



# IRVING *Rocks!*





# ICVB Board of Directors

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Former ICVB Board Member

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**Brad Watson**  
Vistra Energy/Irving-Las Colinas  
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University of Dallas

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## CITY COUNCIL LIAISON

**Kyle Taylor**

\* Denotes a former ICVB Board Chair







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## ICVB Contact Information

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### IRVING CONVENTION & VISITORS BUREAU

Irving Convention Center at Las Colinas  
500 W Las Colinas Boulevard  
Irving, Texas 75039

website  
[irvingtexas.com](http://irvingtexas.com)  
[irvingconventioncenter.com](http://irvingconventioncenter.com)


#visitirving  
#irvingrocks

toll-free  
(800) 2-IRVING or (800) 247-8464

main  
(972) 252-7476

fax  
(972) 401-7728

e-mail  
[info@irvingtexas.com](mailto:info@irvingtexas.com)

 [linkedin.com/company  
/irving-convention-and-visitors-bureau](https://www.linkedin.com/company/irving-convention-and-visitors-bureau)

 [facebook.com  
/visitirvingtx](https://www.facebook.com/visitirvingtx)

 [x.com  
@visitirvingtx](https://x.com/visitirvingtx)

 [instagram.com  
/visitirvingtx](https://www.instagram.com/visitirvingtx)

To : Richard Stewart Jr., Board Chair  
Herbert Gears, Board Vice Chair  
ICVB Board of Directors

Fr : Maura Allen Gast, FCDME

Re : 2024-2025 ICVB Budget and Marketing Plan Overview

For the last several years, the Irving Convention & Visitors Bureau has been furiously shifting gears from **Response** to **Recovery** to what is starting to feel like Resilience, although we know we are not there yet. The past 18 months have seen significant recovery in hotel occupancy tax revenues as well as convention center revenues, but those have also been accompanied by ever-increasing operating costs, leaving hotel real RevPAR still below where it should be. Across the US, this April was the first time upper tier hotels were reporting corporate meetings at a level that exceeded 2019. However, corporate transient remains below where it should be, and it likely won't find solid footing until companies plans for "return to office" stabilize. Industry forecasts have begun to shift away from **Recession**, but still anticipate a marketplace slip, albeit with a soft landing. With that decline pushing further into the calendar year, it is likely it will coincide with the usual soft decline our market has felt in federal election years. This would have the first quarter of the FY24-25 calendar seeing that impact, with a solid October, but then an earlier-than-typical slowdown in November as the elections occur, followed by the fall and winter holidays.

The laser-focus this Board of Directors has provided on our five-year plan for financial stability has been invaluable, and we are well on our way to achieving that plan, even a little bit ahead of schedule. Based on our current projections, the fund balances of the Catastrophic Reserve and our General Fund are fully funded now. We are at the halfway point for our Technology Fund, and just about \$250,000 short in the CIP fund. For the latter, however, we will need to expend considerable dollars in this next

DOLLARS					PEOPLE		JOBS		TAXES	
\$3.45 BILLION	= \$9.46 MILLION PER DAY	\$13,141	\$1.08 BILLION	\$650 MILLION	4.28 MILLION	= 33K OVER PER DAY	23,239	\$765 MILLION	\$70.3 MILLION	\$757
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 2022	NUMBER OF VISITORS ON AN AVERAGE DAY IN IRVING IN 2022	TOTAL JOBS SUPPORTED BY THE IRVING VISITOR INDUSTRY	TOTAL PAYROLL FOR THE IRVING VISITOR INDUSTRY	TAXES GENERATED BY THE IRVING VISITOR INDUSTRY IN 2022	TAX REVENUES GENERATED PER IRVING HOUSEHOLD

year for the Convention Center's capital needs, with the largest expenditure there being the replacement of the roof. This fund will continue to require significant transfers, although the excellent financial performance of the building these past few years makes that burden much more manageable. As a reminder, our minimum goals for each of these is: Catastrophic Reserve (MINIMUM GOAL \$5 Million balance; ICC Capital Improvement Fund (MINIMUM GOAL: \$3 Million balance; Technology Fund (MINIMUM GOAL: \$1 Million balance); and General Fund Balance (MINIMUM GOAL: \$2 Million.

This year's Needs Analysis Survey of Irving's hotels, the first step of our annual budget and programming process, provides the framework for our efforts in the next fiscal year. Survey highlights included:

- Approximately two-thirds of respondents don't expect Business Transient Occupancy to return to pre-pandemic levels until 2025.
- A little over half of respondents believe ADR already has returned to pre-pandemic levels, and a little over one-third believe it will return in 2025.
- Nearly 60% of respondents believe RevPAR will not recover until 2025.
- Help is once again requested for all vertical market segments, with SMERF and Corporate leading the way, followed closely by Sports/Entertainment and Leisure, and then Government and Association.
- Days of the week needing the most help (in order) are Sunday, Friday, Saturday and Thursday. Half of the respondents noted needing help still on Monday, Tuesday and Wednesday, the days most dramatically impacted by the slow return of the transient business traveler, and days that additional resources have not been needed for in the past.
- Additional resources are desired for: booking incentives/rebates/commissions, followed by search engine marketing/paid search. A third referenced support for investments in online travel agencies (OTAs) and Cvent.
- A little under one-third indicated interest in TripAdvisor and updated photography/videography.
- When asked what training content the ICVB could potentially assist with, the majority of the requests were about how to better utilize the CVB and its resources and knowledge and for more hotel partner networking opportunities.

On the surface, our budget and programming proposal for 2024-25 looks fairly similar to this current year, as we have proceeded conservatively with flat-to-actual hotel tax collections. There are reductions since we are now only utilizing hotel occupancy taxes and no longer have any incoming ARPA funding to cover large expenses. To deliver a balanced budget, we are proposing to access a portion of our fund balance to keep focused on the pipeline of business that is still needed. We are not proposing a transfer to the Technology Fund for the upcoming Fiscal Year, and will hope to achieve that final fund goal in FY 25-26. We are evaluating a shift away from our suite of seats at the Live Nation Pavilion, and repurposing those funds for a broader partnership opportunity at the Toyota Music Factory as it reopens with its massive renovations later this year. The proposed partnership would include a ticket bank that can still be utilized 3-4 times a year for specific client events, but we would no longer have seats at every event. We're continuing to invest in data from a wide range of resources and to fine-tune our systems to make best use of this information to guide sales and marketing initiatives, as well as operational efficiencies.

We will continue to postpone initiatives that shouldn't "start-and-stop" due to the market's fluctuations – including the annual meeting. That is a very expensive undertaking and with the former Board Members Luncheon and High Spirited Citizens Luncheon now standing programming elements, we believe we can accomplish much of the same engagement through these vehicles, at a much more manageable scale. 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. We will continue to make its capital needs and that subsidy our first priority in building our budget each year.

At this point, even though Frisco, Denton and Arlington now have the additional financial firepower through their TPIDs to promote their destinations, the time is still not right in Irving to bring this forward, based on the reaction of several hoteliers in attendance at a recent Irving Hotel Association meeting. In the meantime, some of the programming we began through COVID with CARES and ARPA funds is the type of programming we'd hope to build on with a TPID. We'll continue working to prove these initiatives can be successful in impacting properties of all sizes, all over Irving.

This next fiscal year will take us into a Legislative session in Austin, where we will continue to keep a close eye on anything that might impact the use of hotel occupancy



taxes, particularly here in Irving. Our partners at the Texas Hotel & Lodging Association will run point on these issues, and will work with us on any issues needing our specific attention. In 2007, the ICVB led the way to a legislative solution that would allow the Irving Arts Board to retain an additional \$1.6 annually; this legislation is due to sunset on September 1, 2026. That date (originally set to sunset in 2022) was chosen as, by that time, the 15% would generate sufficient funding to operate, and would allow the Arts Board to build its own operating reserves up. The 2025 Legislative session will be the last one before that sunset date. I continue to believe there is an opportunity for a win-win with this situation, and will work toward a solution that can deliver this and that can merit the support of the Texas Hotel & Lodging Association.

The next time you are at the ICC for an event, I hope you will take some time to look around (safely) as you're driving in, and then stand and look around from the entry lobby when you get here. When we opened this building in January of 2011, we were out here in the midst of fields and fields of bluebonnets, serving as ample overflow parking as long as it didn't rain. And in just these few short (by development standards) years, much has happened. It took more than four decades for Dallas and Fort Worth to get their convention center hotels done. Ours opened in 2019. The Toyota Music Factory opened in 2017, and is already undergoing a massive renovation that will improve this critical amenity not just for our hotel guests and residents, but also for our corporate residents. Because there was vision and a plan for these 40 acres that other people could believe in, State Bank of Texas and Christus Health have opened their new headquarters, and the pace with which the Wells Fargo development is moving is extraordinary. And there are potentially even more exciting opportunities down the road with new landowners in the community and new visions still to be defined.

In today's globalized and networked world, we are competing with every other community for Irving's share of visibility, attention, business and respect. We are competing for tourists and talent, for capital and investment. We can never afford to rest on our laurels nor on what is built today. A constant investment is needed to build awareness and the pipeline, so that we can serve in our role as the "first date" of economic development. This investment is essential to Irving's quality of life, and quality of place.

**Agility and nimbleness** are our two greatest strengths, allowing us to pro-act and re-act and flex as needed, as the marketplace surrounding us continues to change. The last four years have required these strengths to be on full display to manage the crises, making what travel we could happen and pipeline building. We will continue to adjust sales and marketing messaging in environments that continue to shift, with the future in sight always. Associations and those weekend-friendly SMERF groups are making plans now for years into the future and we have to stay on their radar. 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.

In 2021, the ICVB Board of Directors adopted a new five-year strategic plan; its most important tenet being the long-term financial stability of the organization. Five years is an extremely long amount of time for a strategic plan, especially with a visitor economy as volatile and susceptible as ours is. But five years was a reality check – we knew it was going to take some time not only to continue our

**Response**, but to actively **Recover** and then move onward ultimately to **Resilience**. Support from the Mayor, City Council and City Manager through the allocation of both CARES Act and ARPA funding has made all the difference to get us where we are today, and we've been responsible stewards of the resources entrusted to us, investing these resources where they can make the most impact on our present and our future. And on the future of the other entities in Irving that depend on that hotel occupancy tax – the City's arts and multiple museums certainly, but also the debt for the Toyota Music Factory, the Westin meeting spaces and the convention center.

And all of this – all of this then leads to **Resilience**. We believe we have once again submitted a responsible and responsive budget and program of work that will allow us to continue to build on our stewardship of the funds invested in us, funds that are then reinvested in Irving businesses and their workforce throughout the city. We look forward to sharing this with you at your June Board of Directors meeting.







# 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

	2023								2024				YEAR TO DATE		
OCCUPANCY	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	2022	2023	2024
THIS YEAR	71.1	72.8	66.2	69.3	70.2	71.9	63.5	54.1	60.5	64.1	70.3	73.6	65.9	70.0	67.1
LAST YEAR	71.1	73.9	65.8	65.7	69.7	74.8	63.2	58.5	62.4	70.7	74.5	73.6	50.1	65.6	70.3
% CHANGE	.1	-1.5	0.6	-2.8	0.7	-3.9	0.6	-7.5	-3.1	-9.4	-5.7	0.0	31.5	6.7	-4.6
ADR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	2022	2022	2023
THIS YEAR	127.2	122.7	114.2	113.4	122.5	132.9	124.9	113.9	124.6	129.2	127.3	135.7	110.0	122.8	129.2
LAST YEAR	118.7	117.6	112.3	114.1	119.6	125.0	116.7	107.8	116.6	123.3	123.1	128.0	78.2	110.12	122.8
% CHANGE	7.1	4.3	1.6	-0.6	0.7	6.4	7.1	5.7	6.9	-9.4	3.4	6.0	40.7	11.5	1.7
REVPAR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	2022	2022	2023
THIS YEAR	90.4	89.7	75.5	72.4	86.0	95.5	79.4	61.7	75.4	82.8	89.5	99.9	72.4	86.0	86.9
LAST YEAR	84.2	87.0	73.9	75.0	83.3	93.5	73.7	63.1	72.8	87.2	91.7	94.2	39.1	72.3	86.5
% CHANGE	7.3	2.8	2.2	-3.4	3.2	2.2	7.7	-2.2	3.6	-5.1	-2.4	6.1	85.1	18.9	0.6
SUPPLY	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	2022	2022	2023
THIS YEAR	400,179	387,210	400,179	400,117	400,117	399,001	387,210	397,017	396,986	358,568	396,986	384,180	1,541,400	1,547,520	1,536,720
LAST YEAR	393,514	380,760	400,365	397,234	397,234	398,257	384,450	397,265	397,265	358,820	397,265	387,210	1,512,642	1,553,000	1,540,560
% CHANGE	1.7	1.7	0.0	0.7	0.7	0.2	0.7	-0.1	-0.1	-0.1	-0.1	-0.8	1.9	1.1	-0.3
DEMAND	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	2022	2022	2023
THIS YEAR	284,376	281,951	264,729	255,500	287,564	299,270	246,020	214,914	240,089	229,746	279,080	282,788	1,015,326	1,083,454	1,031,703
LAST YEAR	279,236	281,459	263,252	260,892	297,080	261,584	242,903	232,431	247,913	253,816	296,034	284,912	757,451	1,004,349	1,082,675
% CHANGE	1.8	0.2	0.6	-2.1	-3.2	14.4	1.3	-7.5	-3.2	-9.5	-5.7	-0.7	34.0	7.9	-4.8
REVENUE	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	2022	2022	2023
THIS YEAR	36,159,434	34,606,698	30,219,570	28,976,637	38,227,531	37,452,831	30,729,987	24,475,318	29,917,833	29,677,024	35,522,376	38,367,826	111,658,521	133,090,370	133,485,059
LAST YEAR	33,146,138	33,110,889	29,570,187	29,772,363	37,133,534	27,429,149	28,340,195	25,048,720	28,905,967	31,298,024	36,435,450	36,458,087	59,212,638	110,638,723	133,097,528
% CHANGE	9.1	4.5	2.2	-2.7	2.9	36.5	8.4	-2.3	3.5	-5.2	-2.5	5.2	88.6	20.3	0.25
CENSUS	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR			
CENSUS PROPERTIES	87	87	87	87	87	87	87	87	87	87	87	87			
CENSUS ROOM COUNT	12,909	12,907	12,909	12,907	12,907	12,907	12,907	12,807	12,806	12,806	12,806	12,806			

# National, State and Competitive Set Cities

Year to Date April 2023 vs April 2024

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	OCC%	OCC%	ADR	ADR	REVPAR	REVPAR	PERCENT CHANGE FROM YTD 2023					
	2024	2023	2024	2023	2024	2023	OCC	ADR	REVPAR	RM REV	RM AVAIL	RM SOLD
United States	65.2	64.4	157.31	156.11	102.51	100.50	1.2	0.8	2.0	2.6	0.6	1.8
Texas	67.1	65.8	130.40	124.14	87.52	81.69	2.0	5.0	7.1	8.3	1.1	3.1
Atlanta, GA	67.5	68.7	127.48	131.08	86.07	90.05	-1.7	-2.7	-4.4	-3.0	1.5	-0.3
Arlington, TX	68.6	71.2	119.82	117.65	82.17	83.78	-3.7	1.8	-1.9	10.0	12.1	8.0
Charlotte, NC	70.8	69.0	132.28	127.52	93.62	88.02	2.5	3.7	6.4	6.0	-0.3	2.2
Fort Worth, TX	73.3	71.1	147.69	133.47	108.28	94.85	3.2	10.7	14.2	16.0	1.6	4.8
Frisco, TX	74.8	68.1	188.37	157.12	140.93	106.99	9.9	19.9	31.7	49.1	13.2	24.4
Grapevine, TX	76.0	67.4	201.62	191.17	153.14	128.88	4.9	15.0	20.6	20.7	0.1	5.0
Irving, TX	70.0	65.6	122.84	110.16	86.00	72.31	0.0	6.0	6.1	5.2	-0.8	-0.7
Nashville, TN	67.8	63.3	173.46	158.61	117.53	100.36	-1.3	-2.1	-3.4	-1.7	1.7	0.5
Phoenix, AZ	76.6	74.0	224.23	195.56	171.85	144.73	6.7	9.6	17.0	18.0	0.9	7.7
San Jose, CA	59.9	55.4	156.41	129.98	93.62	72.01	5.9	4.4	10.5	6.6	-3.6	2.1



# Day-of-Week Report

## YEAR TO DATE APRIL 2023 vs APRIL 2024

	TRANSIENT			GROUP			CONTRACT			TOTAL		
	This Year	Last Year	% Change	This Year	Last Year	% Change	This Year	Last Year	% Change	This Year	Last Year	% Change
<b>OCCUPANCY</b>												
Sunday	37.9	35.7	6.2	13.3	14.6	-9.5	2.8	4.9	-43.4	53.9	55.2	-2.3
Monday	46.0	43.3	6.2	20.6	21.8	-5.4	2.1	4.8	-55.3	68.7	69.9	-1.7
Tuesday	49.1	48.7	0.9	23.4	24.1	-2.8	2.1	4.2	-49.9	74.7	77.1	-3.1
Wednesday	49.0	48.3	1.3	23.1	25.0	-7.7	2.2	4.7	-52.3	74.3	78.1	-4.8
Thursday	45.9	44.8	2.4	19.4	22.5	-13.7	2.3	5.0	-54.4	67.6	72.4	-6.6
Weekday	45.6	44.1	3.5	20.0	21.5	-7.1	2.3	4.7	-51.2	67.9	70.3	-3.4
Friday	44.0	43.8	0.5	18.6	22.9	-18.8	2.1	3.7	-44.1	64.6	70.4	-8.1
Saturday	47.1	46.2	1.8	15.7	20.3	-22.5	2.0	3.3	-39.4	64.8	69.8	-7.2
Weekend	45.5	45.0	1.2	17.2	21.6	-20.5	2.0	3.5	-41.9	64.7	70.1	-7.7
Total	46.0	44.8	2.6	19.0	21.2	-10.2	2.0	4.3	-52.4	67.0	70.3	-4.6
<b>ADR</b>												
Sunday	108.80	104.28	4.3	137.74	124.57	10.6	96.29	77.02	25.0	115.27	107.26	7.5
Monday	132.29	127.72	3.6	156.31	140.46	11.3	104.03	80.81	28.7	138.62	128.47	7.9
Tuesday	142.72	140.71	1.4	161.98	143.83	12.6	97.75	78.41	24.7	147.49	138.29	6.7
Wednesday	139.63	139.97	-0.2	160.60	141.80	13.3	97.62	79.11	23.4	144.87	136.88	5.8
Thursday	120.94	123.76	-2.3	145.38	127.16	14.3	97.34	80.22	21.3	127.17	121.81	4.4
Weekday	130.11	128.44	1.3	154.18	136.51	12.9	98.51	79.11	24.5	136.13	127.60	6.7
Friday	106.34	109.91	-3.2	126.77	118.91	6.6	104.57	84.64	23.5	112.15	111.50	0.6
Saturday	106.94	109.22	-2.1	126.01	117.99	6.8	104.91	86.37	21.5	111.51	110.68	0.7
Weekend	106.65	109.55	-2.7	126.42	118.48	6.7	104.73	85.46	22.6	111.83	111.09	0.7
Total	123.58	123.07	0.4	146.94	131.35	11.9	101.93	79.90	27.6	129.54	122.93	5.4
<b>REVPAR</b>												
Sunday	41.25	37.22	10.8	18.26	18.24	0.1	2.66	3.75	3.14	62.16	59.22	5.0
Monday	60.80	55.30	10.0	32.25	30.62	5.3	2.23	3.88	2.87	95.28	89.79	6.1
Tuesday	70.13	68.55	2.3	37.97	34.70	9.4	2.06	3.30	3.01	110.16	106.55	3.4
Wednesday	68.38	67.67	1.0	37.11	35.51	4.5	2.20	3.73	37.3	107.68	106.91	0.7
Thursday	55.51	55.49	0.0	28.26	28.65	-1.3	2.22	4.01	43.6	85.99	88.15	-2.5
Weekday	59.36	56.62	4.8	30.87	29.41	5.0	2.27	3.74	14.2	92.50	89.77	3.0
Friday	46.78	48.12	-2.8	23.54	27.20	-13.5	2.17	3.14	-30.9	72.49	78.46	-7.6
Saturday	50.32	50.47	-0.3	19.84	23.96	-17.2	2.11	2.87	-26.4	72.27	77.29	-6.5
Weekend	48.55	49.29	-1.5	21.69	25.58	-15.2	2.14	3.01	-28.8	72.38	77.88	-7.1
Total	56.85	55.17	3.1	27.91	27.80	0.4	2.08	3.42	-39.3	86.85	86.40	0.5

# 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
1972-1973	25,709	25,709	0	0	0	0	0	0	0
1973-1974	84,311	84,311	0	0	0	0	0	0	0
1974-1975	124,010	124,010	0	0	0	0	0	0	0
1975-1976	145,594	145,594	0	0	0	0	0	0	0
1976-1977	185,025	185,025	0	0	0	0	0	0	0
1977-1978	301,074	301,074	0	0	0	0	0	0	0
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

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	17,181,784	5,019,890	3,126,423	88,068	220,171	3,818,174	352,273	3,818,174	738,611
2020-2021	15,884,762	4,666,012	2,906,025	81,860	204,650	3,529,947	327,439	3,529,947	638,882
2021-2022	26,518,927	7,940,001	4,945,088	139,298	348,246	5,571,930	557,193	5,571,930	1,445,241
2022-2023	29,725,658	8,851,095	5,512,524	155,282	388,206	6,211,295	621,129	6,211,295	1,774,832



# City of Irving Hotel Tax Summary

Updated: April 2024

		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 2023-24									
Hotel Tax	\$ 33,052,963	\$ 10,089,968	\$ 6,284,103	\$ 177,017	\$ 442,542	\$ 708,068	\$ 7,345,103	\$ 7,345,103	\$ 661,059
Administrative Cost Reimbursement	\$ 679,745	\$ 403,599	\$ 251,364	\$ 7,081	\$ 17,702	\$ -	\$ -	\$ -	\$ -
UPDATED FY 2023-24 (Based on actual collections as of January 2024)									
Hotel Tax	\$ 37,607,080	\$ 10,322,467	\$ 6,428,905	\$ 181,096	\$ 4,284,155	\$ 685,459	\$ 7,514,353	\$ 7,514,353	\$ 676,292
Administrative Cost Reimbursement	\$ 848,665	\$ 412,899	\$ 257,156	\$ 7,244	\$ 171,366	\$ -	\$ -	\$ -	\$ -
PROJECTED 2024-25 (Actual collections for most recent 12 months - May 2023 - April 2024)									
Hotel Tax	\$ 32,037,394	\$ 9,767,787	\$ 6,083,446	\$ 171,365	\$ 428,412	\$ 679,789	\$ 7,110,568	\$ 7,110,568	\$ 685,459
Administrative Cost Reimbursement	\$ 658,040	\$ 390,711	\$ 243,338	\$ 6,855	\$ 17,136	\$ -	\$ -	\$ -	\$ -

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.



*This is where  
the magic  
happens*

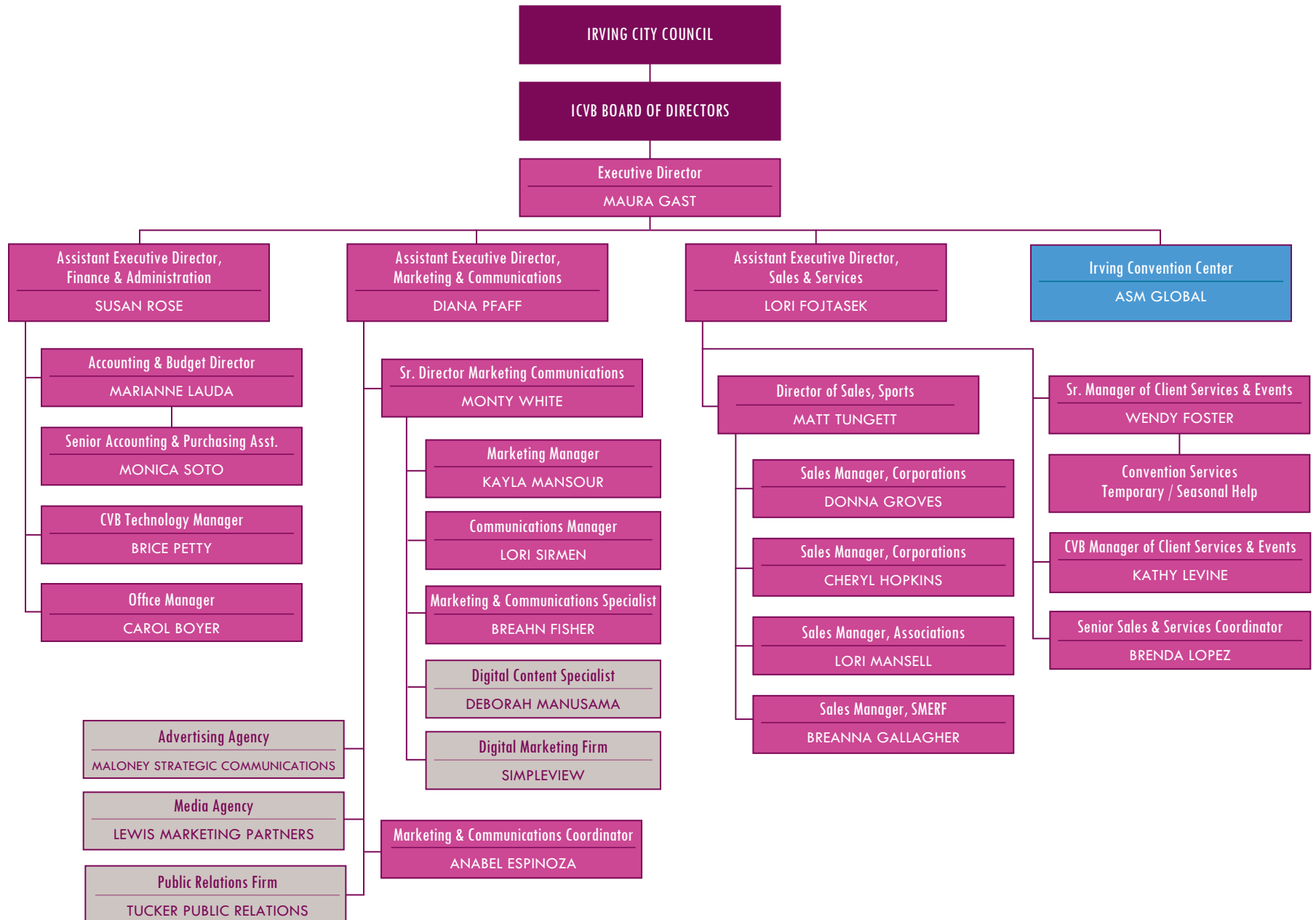
THE  
LOFT  
KITCHEN







# ICVB Organizational Chart







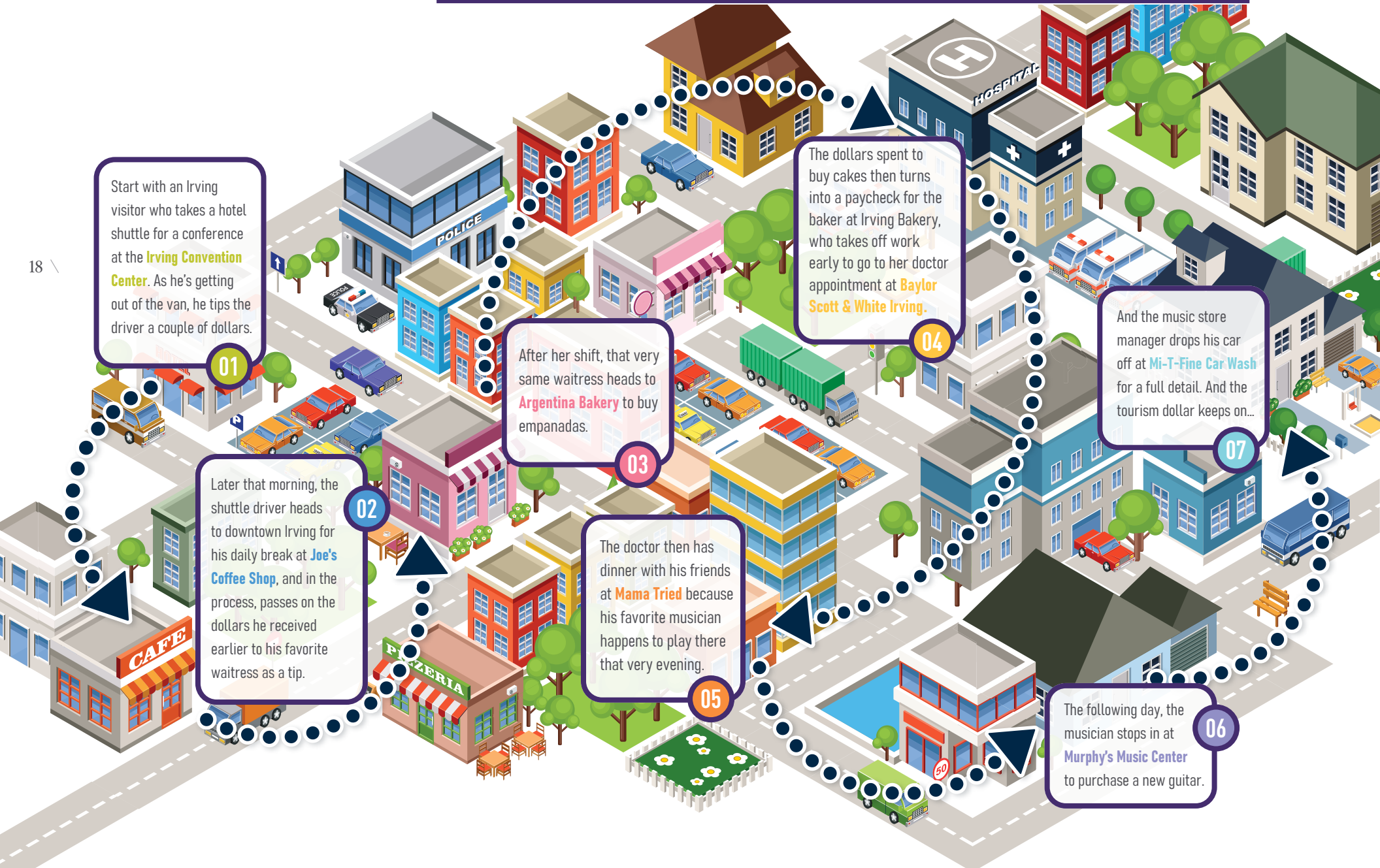
## ICVB Fiscal Year Performance History

	2018-19	2019-20	2020-21	2021-22	2022-23	Five-Year Total	5-Year Average
Definites	868	687	306	382	554	2,797	559
Room Nights from Definites	246,834	76,388	94,168	106,022	147,333	670,745	134,149
Attendance from Definites	268,596	99,094	115,406	186,499	228,612	898,207	179,641
Leads	1,796	1,158	901	1,251	1,698	6,804	1,361
Digital Marketing Reach							
irvingtexas.com sessions	369,645	388,082	688,855	830,266	880,875	3,157,723	631,545
irvingconventioncenter.com sessions	146,605	67,842	71,954	99,346	-	385,747	96,437
RFPs and Inquiries from Marketing	1,111	730	947	1,726	2,781	7,295	1,459
Total Social Media Influence (cumulative)	96,912	107,035	122,931	138,991	157,929	623,798	124,760
Media Impressions	315,792,684	658,472,920	635,655,975	543,664,963	628,668,143	2,782,254,685	556,450,937
Advertising Equivalency	\$3,701,055	\$6,057,641	\$5,810,952	\$9,096,480	\$5,475,424	\$30,141,552	\$6,028,310
PR Value	\$11,103,165	\$18,172,923	\$17,432,856	\$27,289,440	\$16,426,272	\$90,424,656	\$18,084,931

# 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 a ripple effect throughout the city.

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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

- » 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.
- » Perform internal audits of sales team bookings and expense reports.
- » Maintain adequate cash flows and ensure sufficient liquidity to meet financial obligations.
- » Prevent, detect, and respond to all cybersecurity incidents across every layer of the Irving CVB and Convention Center's technology equipment.
- » Discover, plan, budget, and deliver new technologies which support more effective workflows and secure operations.
- » Increase total room night bookings 2% over 2023-2024 actuals, with a focus on: corporate market segment; summer, and holiday business; and convention center groups with sleeping rooms.
- » Focus on local and regional corporate meeting planners as requested by the hotel community and markets impacted by the Toyota Music Factory redevelopment.
- » 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.
- » 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 limited funds in BizDIP, continue to highlight other complimentary services that the Irving CVB can offer to assist hotels in booking business.
- » Utilize the Texas Events Trust Fund for sporting and other eligible events that generate room nights.
- » 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.
- » Continue to develop the bureau's digital marketing initiatives with a focus on lead-generating activities for the group segment, as well as capitalizing on leisure demand for the drive market.
- » Use the redevelopment of the Toyota Music Factory, the rebranding of the Ritz-Carlton Dallas, Las Colinas, the opening of Hotel Indigo, and the recently opened Embassy Suites Las Colinas as an opportunity to re-market to previous "lost business" clients.
- » Continue executing a fully-integrated meetings campaign to target specific markets and generate long-term hotel and convention center meeting sales leads.
- » Extend the reach of traditional advertising through public relations and social media initiatives to generate positive destination coverage, thereby increasing awareness of Irving.
- » 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.
- » 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.







**IRVING CONVENTION AND VISITORS BUREAU  
2024 - 2025 PROPOSED BUDGET  
GENERAL FUND**

ACCOUNT DESCRIPTION	18-19 ACTUALS	19-20 ACTUALS	20-21 ACTUALS	21-22 ACTUALS	22-23 ACTUALS	23-24 ADJUSTED BUDGET	23-24 PROJECTED ACTUALS	24-25 PROPOSED BUDGET
<b>REVENUE</b>								
<b>HOTEL/MOTEL TAX</b>	8,593,595	4,921,010	4,726,259	7,979,701	9,134,767	10,089,968	10,304,968	9,767,787
PERCENT CHANGE	2.30%	-42.74%	-3.96%	68.84%	14.48%	10.46%	2.13%	-5.21%
<b>CHARGES FOR SERVICES</b>								
EVENTS TRUST FUND RECEIPTS	0	0	0	0	474,016	10,000	10,000	10,000
<b>INVESTMENT INCOME</b>	25,657	7,011	465	7,383	252,252	120,000	265,000	235,000
<b>MISCELLANEOUS</b>	13,938	49,632	59,375	22,258	12,486	10,000	15,000	10,000
<b>TRANSFERS IN</b>								
RECEIPTS FROM ARPA	0	0	2,235,089	5,880,280	5,078,392	2,298,790	2,298,790	0
TRSF FROM CITY OF IRVING	0	0	500,000	0	0	0	0	0
TRSF FROM ICVB RESERVE FUND	0	1,307,800	0	0	0	0	0	0
TRSF FROM ICVB TECHNOLOGY FUND	0	245,600	0	0	0	0	0	0
TRSF FROM ICC CIP / RESERVE FUND	0	298,000	0	0	0	0	0	0
<b>TOTAL TRANSFERS IN</b>	0	1,851,400	2,735,089	5,880,280	5,078,392	2,298,790	2,298,790	0
<b>TOTAL REVENUE</b>	<b>8,633,190</b>	<b>6,829,053</b>	<b>7,521,188</b>	<b>13,889,622</b>	<b>14,951,913</b>	<b>12,528,758</b>	<b>12,893,758</b>	<b>10,022,787</b>
PERCENT CHANGE	1.95%	-20.90%	10.14%	84.67%	7.65%	-16.21%	2.91%	-22.27%
<b>EXPENDITURES</b>								
<b>OPERATING</b>								
SALARIES	2,285,655	2,277,257	2,429,575	2,592,166	2,814,555	3,189,235	3,100,055	3,266,418
BENEFITS	598,041	636,918	670,495	560,948	535,455	594,135	575,474	662,195
SUPPLIES	32,674	41,597	35,793	96,506	62,320	73,110	42,000	66,310
BUILDING MAINTENANCE	0	10,955	0	259,766	0	0	0	0
UTILITIES (COMMUNICATIONS)	21,055	18,796	20,147	20,329	20,942	27,500	26,700	30,136
OUTSIDE SERVICES	1,743,219	1,241,875	1,254,357	2,681,631	2,823,730	3,158,530	2,954,600	2,621,978
TRAVEL - TRAINING - DUES	590,348	407,105	93,159	251,746	397,175	659,590	512,570	666,684
CLAIMS AND INSURANCE	58,307	58,307	58,307	58,307	58,307	64,138	64,138	64,138
MISCELLANEOUS EXPENSES	1,245,302	524,350	208,296	831,020	1,462,176	1,161,460	1,342,900	1,214,500
COMPUTERS / SOFTWARE	0	0	0	62,346	8,078	45,000	30,000	0
<b>TOTAL OPERATING</b>	<b>6,574,601</b>	<b>5,217,160</b>	<b>4,770,129</b>	<b>7,414,765</b>	<b>8,182,738</b>	<b>8,972,698</b>	<b>8,648,437</b>	<b>8,592,359</b>
PERCENT CHANGE	2.16%	-20.65%	-8.57%	55.44%	10.36%	9.65%	-3.61%	-0.65%

ACCOUNT DESCRIPTION	18-19 ACTUALS	19-20 ACTUALS	20-21 ACTUALS	21-22 ACTUALS	22-23 ACTUALS	23-24 ADJUSTED BUDGET	23-24 PROJECTED ACTUALS	24-25 PROPOSED BUDGET
<b>NON-OPERATING</b>								
ADMIN COST REIMBURSEMENT	343,744	196,840	189,050	319,188	365,391	403,600	412,200	390,711
CLAIMS AND INSURANCE	79,738	79,738	79,738	79,738	79,738	87,712	87,712	87,712
PROPERTY MANAGEMENT SERVICES	1,080,958	1,437,643	1,813,712	793,711	575,779	1,395,000	1,395,000	1,395,000
SMG INCENTIVE	89,007	46,446	93,731	295,000	387,369	250,000	400,000	440,010
<b>TOTAL NON-OPERATING</b>	<b>1,593,447</b>	<b>1,760,667</b>	<b>2,176,231</b>	<b>1,487,637</b>	<b>1,408,277</b>	<b>2,136,312</b>	<b>2,294,912</b>	<b>2,313,433</b>
<b>PERCENT CHANGE</b>	<b>-4.03%</b>	<b>10.49%</b>	<b>23.60%</b>	<b>-31.64%</b>	<b>-5.33%</b>	<b>51.70%</b>	<b>7.42%</b>	<b>0.81%</b>
<b>TRANSFERS OUT</b>								
TRSF TO ICVB RESERVE FUND	125,000	0	0	500,000	4,497,790	500,000	500,000	0
TRSF TO ICVB TECHNOLOGY FUND	0	0	0	0	500,000	0	0	0
TRSF TO ICC RESERVE / CIP FUND	705,281	0	100,000	363,000	1,601,289	1,919,221	1,919,221	0
TRSF TO CITY OF IRVING								
REPAY LOAN	0	0	500,000	0	0	0	0	0
POB RISK MITIGATION	0	0	0	23,139	23,139	23,139	23,139	23,139
DEBT SERVICE FUND	0	0	0	90,306	90,306	90,306	90,306	90,306
HEALTH SELF INSURANCE	0	0	0	0	0	3,550	3,550	3,550
<b>TOTAL TRANSFERS OUT</b>	<b>830,281</b>	<b>0</b>	<b>600,000</b>	<b>976,445</b>	<b>6,712,524</b>	<b>2,536,216</b>	<b>2,536,216</b>	<b>116,995</b>
<b>TOTAL EXPENDITURES</b>	<b>8,998,329</b>	<b>6,977,827</b>	<b>7,546,360</b>	<b>9,878,847</b>	<b>16,303,539</b>	<b>13,645,226</b>	<b>13,479,565</b>	<b>11,022,787</b>
<b>PERCENT CHANGE</b>	<b>-5.39%</b>	<b>-22.45%</b>	<b>8.15%</b>	<b>30.91%</b>	<b>65.03%</b>	<b>-16.31%</b>	<b>-1.21%</b>	<b>-18.23%</b>
<b>BEGINNING FUND BALANCE</b>	<b>2,705,326</b>	<b>2,340,187</b>	<b>2,191,413</b>	<b>2,166,241</b>	<b>6,177,016</b>	<b>4,825,390</b>	<b>4,825,390</b>	<b>4,239,583</b>
<b>REVENUES</b>	<b>8,633,190</b>	<b>6,829,053</b>	<b>7,521,188</b>	<b>13,889,622</b>	<b>14,951,913</b>	<b>12,528,758</b>	<b>12,893,758</b>	<b>10,022,787</b>
<b>EXPENDITURES</b>	<b>(8,998,329)</b>	<b>(6,977,827)</b>	<b>(7,546,360)</b>	<b>(9,878,847)</b>	<b>(16,303,539)</b>	<b>(13,645,226)</b>	<b>(13,479,565)</b>	<b>(11,022,787)</b>
<b>ENDING FUND BALANCE</b>	<b>2,340,187</b>	<b>2,191,413</b>	<b>2,166,241</b>	<b>6,177,016</b>	<b>4,825,390</b>	<b>3,708,922</b>	<b>4,239,583</b>	<b>3,239,583</b>

**IRVING CONVENTION AND VISITORS BUREAU**

**2024 - 2025 PROPOSED BUDGET**

**RESERVE FUND**

ACCOUNT DESCRIPTION	18-19 ACTUALS	19-20 ACTUALS	20-21 ACTUALS	21-22 ACTUALS	22-23 ACTUALS	23-24 ADJUSTED BUDGET	23-24 PROJECTED ACTUALS	24-25 PROPOSED BUDGET
<b>REVENUE</b>								
INVESTMENT INCOME	26,786	10,501	0	971	48,839	144,000	198,704	225,000
TRANSFERS FROM ICVB GENERAL FUND	125,000	0	0	500,000	4,497,790	500,000	500,000	0
<b>TOTAL REVENUE</b>	<b>151,786</b>	<b>10,501</b>	<b>0</b>	<b>500,971</b>	<b>4,546,629</b>	<b>644,000</b>	<b>698,704</b>	<b>225,000</b>
<b>EXPENDITURES</b>								
TRANSFERS TO ICVB GENERAL FUND	0	1,307,800	0	0	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>1,307,800</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>BEGINNING FUND BALANCE</b>	<b>1,146,224</b>	<b>1,298,010</b>	<b>711</b>	<b>711</b>	<b>501,682</b>	<b>5,048,311</b>	<b>5,048,311</b>	<b>5,747,015</b>
<b>REVENUES</b>	<b>151,786</b>	<b>10,501</b>	<b>0</b>	<b>500,971</b>	<b>4,546,629</b>	<b>644,000</b>	<b>698,704</b>	<b>225,000</b>
<b>EXPENDITURES</b>	<b>0</b>	<b>(1,307,800)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>ENDING FUND BALANCE</b>	<b>1,298,010</b>	<b>711</b>	<b>711</b>	<b>501,682</b>	<b>5,048,311</b>	<b>5,692,311</b>	<b>5,747,015</b>	<b>5,972,015</b>



**IRVING CONVENTION AND VISITORS BUREAU**  
**2024 - 2025 PROPOSED BUDGET**  
**TECHNOLOGY FUND**

ACCOUNT DESCRIPTION	18-19 ACTUALS	19-20 ACTUALS	20-21 ACTUALS	21-22 ACTUALS	22-23 ACTUALS	23-24 ADJUSTED BUDGET	23-24 PROJECTED ACTUALS	24-25 PROPOSED BUDGET
<b>REVENUE</b>								
INVESTMENT INCOME	6,305	2,041	0	0	2,909	20,000	25,000	27,000
TRANSFERS FROM ICVB GENERAL	0	0	0	0	500,000	0	0	0
<b>TOTAL REVENUE</b>	<b>6,305</b>	<b>2,041</b>	<b>0</b>	<b>0</b>	<b>502,909</b>	<b>20,000</b>	<b>25,000</b>	<b>27,000</b>
<b>EXPENDITURES</b>								
COMPUTERS AND EQUIPMENT	37,955	0	0	0	0	0	0	0
TRANSFERS TO ICVB GENERAL	0	245,600	0	0	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>37,955</b>	<b>245,600</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>BEGINNING FUND BALANCE</b>	<b>275,417</b>	<b>243,767</b>	<b>208</b>	<b>0</b>	<b>0</b>	<b>502,909</b>	<b>502,909</b>	<b>527,909</b>
<b>REVENUES</b>	<b>6,305</b>	<b>2,041</b>	<b>0</b>	<b>0</b>	<b>502,909</b>	<b>20,000</b>	<b>25,000</b>	<b>27,000</b>
<b>EXPENDITURES</b>	<b>(37,955)</b>	<b>(245,600)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>ENDING FUND BALANCE</b>	<b>243,767</b>	<b>208</b>	<b>208</b>	<b>0</b>	<b>502,909</b>	<b>522,909</b>	<b>527,909</b>	<b>554,909</b>

**IRVING CONVENTION AND VISITORS BUREAU**  
**2024 - 2025 PROPOSED BUDGET**  
**IRVING CONVENTION CENTER RESERVE / CIP FUND**

ACCOUNT DESCRIPTION	18-19 ACTUALS	19-20 ACTUALS	20-21 ACTUALS	21-22 ACTUALS	22-23 ACTUALS	23-24 ADJUSTED BUDGET	23-24 PROJECTED ACTUALS	24-25 PROPOSED BUDGET
<b>REVENUE</b>								
<b>INVESTMENT INCOME</b>	37,598	11,889	141	12,355	90,825	60,000	85,000	85,000
<b>MISCELLANEOUS</b>								
HOTEL GARAGE LEASE INT INCOME	0	288,750	253,997	189,941	217,775	186,237	186,237	180,000
HOTEL GARAGE LEASE REVENUE	0	0	0	147,621	147,621	147,621	147,621	147,621
RECEIPTS FROM ASM GLOBAL	0	0	675,000	(365,733)	133,333	0	133,333	133,333
PROCEEDS FROM SALE AT AUCTION	0	0	0	8,000	12,550	0	0	0
<b>TOTAL MISCELLANEOUS</b>	0	288,750	928,997	(20,171)	511,279	333,858	467,191	460,954
<b>TRANSFERS IN</b>								
RECEIPTS FROM ARPA	0	0	245,399	2,869,596	3,346,196	90,137	90,137	0
TRSF FROM ICVB GENERAL FUND	705,281	0	100,000	363,000	1,601,289	1,919,221	1,919,221	0
<b>TOTAL TRANSFERS IN</b>	705,281	0	345,399	3,232,596	4,947,485	2,009,358	2,009,358	0
<b>TOTAL REVENUE</b>	<b>742,879</b>	<b>300,639</b>	<b>1,274,537</b>	<b>3,224,780</b>	<b>5,549,589</b>	<b>2,403,216</b>	<b>2,561,549</b>	<b>545,954</b>
<b>EXPENDITURES</b>								
SUPPLIES	0	0	62,508	774,264	595,125	63,609	63,609	0
BUILDING MAINTENANCE	0	288,750	476,878	554,591	1,623,479	1,050,425	1,050,425	974,000
OUTSIDE SERVICES	0	0	117,838	234,597	107,992	28,399	28,399	0
TRAVEL - TRAINING - DUES	0	0	2,126	26,059	0	0	0	0
CAPITAL	972,322	1,140,336	0	1,553,153	1,312,255	348,229	348,229	1,000,000
TRANSFERS TO ICVB GENERAL FUND	0	298,000	0	0	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>972,322</b>	<b>1,727,086</b>	<b>659,350</b>	<b>3,142,664</b>	<b>3,638,851</b>	<b>1,490,662</b>	<b>1,490,662</b>	<b>1,974,000</b>
<b>BEGINNING FUND BALANCE</b>	<b>1,717,531</b>	<b>1,488,088</b>	<b>61,641</b>	<b>676,828</b>	<b>758,944</b>	<b>2,669,682</b>	<b>2,669,682</b>	<b>3,740,569</b>
<b>REVENUES</b>	<b>742,879</b>	<b>300,639</b>	<b>1,274,537</b>	<b>3,224,780</b>	<b>5,549,589</b>	<b>2,403,216</b>	<b>2,561,549</b>	<b>545,954</b>
<b>EXPENDITURES</b>	<b>(972,322)</b>	<b>(1,727,086)</b>	<b>(659,350)</b>	<b>(3,142,664)</b>	<b>(3,638,851)</b>	<b>(1,490,662)</b>	<b>(1,490,662)</b>	<b>(1,974,000)</b>
<b>ENDING FUND BALANCE</b>	<b>1,488,088</b>	<b>61,641</b>	<b>676,828</b>	<b>758,944</b>	<b>2,669,682</b>	<b>3,582,236</b>	<b>3,740,569</b>	<b>2,312,523</b>

**IRVING CONVENTION AND VISITORS BUREAU**  
**2024 - 2025 PROPOSED BUDGET**  
**BUDGETS BY DEPARTMENT**

ACCOUNT DESCRIPTION	FINANCE AND ADMINISTRATION	SALES AND SERVICES	MARKETING AND COMMUNICATIONS	CONVENTION CENTER	TOTAL BUDGET	% OF BUDGET
<b>N1 - SALARIES</b>						
SUPERVISION	497,273	214,852	214,073	0	926,198	8.40%
EXEMPT	379,190	801,877	532,388	0	1,713,455	15.54%
NON-EXEMPT	68,676	67,622	56,071	0	192,369	1.75%
PART-TIME	3,000	25,000	0	0	28,000	0.25%
OVERTIME	500	500	500	0	1,500	0.01%
SPECIAL PAY	0	2,100	0	0	2,100	0.02%
INCENTIVE PAY	30,208	27,249	20,339	0	77,796	0.71%
ICVB INCENTIVE PAY	75,000	250,000	0	0	325,000	2.95%
<b>TOTAL SALARIES</b>	<b>1,053,847</b>	<b>1,389,200</b>	<b>823,371</b>	<b>0</b>	<b>3,266,418</b>	<b>29.63%</b>
<b>N2 - BENEFITS</b>						
LIFE INSURANCE	1,122	1,468	883	0	3,473	0.03%
PPO INSURANCE	75,063	81,210	80,308	0	236,581	2.15%
UNEMPLOYMENT TAXES	1,938	2,661	1,525	0	6,124	0.06%
MEDICARE	14,792	20,305	11,637	0	46,734	0.42%
TMRS	111,501	145,845	87,717	0	345,063	3.13%
SBP	7,549	9,874	5,939	0	23,362	0.21%
PARS 457	0	858	0	0	858	0.01%
<b>TOTAL BENEFITS</b>	<b>211,965</b>	<b>262,221</b>	<b>188,009</b>	<b>0</b>	<b>662,195</b>	<b>6.01%</b>
<b>N4 - SUPPLIES</b>						
OFFICE SUPPLIES	7,500	1,000	3,500	0	12,000	0.11%
POSTAGE	1,000	250	5,000	0	6,250	0.06%
SUBSCRIPTIONS-PUBLICATIONS	25,560	0	2,500	0	28,060	0.25%
OFFICE MACHINERY LESS \$5000	20,000	0	0	0	20,000	0.18%
<b>TOTAL SUPPLIES</b>	<b>54,060</b>	<b>1,250</b>	<b>11,000</b>	<b>0</b>	<b>66,310</b>	<b>0.60%</b>
<b>O1 - UTILITIES</b>						
COMMUNICATIONS	9,000	11,100	10,036	0	30,136	0.27%
<b>TOTAL UTILITIES</b>	<b>9,000</b>	<b>11,100</b>	<b>10,036</b>	<b>0</b>	<b>30,136</b>	<b>0.27%</b>
<b>O3 - OUTSIDE SERVICES</b>						
PROFESSIONAL SERVICES	255,650	65,800	1,563,843	440,010	2,325,303	21.10%
SALES/MARKETING RESOURCES	13,500	15,000	18,000	0	46,500	0.42%
CLOUD BASED SOFTWARE FEES	241,300	2,500	40,485	0	284,285	2.58%
POSTAGE EQUIPMENT RENTAL	2,650	0	0	0	2,650	0.02%
MEDIA ADVERTISING	0	0	400,000	0	400,000	3.63%
PROPERTY MGMT SERVICES	0	0	0	1,395,000	1,395,000	12.66%
FREIGHT	750	1,500	1,000	0	3,250	0.03%
<b>TOTAL OUTSIDE SERVICES</b>	<b>513,850</b>	<b>84,800</b>	<b>2,023,328</b>	<b>1,835,010</b>	<b>4,456,988</b>	<b>40.43%</b>



ACCOUNT DESCRIPTION	FINANCE AND ADMINISTRATION	SALES AND SERVICES	MARKETING AND COMMUNICATIONS	CONVENTION CENTER	TOTAL BUDGET	% OF BUDGET
<b>O4 - TRAVEL/TRAINING/DUES</b>						
TRAVEL AND TRAINING	106,906	424,628	58,180	0	589,714	5.35%
MILEAGE REIMBURSEMENT	2,000	1,500	400	0	3,900	0.04%
MEMBERSHIP AND DUES	56,440	13,850	2,780	0	73,070	0.66%
<b>TOTAL TRAVEL/TRAINING/DUES</b>	<b>165,346</b>	<b>439,978</b>	<b>61,360</b>	<b>0</b>	<b>666,684</b>	<b>6.05%</b>
<b>O5 - CLAIMS AND INSURANCE</b>						
INSURANCE	64,138	0	0	87,712	151,850	1.38%
<b>TOTAL CLAIMS AND INSURANCE</b>	<b>64,138</b>	<b>0</b>	<b>0</b>	<b>87,712</b>	<b>151,850</b>	<b>1.38%</b>
<b>O7 - MISCELLANEOUS EXPENSES</b>						
ADMIN COST REIMBURSEMENT	390,711	0	0	0	390,711	3.54%
CONVEN SERVICES MATERIALS	0	95,750	0	0	95,750	0.87%
EVENT SPONSORSHIPS	200,000	47,500	10,000	0	257,500	2.34%
BUSINESS DEV INCENTIVE PROG	0	480,000	0	0	480,000	4.35%
LOCAL PROGRAMS-PROMOTIONS	103,000	200,750	77,500	0	381,250	3.46%
<b>TOTAL MISCELLANEOUS EXPENSES</b>	<b>693,711</b>	<b>824,000</b>	<b>87,500</b>	<b>0</b>	<b>1,605,211</b>	<b>14.56%</b>
<b>P5 - TRANSFERS OUT</b>						
TRSF TO ICVB RESERVE	0	0	0	0	0	0.00%
TRSF TO ICC RESERVE / CIP	0	0	0	0	0	0.00%
TRSF TO CITY OF IRVING	116,995	0	0	0	116,995	1.06%
<b>TOTAL TRANSFERS OUT</b>	<b>116,995</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>116,995</b>	<b>1.06%</b>
<b>TOTAL</b>	<b>2,882,912</b>	<b>3,012,549</b>	<b>3,204,604</b>	<b>1,922,722</b>	<b>11,022,787</b>	<b>100.00%</b>
<b>% OF BUDGET</b>	<b>26%</b>	<b>27%</b>	<b>29%</b>	<b>17%</b>	<b>100.00%</b>	







# 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

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- » Maintain sound accounting practices that conform with Governmental Accounting Standards Board (GASB) reporting requirements.
- » Provide useful, timely and reliable financial information and support to board and staff.
- » Create and monitor the Bureau's annual operating and capital projects (ICC CIP) budgets.
- » Prepare financial statements and reports and hotel tax reports.
- » Record financial transactions (payables, receivables, journals, etc.) in Munis.
- » Perform internal audits of sales team bookings and expense reports.
- » Maintain adequate cash flows and ensure sufficient liquidity to meet financial obligations.
- » Ensure cost-effectiveness through competitive bidding processes with vendors.

### ADMINISTRATION/BOARD SUPPORT

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- » Provide support, logistics and communicate to Board of Directors.
- » Enforce policies and procedures that conform with City of Irving guidelines.
- » Maintain Accreditation through Destinations International.
- » Update and maintain the board portal.



## INITIATIVES & STRATEGIES / ADMINISTRATION *(continued)*

- » Provide excellent customer service to both internal and external customers.
- » Maintain focus on succession planning and cross-training staff.
- » Increase employee satisfaction and engagement through programs that demonstrate appreciation of staff and provide professional development opportunities.

## TECHNOLOGY

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- » Prevent, detect, and respond to all cybersecurity incidents across every layer of the Irving CVB and Convention Center's technology equipment.
- » Regularly take and maintain three redundant backups of all Irving CVB corporate data amongst two georedundant data centers.
- » Deliver strategic technical direction and management to the Irving CVB and Convention Center to achieve technical goals and objectives.
- » Discover, plan, budget, and deliver new technologies which support more effective workflows for the staff and more secure operations for the organization.
- » Provide technical support for users and establish standardized services and hardware.



## ICVB FY 2024-25 TRAVEL DETAILS

Finance & Administration Department

Description
Austin Sales Calls/Client Luncheons
Board Leadership for Destinations (3)
Board Leadership for Austin Day (3)
City Nation Place – Placemaking Summit
Destinations International – CEO Forum
Destinations International – Board Meeting
Destinations International – CDME Board Meeting
Destinations International – Destinations Showcase
Destinations International – DMAP (2)
Destinations International – Finance & Technology Forum
ETH – Denver
GFOAT Conference Fall
GFOAT Conference Spring
Palo Alto Conference
Professional Convention Management Association – Annual Meeting
Simpleview Summit (2)
Texas Association of Convention and Visitors Bureau (TACVB) August
Texas Association of Convention and Visitors Bureau (TACVB) January







# 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

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- » Increase total room night bookings 2% over 2023-2024 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 Irving hotel sales teams on coordinated sales efforts.
- » Utilize Texas Events Trust Fund for sporting and other eligible events that generate weekend room nights.
- » 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.
- » Look for our next hospitality industry function to showcase Irving/Las Colinas, focusing on higher-end markets that could utilize the Irving Convention Center and multiple hotels.
- » 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.

## INITIATIVES & STRATEGIES *(continued)*

### OVERALL *(CONTINUED)*

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- » Continue to build and enhance relationships with meeting resource companies, with emphasis on HelmsBriscoe, ConferenceDirect, and Lamont Associates.
- » Continue relationship-building initiative with Irving/Las Colinas hotels through one-on-one partnerships as well as reviving quarterly or semi-annual Destination Forum events (formerly Meet the Bureau) to engage and educate hospitality partners as budget allows.
- » Promote and showcase new and reflagged hotels.
- » 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.
- » Stage a DFW blitz in cooperation with the Irving Convention Center.
- » Attend market-specific trade shows such as Meeting Professionals International-WEC, ConferenceDirect, Lamont Associates and HelmsBriscoe.
- » Host an all-market familiarization trip to include corporate planners nationwide.
- » Host a national industry convention to showcase Irving.

### ASSOCIATION MARKET – STATE & NATIONAL

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- » Solicit City of Irving and other community contacts to help identify new prospects for association meetings and conventions.
- » 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.
- » Continue with quarterly Austin luncheons and sales trips
- » Host an all-market familiarization trip to include association planners from Texas and nationally.

### CORPORATE/GOVERNMENT MARKET

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- » Concentrate on short-term business and need periods by dedicating resources to top producing and high-potential sub-segments. Leverage short-term opportunities.

### SMERF, GROUP TOURS, SPORTS & ENTERTAINMENT MARKETS

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- » 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, Irving's hotels and Irving venues.
- » Capitalize on large city-wide sporting events throughout the market that can create compression for Irving.
- » Capitalize on the client relationships of our new SMERF sales manager.
- » Attend market-specific tradeshow such as RCMA, NFL Travel Managers Conference, Sports ETA, TEAMS and Connect Sports.
- » Host an all-market Familiarization Trip to include SMERF and Sports planners nationwide.



## 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 SMERF events that can be housed in the convention center's exhibit space.
- » Refine the type of meetings we bid on so that we can capitalize on longer programs that generate higher revenues and increased room nights.
- » Capitalize on citywide groups that require an adjacent headquarter hotel, as well as multiple other hotels.
- » Utilize BizDIP, Texas Events Trust Fund and rebates paid by hotels to help offset convention center rental for groups.





IRVING

## ICVB FY 2024-25 TRAVEL DETAILS

Destination Sales & Services Department

Description
Austin Sales Calls
Austin Quarterly Luncheons
Christian Meetings & Conventions Association
Conference Direct – Annual Partner Meeting
Connect Marketplace
Connect Specialty
Connect Sports
Connect Spring
Connect Texas
Connect Faith
Connect DC
Cvent Connect
Fraternity Executives Association
HelmsBriscoe – Annual Business Conference
Lamont & Associates Annual Partners Meeting
Meeting Professionals International – World Education Congress
NFL Travel Director's Show
Northstar Travel Group – Destination Texas
Religious Conference Management Association
Smart Meetings
Small Meetings Market Conference
TEAMS
TACVB Winter
TACVB Annual
Sports ETA
Sales Blitzes
Southwest Showcase



COONPIE





# 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; to develop programming, messaging and campaigns that lead Irving's travel industry through recovery; 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 results-driven messaging. Continuously monitor and adjust messaging and tactics to adapt to changing marketplace and demand. Implement brand research findings accross all channels.

### NEW CLIENT ACQUISITION

- » Use the redevelopment of the Toyota Music Factory, the rebrand of the Ritz-Carlton Dallas, Las Colinas, the opening of Hotel Indigo, and the recently opened Embassy Suites Las Colinas as an opportunity to re-market to previous "lost business" clients.
- » Continue executing a fully-integrated meetings campaign to target specific markets and generate long-term hotel and convention center meeting sales leads.
- » Continue the successful staycation campaign and fully-integrated leisure market micro-campaigns that exploit existing demand to drive leisure visitation and increase room nights.
- » Execute new omni-channel integrated DFW Entertainment Hub, Airport Layover, and additional campaigns to increase hotel partner referrals, drive bookings, and promote Irving as a premier leisure travel destination.
- » Continue online travel agency (OTA) campaigns to drive direct hotel bookings.
- » Utilize opportunities through partnerships with Multiview, Cvent and MPI to capture meeting planner interest.

## ADVERTISING PROGRAM

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- » Prioritize resources to the greatest market needs with limited print placements and a heavy focus on extending digital reach.
- » Focus leisure placements and campaigns on key feeder and drive markets.
- » Continue to expand the music-inspired Irving Rocks ad campaign to meetings, niche markets, and non-corporate ad exposure.
- » Extend the reach of traditional advertising through public relations and social media initiatives to generate positive destination coverage to increase awareness of Irving.
- » Utilize research programs to identify traveler profiles to effectively make decisions regarding the advertising buy, sales efforts, and other initiatives.

## CONTENT MARKETING

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- » Utilize local content writers, influencers, and in-house resources to produce engaging content for the blog and Visit Irving and Irving Convention Center social media channels.
- » Continue ongoing content promotion campaigns to provide exposure to local businesses, including restaurants, attractions, and other tourism-related entities.
- » Produce video reels to promote Irving's assets and hotels to leisure travelers, meeting planners, and conference and convention center attendees.
- » Continue to build a photography library using professional and in-house resources.
- » Utilize user-generated content from social media platforms on the websites and in digital marketing programming through the CrowdRiff platform.

- » Expand the ICVB's automated email marketing strategy for lead prospecting, client and partner communications, and visitor engagement through monthly newsletter communications.
- » Provide marketing collateral in printed and digital formats, including visitor guides, hotel quick reference guides, convention center collateral, market-specific collateral, convention services materials, and others for both the destination and the Irving Convention Center.

## DIGITAL MARKETING PROGRAMS

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- » Continue to develop the bureau's digital marketing initiatives to focus on lead-generating activities for the group segment and capitalize on leisure demand for the drive market.
- » Capitalize on the bureau's robust search engine optimization and search engine marketing programs to engage visitors, drive traffic to the bureau's website, and optimize for lead generation.
- » Continue to improve marketing analytics reporting to measure key distribution channels and the impact of marketing and advertising performance.
- » Utilize new custom interactive map integrations, including SkyNav, to capitalize on Irving's key geographic attributes.
- » Migrate the bureau's custom-developed apps to a new platform with robust functionality to improve the user experience.
- » Leverage the Threshold360 location visualization platform that provides 360° virtual experiences of Irving's hotels, restaurants, and destination attractions.
- » Continue to improve Visit Irving's search engine marketing (SEM) to increase website traffic to the Visit Irving website, increase lead generation, and as a component of integrated marketing campaigns.
- » Provide marketing support to local events that generate room nights and/or can serve as an anchor for campaigns, including the Irving Marathon series races, etc.

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## COMMUNICATIONS – EXTERNAL AUDIENCES –

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### 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 activities 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

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- » 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 Irving on the Rocks, an app designed to engage visitors and provide exposure for local restaurant and entertainment options.
- » Assist media operations for the 2025 Invited Celebrity Classic and pursue unique sponsorship opportunities such as the Kid's Autograph Zone.
- » Utilize a public relations firm to drive additional exposure for high-profile events and visitor-related openings to attract national media, specialty networks, and blogger coverage.
- » 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 such as the Ritz-Carlton Dallas, Las Colinas and Toyota Music Factory/key events such as the Invited Celebrity Classic.

## COOPERATIVE/PROMOTIONAL CONVENTION SERVICES/CLIENT RETENTION

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- » 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 staff to identify such opportunities.

## COOPERATIVE/PROMOTIONAL EFFORTS

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- » 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.
- » Participate in outbound missions/blitzes, independently or in conjunction with regional partners, Texas state tourism department, hotels, or destination partners.
- » Amplify the Irving Arts & Culture Department's initiatives promoting the 40th anniversary of the Mustangs Sculpture.

## SOCIAL MEDIA

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- » Continue to strengthen media and public outreach for both the destination and convention center through social media outlets including Facebook, Twitter, Instagram, and LinkedIn by providing engaging content of specific interest to followers.
- » Hold contests, giveaways, and sweepstakes to build followings and generate destination event awareness.
- » Utilize 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.

## 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.

### 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.
- » Promote Irving on the Rocks, an app designed to engage both residents and visitors, and provide exposure for local restaurant and entertainment options.
- » Provide internal social media training so ICVB and ICC staff members can contribute to the numerous platforms and blogs.
- » Continue the Irving High Spirited Citizens Awards program with an annual recognition event.
- » Utilize National Travel and Tourism Week to promote the economic importance of the hospitality industry to elected officials and the local community.
- » Continue the annual current and former Board Member “reunion.”
- » 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.
- » With ICVB Sales, engage Irving hoteliers with ICVB programming.

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

## ICVB FY 2024-25 TRAVEL DETAILS

Marketing & Communications Department

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### Description

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Destinations International Advocacy Summit

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Destinations Internations Annual Convention

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Destinations International CDME

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Destinations International Marketing Summit

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ESTO

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International Media Marketplace TravMedia Summit

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Media Missions

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Simpleview Summit

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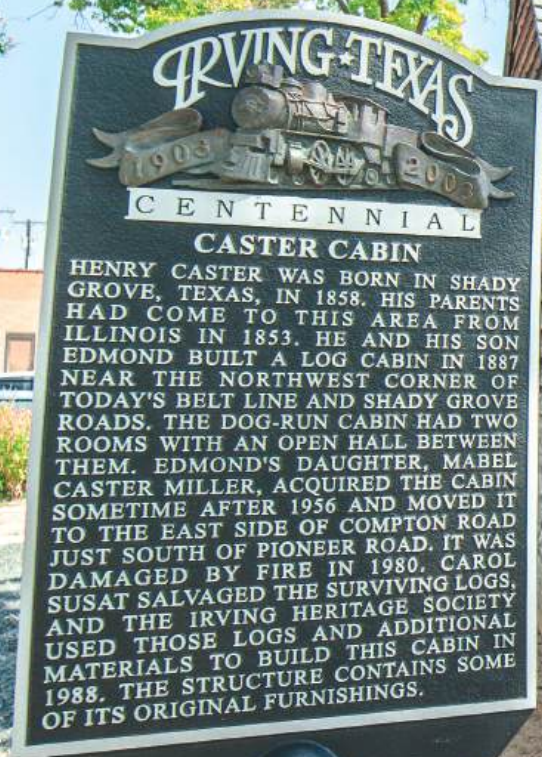
Texas Travel Industry Association Travel Summt

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Texas Travel Industry Association Unity Dinner

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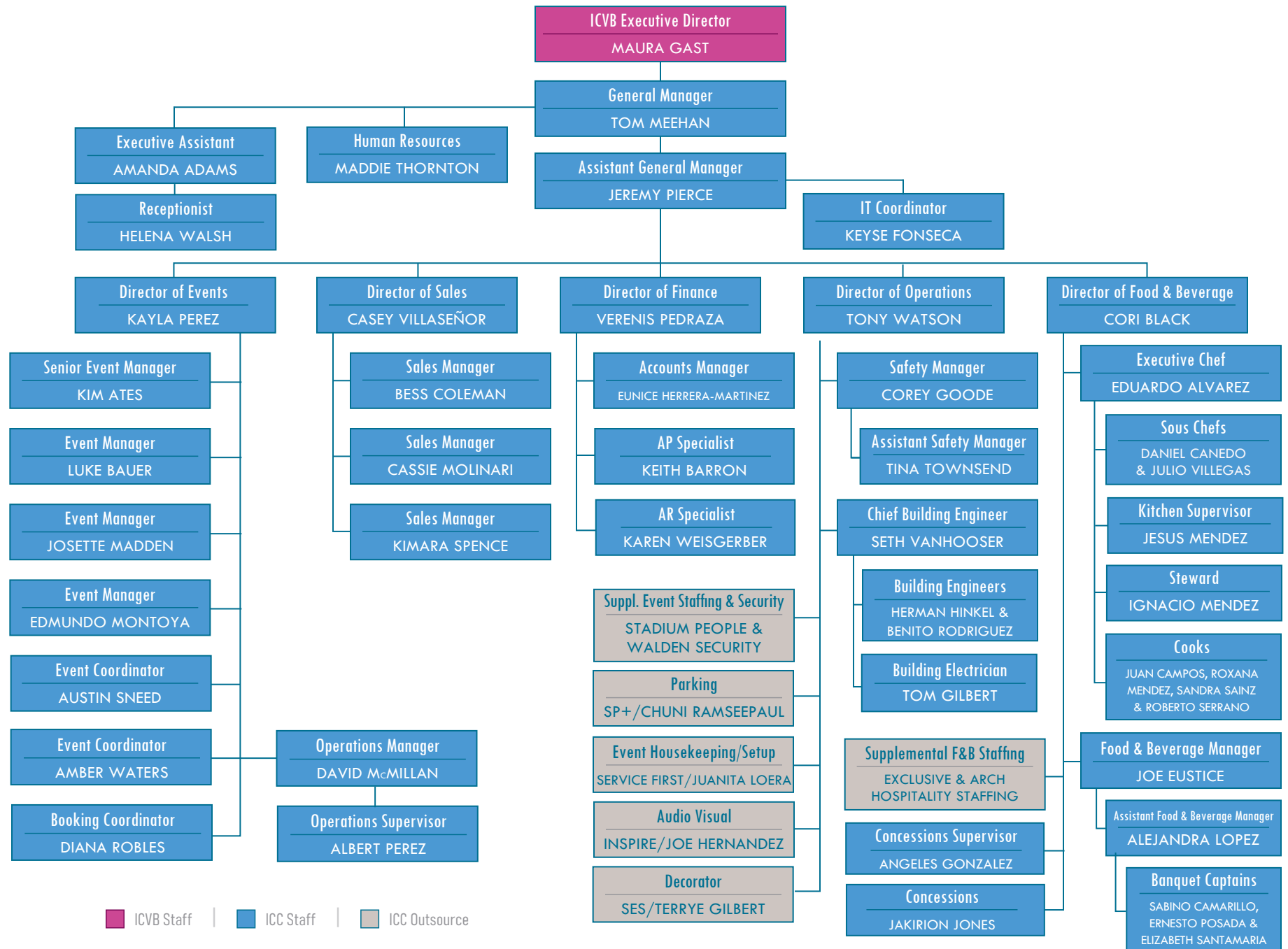
**IRVING TEXAS**  
1903-2003  
**CENTENNIAL**  
**CASTER CABIN**  
HENRY CASTER WAS BORN IN SHADY GROVE, TEXAS, IN 1858. HIS PARENTS HAD COME TO THIS AREA FROM ILLINOIS IN 1853. HE AND HIS SON EDMOND BUILT A LOG CABIN IN 1887 NEAR THE NORTHWEST CORNER OF TODAY'S BELT LINE AND SHADY GROVE ROADS. THE DOG-RUN CABIN HAD TWO ROOMS WITH AN OPEN HALL BETWEEN THEM. EDMOND'S DAUGHTER, MABEL CASTER MILLER, ACQUIRED THE CABIN SOMETIME AFTER 1956 AND MOVED IT TO THE EAST SIDE OF COMPTON ROAD JUST SOUTH OF PIONEER ROAD. IT WAS DAMAGED BY FIRE IN 1980. CAROL SUSAT SALVAGED THE SURVIVING LOGS, AND THE IRVING HERITAGE SOCIETY USED THOSE LOGS AND ADDITIONAL MATERIALS TO BUILD THIS CABIN IN 1988. THE STRUCTURE CONTAINS SOME OF ITS ORIGINAL FURNISHINGS.







# Irving Convention Center Organizational Chart





# Irving Convention Center Fiscal Year Performance History

	2019	2020	2021	2022	2023	Total Since 2011*	9-Year Average*
Attendance	264,835	109,179	96,240	189,024	235,969	2,712,289	240,848
Event Days	419	237	257	374	409	4,849	415
Events	241	138	103	213	220	3,095	227

## EVENT CATEGORIES:

Assemblies	13,224	8,155	6,000	7,623	6,852	196,247	18,227
	14	12	8	7	11	221	20
Banquets	18,150	13,455	5,350	16,950	13,732	322,842	30,603
	45	29	9	42	32	643	58
Consumer/Public	65,609	30,921	17,898	29,130	78,469	825,108	72,591
	66	33	35	54	66	662	55
Concerts	50	0	0	0	0	8,050	1,006
	1	0	0	0	0	8	1
Conventions	84,923	10,334	23,375	42,550	20,158	505,444	49,743
	58	15	13	32	41	384	33
Meetings	61,218	34,818	15,747	49,247	74,140	555,042	46,495
	164	116	111	161	179	2,003	171
Sports	9,515	7,720	22,520	36,600	33,495	223,275	17,085
	14	8	23	33	38	263	21
Trade Shows	9,462	2,975	3,800	6,522	8,096	98,866	8,575
	27	10	10	18	22	270	23
Other	1,727	65	16	95	0	5,115	528
	3	3	4	3	0	92	8
ICVB	957	736	400	667	1,000	14,508	1,002
	27	12	16	24	19	316	27

\* Total since the facility opened in January 2011

\*\* 2020, 2021 & 2022 were impacted by COVID; data from these years is reflected in the totals but not in the 9-year average.

# Irving Convention Center Budget Forecast

ASM GLOBAL - IRVING CONVENTION CENTER  
OCTOBER 1, 2024 TO SEPTEMBER 30, 2025  
Lead Income Statement - Monthly FY 2025

	October	November	December	January	February	March	April	May	June	July	August	September	Total
Event Income													
Direct Event Income													
Rental Income	174,950	78,969	68,325	145,400	192,724	229,870	250,820	204,075	114,250	162,500	182,500	190,000	1,994,383
Service Income	204,624	53,686	39,231	97,704	191,746	85,145	166,883	25,750	15,600	12,100	12,500	18,000	922,969
Service Expenses	(191,191)	(149,542)	(101,844)	(169,548)	(173,625)	(150,319)	(184,637)	(156,750)	(125,300)	(109,400)	(114,311)	(122,300)	(1,748,768)
Total Direct Event Income	188,383	(16,887)	5,712	73,556	210,845	164,696	233,065	73,075	4,550	65,200	80,689	85,700	1,168,584
Ancillary Income													
F & B Concessions	31,705	5,828	4,624	19,977	39,501	1,482	20,604	32,250	7,000	4,000	8,500	6,000	181,472
F & B Catering	403,360	311,399	141,229	345,176	333,198	128,399	515,013	383,070	392,160	274,360	123,120	340,860	3,691,345
Parking: Self Parking	85,628	28,196	27,010	26,018	85,185	41,472	58,779	33,770	21,320	9,430	16,400	4,920	438,128
Electrical Services	54,092	8,030	5,315	5,833	25,430	58,905	22,950	5,600	19,950	8,000	2,050	21,000	237,155
Audio Visual	9,253	4,399	4,350	1,442	3,766	6,211	2,359	4,200	250	1,350	300	1,600	39,480
Internet Services	584,039	357,852	182,528	398,446	487,080	236,470	619,706	458,890	440,680	297,140	150,370	374,380	4,587,580
Total Ancillary Income	772,422	340,965	188,240	472,001	697,925	401,166	852,770	531,965	445,230	362,340	231,059	460,080	5,756,163
Total Event Income	166,505	170,315	57,155	73,920	135,803	93,524	141,690	104,628	104,628	104,628	104,628	104,624	1,362,048
Other Operating Income	938,926	511,280	245,396	545,922	833,728	494,690	994,460	636,593	549,858	466,968	335,687	564,704	7,118,211
Adjusted Gross Income													
Operating Expenses													
Employee Salaries and Wages	280,814	280,613	254,028	302,746	241,855	266,507	281,543	286,601	287,520	286,601	286,601	368,280	3,423,708
Benefits	67,010	65,376	70,824	66,393	65,127	56,186	60,769	77,868	77,868	77,868	77,868	76,968	840,128
Less: Event Labor Allocations	(62,070)	(47,615)	(32,575)	(41,583)	(60,092)	(52,480)	(68,307)	(61,500)	(61,500)	(61,500)	(61,500)	(61,500)	(672,222)
Net Employee Wages and Benefits	285,754	298,374	292,277	327,557	246,891	270,213	274,005	302,969	303,888	302,969	302,969	383,748	3,591,615
Contracted Services	70,219	67,926	70,816	70,007	69,296	66,935	71,548	79,312	79,312	79,312	79,312	79,312	883,306
General and Administrative	61,033	36,631	67,542	61,206	55,266	36,679	37,598	49,934	49,934	39,518	52,346	252,005	813,560
Operations	52,582	55,247	30,042	57,992	40,016	43,659	57,928	61,379	62,004	61,379	61,379	63,418	647,025
Repair & Maintenance	55,000	55,000	55,000	55,000	57,107	67,008	56,190	70,856	72,356	101,441	70,856	72,360	788,174
Supplies	12,500	15,770	13,000	12,500	15,928	23,087	17,655	17,583	17,283	17,083	17,083	40,634	220,107
Insurance	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	115,000	280,000
Utilities	54,518	52,608	49,438	53,151	50,864	46,785	48,142	47,302	47,302	47,302	47,302	55,993	600,707
Other	307	747	577	149	322	293	70	625	625	1,425	625	4,850	10,617
ASM Global Management Fees	80,766	66,332	36,435	67,634	77,001	39,718	70,545	56,559	54,775	44,865	32,977	50,490	678,101
Total Operating Expenses	687,678	663,635	630,128	720,196	627,692	609,378	648,682	715,388	702,479	710,294	679,849	1,117,810	8,513,211
Net Income (Loss) From Operations	251,248	(152,355)	(384,732)	(174,274)	206,035	(114,688)	345,778	(78,795)	(152,621)	(243,327)	(344,163)	(553,107)	(1,395,000)







# Irving Convention Center Travel Detail

## ICC FY 2024-2025 TRAVEL DETAIL

Consolidated Departments

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

# Irving Convention Center Capital Improvement Plan

Project Description	CIP Code	Year 15	Year 16-20	Year 21-25	Year 26-30
LIFE SAFETY / FIRE					
Access Control System / Card Readers	1	50,000	20,000	20,000	20,000
Emergency Generator	1	15,000	25,000	50,000	100,000
Fire Alarm System	1	50,000	20,000	20,000	20,000
Fire Sprinkler System	1		50,000	50,000	50,000
Security System / CCTV	1	75,000	100,000	100,000	100,000
General Safety Equipment	1	10,000	50,000	50,000	50,000
HVAC / MECHANICAL					
Air Handling Units / Fan Coil Units	2	30,000	100,000	200,000	300,000
Boiler(s)	2	30,000	50,000	100,000	200,000
Building Automation System	2		100,000	100,000	100,000
Chiller(s)	2	30,000	250,000	250,000	500,000
Controls	2	10,000	20,000	20,000	20,000
Cooling Tower(s)	2	30,000	250,000	250,000	500,000
Exhaust Fans	2	75,000	50,000	100,000	100,000
Supply Fans / Return Fans	2	20,000	150,000	200,000	250,000
Motors & Pumps	2	15,000	100,000	250,000	250,000
VFD's-Variable Frequency Drives	2	15,000	100,000	150,000	200,000
ELECTRICAL					
Electrical System – Transformers/Ballasts	2				
Electrical System – Panels & Switchboards	3		25,000	25,000	25,000
Energy Management System / Lighting System	7		250,000	50,000	50,000
LED Lighting Projects	5	75,000	100,000	100,000	100,000
Barrisol Light System – Grand Ballroom	2		50,000	50,000	50,000
Power Projects/Additional Power Sites	2	20,000			
Main Electrical Switchgear	2	30,000	50,000	50,000	50,000
Electrical Distribution Equipment	6	20,000	25,000	25,000	25,000

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

Project Description	CIP Code	Year 15	Year 16-20	Year 21-25	Year 26-30
<b>PLUMBING</b>					
Plumbing Fixtures - Attic Stock	3		50,000	50,000	50,000
Restroom Renovations	3	20,000	100,000	100,000	100,000
General Plumbing	2		50,000	50,000	50,000
<b>FOOD &amp; BEVERAGE</b>					
Concessions Equipment Repair	2				
Equipment Kitchen / Concessions	3	25,000	150,000	200,000	250,000
Small Wares	3	30,000	150,000	200,000	250,000
<b>F F &amp; E</b>					
Chairs/Tables/Skirting/Linen/Pipe & Drape	3		30,000	200,000	300,000
Furniture – Administrative / Café / Terrace	3	80,000	100,000	100,000	100,000
Janitorial Equipment / Machinery	5	20,000	50,000	50,000	50,000
Crowd Control / Stanchions	3	10,000	50,000	50,000	50,000
Staging / Risers / Skirting	3		50,000	250,000	250,000
Dance Floor	3		50,000	50,000	50,000
Parking Garage Equipment	3		100,000	200,000	200,000
Trash Cans / Urns	3		50,000	50,000	50,000
Maintenance Equipment / Tools	2				
<b>GENERAL BUILDING &amp; MAINTENANCE</b>					
Aesthetic Improvements	7	40,000	250,000	250,000	250,000
Stained Concrete Floor – Prefunct Level 1	2	10,000	60,000	60,000	60,000
Carpet Replacement	2	20,000		500,000	250,000
Box Office – LED Monitors/Upgrades	7				
Glass	2		60,000	60,000	60,000
Operable Partitions – Air Wall Repairs	2	30,000	100,000	100,000	100,000
Roofing System	2	800,000	100,000	150,000	200,000
Seating Risers / Retractable	3		300,000	50,000	300,000
Wayfinding Signage	7	15,000	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



Project Description	CIP Code	Year 15	Year 16-20	Year 21-25	Year 26-30
<b>COMMUNICATIONS</b>					
Computer Upgrades	3	30,000	50,000	50,000	50,000
Radios – Two-way	3		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	10,000	150,000	150,000	150,000
Digital Signage – Monitors	3	10,000	50,000	50,000	50,000
<b>SITE</b>					
Exterior Skin – Copper Panels	3	30,000	25,000	25,000	25,000
Landscaping & Irrigation	3	50,000	250,000	250,000	250,000
Marquee Signage	3		500,000	50,000	50,000
Water Feature	2	50,000	100,000	100,000	100,000
Garage / Property Striping	2		50,000	50,000	50,000
<b>VEHICLES</b>					
Forklifts	3		100,000	50,000	100,000
Man-lifts	3		50,000	100,000	50,000
Carts / Ambulance	3		25,000	25,000	25,000
<b>VERTICAL TRANSPORT</b>					
Escalators	2		50,000	50,000	75,000
Elevator	2		50,000	50,000	75,000
<b>EVENT RELATED</b>					
ADA Ramp	2				
<b>CODE RELATED</b>					
ADA Ramp	2				
Annual Project Cost		1,880,000	5,885,000	6,130,000	7,280,000
5% Contingencies		94,000	294,250	306,500	364,000
<b>Annual Project Total Cost</b>		<b>1,974,000</b>	<b>6,179,250</b>	<b>6,436,500</b>	<b>7,644,000</b>

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





