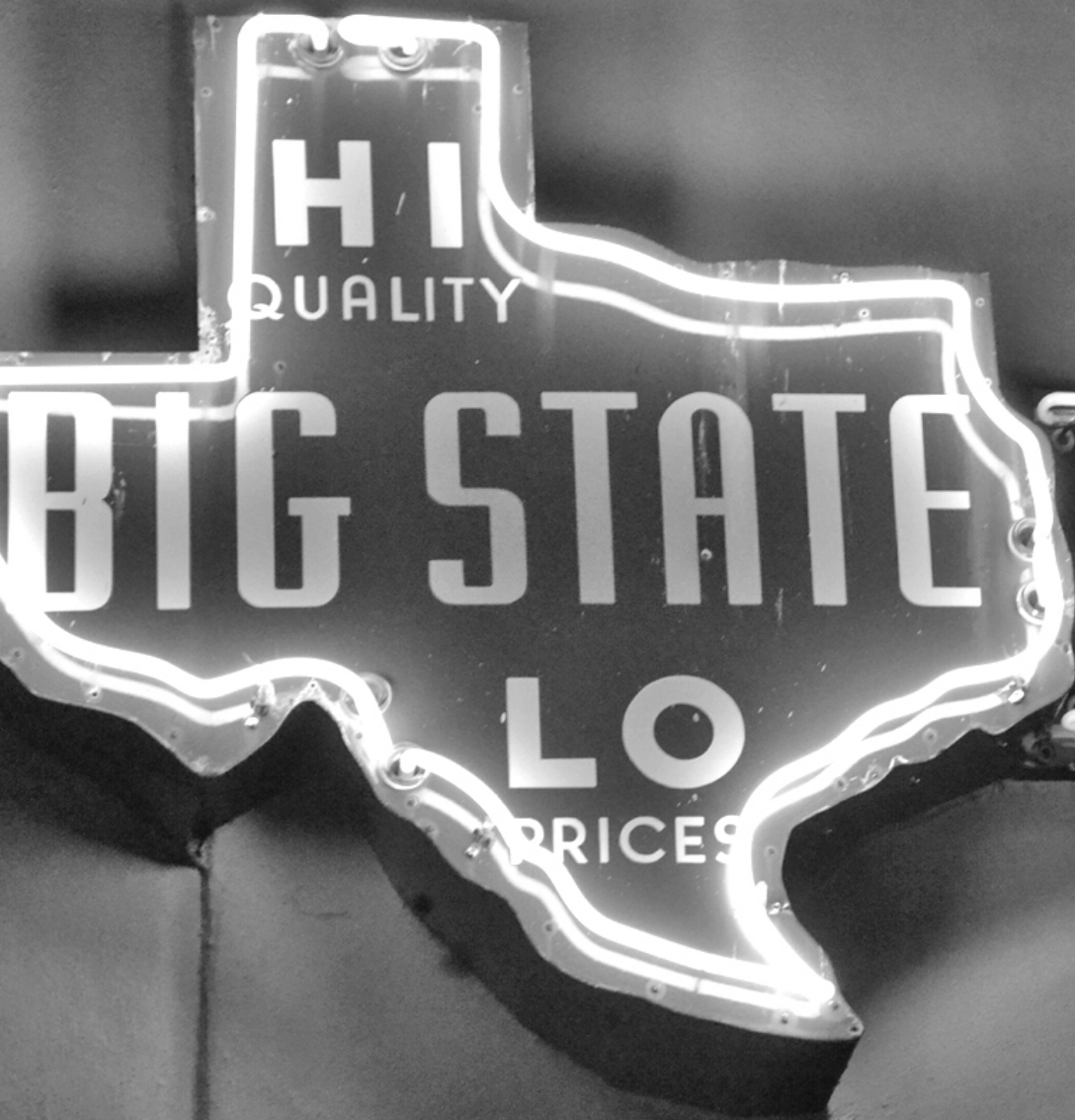
- » Continue the focused and hard push to religious planners who attended RCMA in Irving in 2019, Professional Fraternities Association in 2021, and TSAE in 2022.
- » Attend market-specific tradeshows such as RCMA, NFL Travel Managers Conference, E-Sports Summit, and Connect Sports.

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.



FOUNTAIN G

ICVB FY 2022-23 TRAVEL DETAIL - REQUESTED ARPA EXPENDITURES

Destination Sales & Services Department

Description
Austin Sales Calls
Conference Direct - Annual Partner Meeting
Connect Marketplace
Connect Specialty
Connect Sports
Connect Texas
Cvent Connect
HelmsBriscoe - Annual Business Conference
LaMont & Associates Annual Partners Meeting
Meeting Professionals International - World Education Congress
NFL Travel Director's Show
Simpleview Summit
Smart Meetings
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 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 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

REQUESTED ARPA EXPENDITURES

- » Renew contract with lead generator CVENT.
- » Reprioritize resources to the greatest market needs and limit print placements to stretch resources by extending digital reach.
- » 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.
- » Continue with the newly created, music-inspired ad campaign to effectively target the meetings and niche markets as well as non-corporate ad exposure.
- » 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, The Ranch at Las Colinas, etc.
- » Further extend the reach of traditional advertising through public relations and social media initiatives to generate positive destination coverage, thereby increasing awareness of Irving.

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

- » Continue 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 ongoing content promotion campaigns to provide exposure to local businesses including restaurants, attractions, and other tourism-related entities.

COOPERATIVE EFFORTS

- » Continue cooperative efforts with Irving hotels and restaurants, Irving Arts Center, the Toyota Music Factory, 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.

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 utilize a robust search engine optimization (SEO) program to engage visitors, drive traffic to the Visit Irving website, and optimize for lead generation.

- » Continually update the Visit Irving website to reflect appropriate messaging, including communication of important and urgent information, messaging to promote drive-market leisure business, and meetings-focused messaging that highlights Visit Irving's complimentary services.
- » 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, website and blog traffic, digital marketing campaigns, and industry performance.
- » Continue to build the bureau's proprietary database of opt-in contacts and utilize database access available through advertising partners.

REQUESTED ARPA EXPENDITURES

- » 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 and Oculus virtual experiences.
- » Continue to improve the CVB's search engine marketing (SEM) to increase website traffic to the Visit Irving website, increase lead generation, and appeal to drive markets.
- » Continue to contract with a digital content specialist to supplement in-house content production resources and provide project resources to local hotels.
- » Utilize user-generated content from social media platforms on the websites and in digital marketing programming through the CrowdRiff platform.
- » Continuously retool the ICVB's promotional videos to include the new Urban Center developments and 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.
- » Optimize the Visit Irving website to increase long-term meetings-sales leads and short-term hotel bookings.
- » Utilize a digital asset management platform to efficiently store, organize, and share assets including images, documents, and video.

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, as our current inventory is depleted and/or outdated.)
- » Incorporate findings from brand studies into printed and digital collateral.

NEW CLIENT ACQUISITION

- » Utilize messaging and campaigns tailored to safety as an opportunity to market to new clients.
- » Continue to use the Las Colinas entertainment district development including the Westin headquarter hotel, the Texican Court, and Water Street, as well as existing Urban Center hotels and the Toyota Music Factory as an opportunity to re-market to previous “lost business” clients.
- » Engage in marketing automation to frequently engage meeting planner prospects.

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.
- » Continue executing fully integrated leisure market micro-campaigns that exploit existing demand to increase room nights.

- » Continue the highly successful staycation and vacation campaigns to drive immediate leisure visitation and hotel bookings.
- » Continue online travel agency (OTA) campaigns 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.

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, 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, to effectively make decisions regarding the advertising buy, sales efforts and other initiatives.

SPONSORSHIPS

REQUESTED ARPA EXPENDITURES

- » Sponsorship of the 2023 Invited Celebrity Classic to include title sponsor of the Media Center and separate hospitality package.
- » Provide small sponsorship dollars to local events that generate room nights and/or can serve as anchor for micro room night campaigns, such as larger Irving Marathon series races, Lone Star BBQ and Music Festival, etc.

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, Invited Celebrity Classic, Urban Center and other city events, 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.
- » Host individual travel journalists/ bloggers/influencers on specific assignments for site visits.
- » 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.
- » Continue to capitalize on ASM Global VenueShield as key marketing benefits for safe meetings at the Irving Convention Center.
- » Assist media operations for the 2023 Invited Celebrity Classic.

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 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 openings and Toyota Music Factory/key events such as the Invited Celebrity Classic.
- » Host an Irving media event at the SXSW 2023 Music Festival in Austin to promote and raise awareness of the live music opportunities at the Toyota Music Factory and various locations in Irving.
- » Host the Southern Travelers Explore Conference (#STE) in 2023 to highlight Irving and Irving's amenities with bloggers, publishers, and influencers.

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 Brookfield, Live Nation and Toyota Music Factory 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.

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.
- » Grow convention center social platforms through targeted campaigns.
- » 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 2023 Music Festival in Austin to promote and raise awareness of the live music opportunities at the Toyota Music Factory and various locations in Irving.

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.

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.
- » Change the Irving High Spirited Citizens Awards program to a once-a-year recognition ceremony for 10-12 honorees.
- » 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 (as the school allows).
- » With ICVB Sales, engage Irving hoteliers with ICVB programming.

REQUESTED ARPA EXPENDITURES

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

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 Center, City of Irving Communications, the Las Colinas Association, DART and other community organizations where appropriate and relevant.

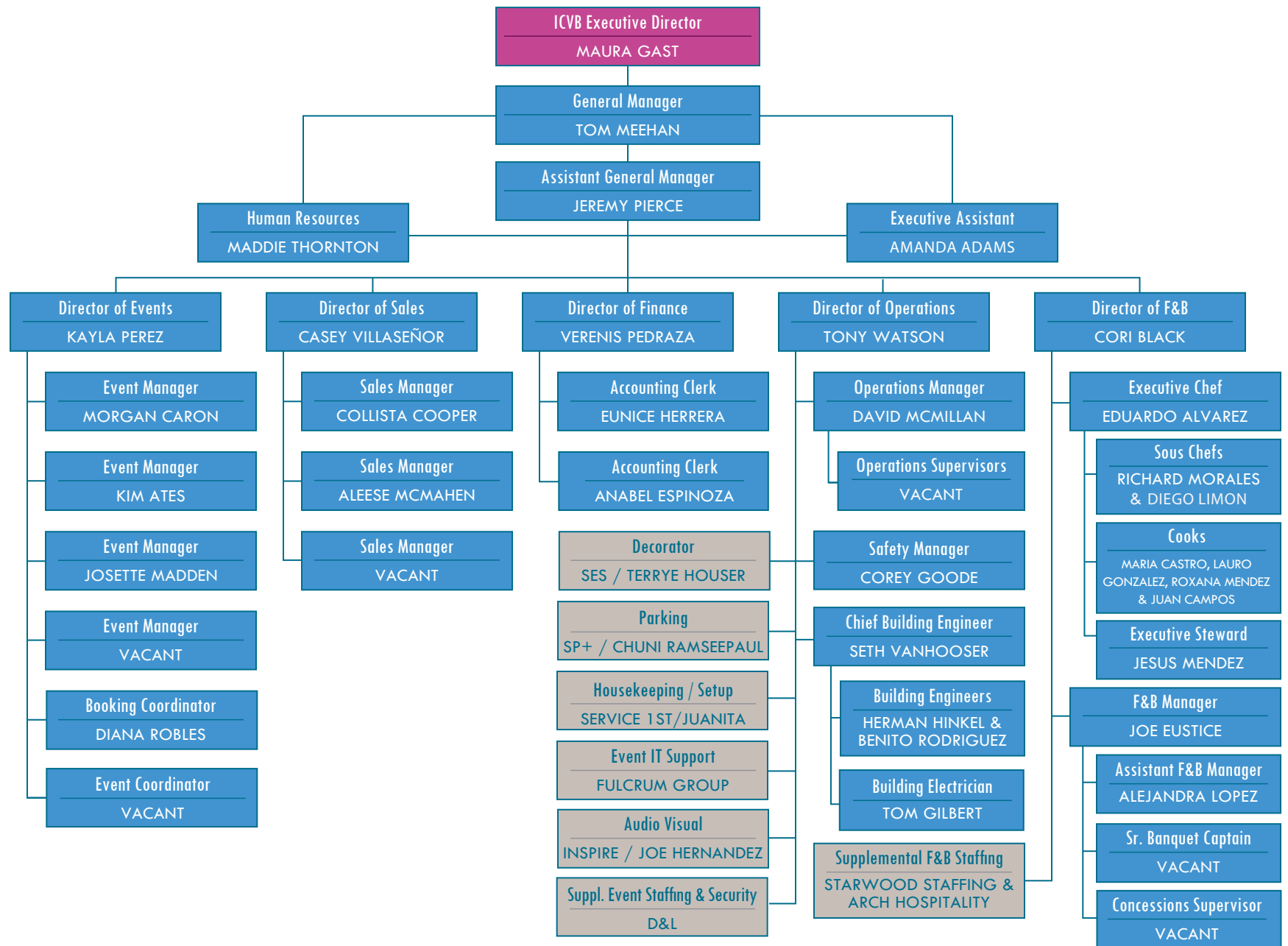
ICVB FY 2022-23 TRAVEL DETAIL - REQUESTED ARPA EXPENDITURES

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 2023
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

	2017	2018	2019	2020	2021	Total Since 2011*	5-Year Average
Attendance	248,404	270,178	264,835	109,179	96,240	2,286,580	197,767
Event Days	376	406	419	237	257	4,100	339
Events	244	270	241	138	105	2,664	200

EVENT CATEGORIES:

Assemblies	18,225	19,670	13,224	8,155	6,000	181,722	13,055
	17	14	14	12	6	201	13
Banquets	22,678	22,513	18,150	13,455	5,350	292,160	16,429
	51	44	45	29	10	570	36
Consumer/Public	62,411	94,217	65,609	30,921	17,898	717,482	54,211
	43	57	66	33	14	521	43
Concerts	0	2,500	50	0	450	8,500	600
	0	1	1	0	1	9	1
Conventions	83,573	54,484	84,923	10,334	23,375	442,736	51,338
	40	39	58	15	5	303	31
Meetings	41,080	58,178	61,218	34,818	15,337	431,245	42,126
	156	190	164	116	34	1,586	132
Sports	10,750	11,860	9,515	7,720	22,520	153,180	12,473
	14	16	14	8	12	181	13
Trade Shows	8,265	5,270	9,462	2,975	3,800	84,248	5,954
	19	17	27	10	3	223	15
Other	235	584	1,727	65	10	5,014	524
	3	6	3	3	3	88	4
ICVB	1,187	909	957	736	100	12,541	778
	31	21	27	12	16	273	21

*Total since the facility opened in January 2011

Irving Convention Center Budget Forecast

OCTOBER 1, 2022 TO SEPTEMBER 30, 2023
Lead Income Statement - Monthly FY 2023

	October	November	December	January	February	March	April	May	June	July	August	September	Total
Event Income													
Direct Event Income													
Rental Income	84,120	97,552	38,325	127,975	82,275	143,319	141,320	118,700	209,375	116,000	210,575	110,525	1,480,061
Service Income	38,043	41,347	22,029	29,134	30,944	75,707	33,636	31,100	23,000	22,000	26,600	26,100	399,638
Service Expenses	(55,054)	(59,932)	(27,912)	(47,174)	(46,087)	(94,789)	(70,999)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(651,947)
Total Direct Event Income	67,109	78,967	32,442	109,935	67,132	124,237	103,957	99,800	182,375	88,000	187,175	86,625	1,227,752
Ancillary Income													
F & B Concessions	16,413	39,965	11,425	33,076	14,921	17,438	30,507	2,000	25,000	1,500	5,000	10,000	207,244
F & B Catering	111,491	199,961	146,540	130,994	143,660	233,529	197,441	214,320	230,072	140,372	164,540	362,292	2,275,212
Parking: Self Parking	37,393	55,938	17,618	30,735	32,981	31,574	33,834	12,505	17,917	16,605	20,032	19,065	326,197
Electrical Services	10,160	4,790	2,600	4,125	5,955	35,612	1,105	6,250	6,250	6,250	7,750	6,250	97,097
Audio Visual	-	-	-	-	-	-	-	-	-	-	-	-	-
Internet Services	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Ancillary Income	175,457	300,654	178,183	198,930	197,517	318,153	262,888	235,075	279,239	164,727	197,322	397,607	2,905,751
Total Event Income	242,566	379,620	210,626	308,866	264,648	442,390	366,844	334,875	461,614	252,727	384,497	484,232	4,133,505
Other Operating Income	59,701	46,198	47,409	39,897	48,876	70,848	81,952	46,424	46,424	46,424	46,424	46,424	627,003
Adjusted Gross Income	302,267	425,819	258,035	348,762	313,525	513,238	448,796	381,299	508,039	299,151	430,921	530,656	4,760,508
Operating Expenses													
Employee Salaries and Wages	197,220	197,220	197,220	197,220	197,220	197,220	197,220	197,220	197,220	197,220	197,220	197,220	2,366,640
Benefits	48,886	47,313	48,014	54,607	51,576	59,290	(28,541)	61,164	61,164	61,164	61,164	61,164	586,965
Less: Event Labor Allocations	(5,711)	(6,778)	(3,582)	(3,504)	(5,279)	(3,660)	(5,356)	(7,500)	(7,500)	(7,500)	(7,500)	(7,500)	(71,370)
Net Employee Wages and Benefits	240,395	237,755	241,651	248,322	243,517	252,850	163,323	250,884	250,884	250,884	250,884	250,884	2,882,235
Contracted Services	62,204	56,194	89,302	57,582	62,085	59,711	61,491	65,038	65,038	65,038	65,038	65,038	773,760
General and Administrative	42,538	42,560	42,560	40,894	19,098	19,179	13,614	41,329	40,576	41,251	40,266	121,924	505,790
Operations	29,106	25,867	20,351	21,016	27,250	27,165	33,900	24,527	24,527	24,527	24,527	24,638	307,401
Repair & Maintenance	46,573	41,920	38,218	39,912	55,278	40,846	30,583	32,042	32,042	32,042	32,042	39,042	460,540
Supplies	10,689	7,687	7,347	12,977	8,055	17,697	10,968	9,041	9,041	9,041	9,041	8,852	120,437
Insurance	4,761	5,305	5,561	5,994	5,195	4,876	8,230	8,230	8,230	8,230	8,230	8,230	81,072
Utilities	49,414	40,756	43,366	44,237	43,028	49,006	42,854	43,333	43,333	43,333	43,333	80,179	566,170
Other	516	41,144	1,309	353	49	174	224	42	42	42	42	42	43,980
SMG Management Fees	26,985	35,662	28,761	31,555	30,322	36,668	37,031	32,756	43,273	31,466	30,173	49,471	414,123
Total Operating Expenses	513,181	534,849	518,426	502,843	493,877	508,172	402,218	507,222	516,986	505,854	503,576	648,300	6,155,508
Net Income (Loss) From Operations	(210,914)	(109,032)	(260,392)	(154,080)	(180,352)	5,065	46,578	(125,923)	(8,947)	(206,703)	(72,655)	(117,644)	(1,395,000)
Net Income After Other Income (Expenses)	(210,914)	(109,032)	(260,392)	(154,080)	(180,352)	5,065	46,578	(125,923)	(8,947)	(206,703)	(72,655)	(117,644)	(1,395,000)



Irving Convention Center Travel Detail

ICC FY 2022-2023 TRAVEL DETAIL - REQUESTED ARPA EXPENDITURES

Consolidated Departments

Event
ACES
ASM Annual GM Conference
ASM Finance Conference
ASM Human Resource Conference
ASM Savor Annual Ops Conference
Austin Sales Calls
Catering Source
Connect Texas
Esports Summit
Experient Envision
IAEE Expo Expo
IAVM Venue Connect
MPI THCC WEC
National Restaurant Association
Southwest Showcase
TEAMs
TSAE Annual Meeting/Top Golf
TSAE Holiday Luncheon

Irving Convention Center Capital Improvement Plan

Project Description	CIP Code	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	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		50,000	50,000	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	40,000	40,000	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	250,000	250,000	500,000
Controls	2				20,000	20,000	20,000
Cooling Tower(s)	2	50,000	25,000	15,000	250,000	250,000	500,000
Exhaust Fans	2				50,000	100,000	100,000
Supply Fans / Return Fans	2	20,000	20,000	10,000	150,000	200,000	250,000
Motors & Pumps	2	30,000	30,000	20,000	100,000	250,000	250,000
VFD's-Variable Frequency Drives	2	25,000	25,000	10,000	100,000	150,000	200,000
ELECTRICAL							
Electrical System - Transformers/Ballasts	2						
Electrical System - Panels & Switchboards	3		10,000	10,000	25,000	25,000	25,000
Energy Management System / Lighting System	7				250,000	50,000	50,000
LED Lighting Projects	5	75,000	50,000	50,000	100,000	100,000	100,000
Barrisol Light System - Grand Ballroom	2				50,000	50,000	50,000
Power Projects/Additional Power Sites	2	25,000		25,000			
Main Electrical Switchgear	2			25,000	50,000	50,000	50,000
Electrical Distribution Equipment	6	50,000	20,000	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 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	50,000			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	40,000	40,000	150,000	200,000	250,000
Small Wares	3	40,000	70,000	70,000	150,000	200,000	250,000
F F & E							
Chairs/Tables/Skirting/Linen/Pipe & Drape	3		200,000	25,000	30,000	200,000	300,000
Furniture - Administrative / Café / Terrace	3			50,000	100,000	100,000	100,000
Janitorial Equipment / Machinery	5	25,000	25,000	40,000	50,000	50,000	50,000
Crowd Control / Stanchions	3	20,000		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	30,000			50,000	50,000	50,000
Parking Garage Equipment	3	300,000			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	50,000			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	100,000				500,000	250,000
Box Office - LED Monitors/Upgrades	7						
Glass	2				60,000	60,000	60,000
Operable Partitions - Air Wall Repairs	2	20,000	15,000	15,000	100,000	100,000	100,000
Roofing System	2	50,000		50,000	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

Project Description	CIP Code	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	20,000		20,000	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	150,000	150,000	150,000
Digital Signage – Monitors	3		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	75,000	75,000	250,000	250,000	250,000
Marquee Signage	3				500,000	50,000	50,000
Water Feature	2	25,000	10,000	10,000	100,000	100,000	100,000
Garage / Property Striping	2	20,000	15,000	15,000	50,000	50,000	50,000
VEHICLES							
Forklifts	3	50,000		50,000	100,000	50,000	100,000
Man-lifts	3				50,000	100,000	50,000
Carts / Ambulance	3	20,000			25,000	25,000	25,000
VERTICAL TRANSPORT							
Escalators	2				50,000	50,000	75,000
Elevator	2				50,000	50,000	75,000
EVENT RELATED							
ADA Ramp	2	28,572					
CODE RELATED							
ADA Ramp	2	50,000	50,000				
Annual Project Cost		1,428,572	885,000	875,000	5,885,000	6,130,000	7,280,000
5% Contingencies		71,429	44,250	43,750	294,250	306,500	364,000
Annual Project Total Cost		1,500,001	929,250	918,750	6,179,250	6,436,500	7,644,000

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



