

AGENDA
Irving Convention and Visitors Bureau Board of Directors
Board and Business Development Committee
Friday, December 3, 2021 – 9:00 a.m.
Irving Convention Center - First Floor Boardroom
500 W. Las Colinas Blvd.
Irving, Texas 75039

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

1. Citizen Comments on Items Listed on the Agenda
2. Strategic Plan Review and Committee Next Steps
3. Approval of September 10, 2021, Meeting Minutes
4. Committee Chair Report
5. Next meeting TBD

CERTIFICATION

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

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

Deputy Clerk, City Secretary's Office

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

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

A member of the public may address the governing body regarding an item on the agenda either before or during the body's consideration of the item, upon being recognized by the presiding officer or the consent of the body.

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

“INTENTIONALLY IRVING”



THE FY 2022–2026 STRATEGIC RECOVERY PLAN FOR THE IRVING CVB BOARD

facilitated by
ZEITGEIST CONSULTING

**DMO
PRÖZ**

THE FY 2022-2026 STRATEGIC RECOVERY PLAN FOR THE IRVING CVB BOARD EXECUTIVE SUMMARY

GOAL

MAXIMIZE ORGANIZATIONAL SUSTAINABILITY & GROWTH

Objective A

Make the financial stability of the Irving CVB (and, thus the Irving Convention Center) its top priority through careful and effective stewardship of its resources

Objective B

Position the ICVB as the best agent for Irving's long-term recovery from the economic downturn caused by the pandemic

Objective C

Analyze opportunities to build and diversify the CVB's revenue streams to guard against any collapse of HOT revenues

Objective D

Support legislative initiatives that assure Texas remains open to all

Objective E

Assure the organization's performance metrics mirror or exceed that of the industry's best practices

Objective F

Become intentional about Succession Planning for both Board and Staff

Objective G

Initiate the process of a Brand Assessment Study

GOAL

INCREASE COMMUNITY OUTREACH & COLLABORATION

Objective A

Enhance Community Awareness, Appreciation & Support of the ICVB and the impact of the Visitor Economy on Irving

Objective B

Continue to work with the City's Leaders to create a better understanding of the role that Tourism plays in the community's Economic Vitality and Quality of Life

Objective C

Build more Collaborative Relationships with other Community/Economic Development Agencies

GOAL

ADVOCATE FOR DESTINATION ENHANCING DEVELOPMENT

Objective A

Support Legislative Initiatives that would serve to enhance development options at the Texas Stadium site

Objective B

Identify opportunities to generate more tourism revenues in the Heritage District

Objective C

Work with the City and Economic Development to reinstate hotel activity as an option for consideration in any incentives, including transient business travel activity as well as potential group meetings and events

Objective D

Identify opportunities for additional retail in Irving

Objective E

Work to build Sports Tourism in Irving

Objective F

Work with the City to right-size hotel development by continuing to protect the hotel development ordinance that is currently on the books

Objective G

Research the financing and operating structures that have made possible competing projects in other destinations

GOAL

ENHANCE THE VISITOR EXPERIENCE

Objective A

Engage DCURD, The Las Colinas Association and other stakeholders to support increased activation of Lake Carolyn and the Mandalay Canal

Objective B

Support the development of transportation solutions that would increase mobility throughout the city for visitors and residents

Objective C

Advise the City on initiatives that could enhance the aesthetics of the community from a visitor perspective

Objective D

Encourage more diverse Arts and Culture attractions and events

Objective E

Advocate for policies to support the Tasting Economy

THE STRATEGIC PLANNING PROCESS

The marketing of destinations has been occurring for centuries...but the stakes have never been higher nor the opportunity greater than right now. In American cities and counties, the latest iteration of Destination Marketing began sweeping the nation in the 1980s and 1990s as revenues from hotel occupancy taxes became available to virtually every community.

Today, however, the mandate has grown significantly larger as it is increasingly obvious that communities need effective marketing for more than just attracting visitors; destinations need to be marketed to attract investment, workforce, entrepreneurs and future residents. Every community is in a competition to attract the best and brightest as a way to enhance quality of life and long-range sustainability.

The realization that a Destination Marketing Organization's (DMO) role has grown stems, in part, from a 2015 study by Longwoods International that proves that tourism advertising has a marked effect on consumer interest in communities as a place to live, go to college and start a business. That means DMOs are far more than just "Heads in Beds." DMOs help plow the road for Economic Development agencies and are intimately involved in enhancing the Quality of Life and Place for communities.

It is with these concepts in mind that the Irving CVB Board of Directors met on the 23rd and 24th of September 2021 to discuss and ideate the future growth and direction for the destination and the organization. During their time together, Board members identified the realities of the present and the dreams for tomorrow, examining new ways to increase visitor spending in the city.

This document was developed after a substantive discussion of present environments, threats and opportunities that followed online surveys of the ICVB Board and professional staff to better understand the expectations of and opportunities before the Organization and the destination. The subsequent goals developed in this document are designed to power future discussions and actions of the Board, community leaders and industry stakeholders to develop collaborative opportunities to enhance the impact of visitor spending in the region.

VISION & MISSION

Vision propels us forward. Mission focuses us.

Vision and Mission Statements are crucial to the success of organizations as they power us forward and keep us on task. The Board of Directors of the ICVB took these concepts into consideration as they sought to update the Vision and Mission Statements for the destination and the organization.



The ICVB Board reviewed its Destination Vision and determined that it was on point...but could use a slight edit to be more elegant and visionary.

EXISTING DESTINATION VISION

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

PROPOSED DESTINATION VISION

Irving will be a uniquely vibrant destination
welcoming the world for unforgettable experiences

The Board affirmed its Organizational and Board Mission Statements.

ORGANIZATION MISSION

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

BOARD MISSION

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

The Irving CVB Board takes seriously its responsibilities,
including its fiduciary and operational oversight
of the Convention and Visitors Bureau and the Convention Center,
as outlined in the City's Charter and City Ordinance.

THE FY 2022-2026 STRATEGIC RECOVERY PLAN FOR THE IRVING CVB BOARD

GOAL

MAXIMIZE ORGANIZATIONAL SUSTAINABILITY & GROWTH

Objective A

Make the financial stability of the Irving CVB (and, thus the Irving Convention Center) its top priority through careful and effective stewardship of its resources

Imperatives:

- Pay back the City of Irving Loan (FY21)
- Maintain minimum General Operating Fund Balance of \$2 million by FY22 (contingent on subsequent years' ARPA funding)
- Maintain minimum Computer Reserve Fund Balance of \$300K by FY24 (contingent on subsequent years' ARPA funding)
- Establish a Tourism Public Improvement District no later than FY25, while being sensitive to hotel needs and their operating environment before re-starting this process
- Maintain minimum Catastrophic Reserve Fund of \$5 million by FY26
- Maintain minimum ICC CIP Reserve Fund of \$3 million by FY26
 - Capital expenditures average \$600K - \$800K / year
 - Utilize ASM funds and HOT funds in the short term
 - Utilize any excess in the ICC 2% levy, as allowed
 - Re-allocate \$1.6 million excess in HOT revenue when Irving legislation ends in 2026
- Continue to build the revenue pipeline for the future (ongoing)
- Ensure sufficient sales and marketing resources are available to continue to supply the pipeline with future business opportunities

Objective B

Position the ICVB as the best agent for Irving's long-term recovery from the economic downturn caused by the pandemic

Suggested Tactics:

- Develop concise and impactful messaging for the Board that positions the CVB as a "best in class" DMO that is critical to the future success of the City on a variety of fronts
- Communicate the value of the organization that is responsible for Irving's largest employer
- Create and deliver messaging in a way that enables citizens to better understand how their quality of life is so much better because of what tourism's impact, and thus the CVB's work, makes possible

Objective C

Analyze opportunities to build and diversify the CVB's revenue streams to guard against any collapse of HOT revenues

Suggested Tactics:

- Clearly communicate that this isn't about growth for growth's sake but, rather, the public infrastructure dependent on HOT revenues to support bond payments and maintenance
- In the short term, advocate for a meaningful and continuing investment of the next round of ARPA funds
- Identify opportunities that may exist for utilizing the stadium site theme towers for messaging and/or revenue

Objective D

Support legislative initiatives that assure Texas remains open to all

Suggested Tactics:

- Work with City and industry partners to support State and local legislation that keep Texas, and therefore Irving, open for all business and for visitors of all kinds
- Educate the community, as needed, at a grass roots level on the effects of any legislation that can negatively impact the stability and viability of the city's visitor economy, thus impacting the city's overall financial picture

Objective E

Assure the organization's performance metrics mirror or exceed that of the industry's best practices

Suggested Tactics:

- Maintain the organization's Accreditation status through the Destination Marketing Accreditation Program
- Provide annual updates to the Board and Business Development Committee on any Opportunities for Improvement that may be noted between application periods

Objective F

Become intentional about Succession Planning for both Board and Staff

Suggested Tactics for Board Succession:

- The Board, working with its City Council liaison, will develop a succession planning matrix that identifies the skills, talents and diversity it will require to be successful and to maintain and build on institutional knowledge of the organization in future years
- The Board will work to diversify its own relationships in the community to build on those established by long-tenured Board and staff members
- Continue to build relationships with key community organizations and leaders with which the Board can effect meaningful introductions for new Board leaders

Suggested Tactics for Professional Staff Succession:

- Recognize that the institutional knowledge of the organization resides in a very few veteran staff members
- Identify opportunities to both codify this knowledge and to expand the circle of less tenured staff who can learn from veteran staff
- Perform regular (every 3-5 years, pending budget capacity) compensation studies to ensure the ICVB remains competitive enough to attract top talent
- Support budget expenditures (as funds are available and retirement dates are known) that will fund “shadow” opportunities for key positions
- Be intentional about creating professional development opportunities for junior staff to escalate their ability to be eligible for future leadership positions as they come available

Objective G

Initiate the process of a Brand Assessment Study

The Rationale & Process:

- Irving's visitor product has changed greatly since the last Brand Assessment process, as have the primary players involved (the latter of which ultimately led to the process being shelved) and a new process started and was then shelved again
- Engage an experienced Brand firm/consultant to guide the process at the staff's direction
- While engaging other partners will be important to the outcome, the process should be designed in such a way that the Irving CVB can move forward with the resulting work on its own, if necessary

GOAL

INCREASE COMMUNITY OUTREACH & COLLABORATION

Objective A

Enhance Community Awareness, Appreciation & Support of the ICVB and the impact of the Visitor Economy on Irving

Suggested Tactics:

- Revisit current Engagement and Advocacy strategies (i.e., Spirit of Irving awards, Annual Meeting, High Spirited Citizens) and update/revise to better achieve the Board's outreach priorities
- Develop clear talking points for the Board to use in its public outreach initiatives
- As part of Board Member orientation, consider requiring a shift worked at the Volunteer Visitor Information Center as it re-starts to showcase the work being done to welcome consumers
- Work with ICTN to create a series about the importance of the Visitor Economy and ICVB's role
- Engage with Neighborhood Associations to tell the ICVB story

Objective B

Continue to work with the City's Leaders to create a better understanding of the role that Tourism plays in the community's Economic Vitality and Quality of Life

Suggested Tactics:

- Design an advocacy plan that speaks the language of civic leaders
- Continue twice-a-year Board presentations to City officials communicating progress towards the community's economic recovery and stabilization in future years
- Develop periodic FAM excursions to highlight areas of opportunities for City leaders and reinforce the critical work being done by the ICVB
- Identify specific and targeted ways to engage former Board members to keep them up-to-date on the Bureau's activities, efforts and needs
- At the Chair's invitation, and based on funding availability, host an annual Past Chairs and/or Past Board Members gathering, with an agenda for discussion.
- Look to use social media channels (Impacting Irving, ICVB LinkedIn page) as tools for local, targeted communications
- Consider creating a series of "back-of-the-house" videos to show the work that Irving hospitality workers do every day to provide the platform for great visitor experience

Objective C***Build more Collaborative Relationships with other Community/Economic Development Agencies******Suggested Tactics:***

- Identify the top 100 thought leaders in the community for personal contact by Board members
- Increase inter-agency communication between Chambers, Economic Development and others to maximize opportunities and eliminate duplicative efforts and spending
- Invite key stakeholders and influencers to sit in on Board meetings
- Identify opportunities for joint board meetings at least once a year with agencies such as DCURD and the TIF Board at the invitation of the ICVB Board Chair
- Work with the Parks & Recreation Department (Board to Board and Staff to Staff) to develop a plan for the pursuit of sports tournaments to best align resources and to avoid duplication of efforts

GOAL

ADVOCATE FOR DESTINATION ENHANCING DEVELOPMENT

Objective A

Support Legislative Initiatives that would serve to enhance development options at the Texas Stadium site

Suggested Tactics:

- Support State legislation that would make developing the site more attractive to developers and that could create a positive impact on visitor revenues
- Investigate opportunities to create an Entertainment and Economic Development Zone that could encompass the Urban Center and the former Stadium site to become eligible for federal funding

Objective B

Identify opportunities to generate more tourism revenues in the Heritage District

Suggested Tactics:

- Support City leaders in identifying parking solutions in the Heritage District that will accommodate larger scale events
- Advocate for better street lighting to ensure a greater sense of visitor safety and enhanced aesthetics
- Encourage economic development initiatives that support the importance of retail in their efforts to land new businesses
- Advocate for the elimination of barriers to entry for restaurants, retail and nightlife in the Heritage District and identify incentives that can mitigate these barriers

Objective C

Work with the City and Economic Development to reinstate hotel activity as an option for consideration in any incentives, including transient business travel activity as well as potential group meetings and events

Suggested Tactics:

- Encourage those developing relocation and retention incentive packages to include provisions to encourage the staging of future corporate meetings in Irving
- Protect hotel development ordinances and continue to support “right-sizing” of future development

Objective D

Identify opportunities for additional retail in Irving

Suggested Tactics:

- Partner with the Chambers, Las Colinas Association and Economic Development to commission a citywide leisure (non-service) retail needs and wants assessment that responds to what residents and visitors want with a realistic assessment of the resources necessary to make it happen
 - The study should also evaluate lost leisure retail “leakage” out of Irving, identify where the leakage overlaps with needs and what barriers must be mitigated to bring those retail opportunities inside Irving
 - The study should also identify the top retail storefront brands and their geographic requirements and restrictions
- Conduct an assessment/inventory of retail sites (and users for same) that may be utilized as temporary pop-ups in high visibility/high traffic/high target areas

Objective E

Work to build Sports Tourism in Irving

Suggested Tactics:

- Work with the Parks and Recreation Department/Parks Board to make facilities more available at desirable times for tournaments that can generate both visitor and rental revenues
 - Provide the Parks Department an informal “prospectus” of potential tournament impact to proposed new fields well as for re-prioritization of existing field use
- Provide leadership to support the return of the PGA TOUR to Irving with the ClubCorp Classic beginning in April 2022
- Encourage attendance at ICVB Board Meeting of Parks Board leadership at least once annually at the invitation of the ICVB Board Chair

Objective F

Work with the City to right-size hotel development by continuing to protect the hotel development ordinance that is currently on the books

Suggested Tactic:

- Stress the importance of a 200 sleeping room minimum and 5000 sf of meeting space minimum, among other requirements

Objective G

Research the financing and operating structures that have made possible competing projects in other destinations

Suggested Tactic:

- Review projects such as like Grandscape (The Colony), Texas Live! and its new Loews hotels (Arlington), the PGA courses and Omni hotels (Frisco) and the Epic project just announced in Grand Prairie

GOAL

ENHANCE THE VISITOR EXPERIENCE

Objective A

Engage DCURD, The Las Colinas Association and other stakeholders to support increased activation of Lake Carolyn and the Mandalay Canal

Suggested Tactics:

- Support the LCA as they look at opportunities to celebrate their 50th anniversary with a signature event on the water
- Encourage DCURD to investigate opportunities to re-launch water taxis on the canals that can meet transportation needs efficiently such as solving a “last mile” need, as well as provide leisure activity
- Encourage DCURD and hotel partners to identify potential “loading docks” for increased hotel guest access and use
- Support event organizers and developers to create activity that would create more life along the Promenade
- Encourage DCURD to identify other opportunities for waterfront activity and providers
- Support all parties (DCURD, City of Irving, Las Colinas Association) in identifying a means to “book” the Promenade for organized activity

Objective B

Support the development of transportation solutions that would increase mobility throughout the city for visitors and residents

Suggested Tactics:

- Advocate for opportunities to create unique public transportation links between and around the Historic Downtown and the Convention Center District
- Advocate for opportunities to enhance DART connectivity
- Advocate for additional wayfinding signage throughout the city to encourage visitors and residents to explore more
- Advocate for trolley/shuttle system opportunities for various “visitor last miles” in targeted areas throughout the city

Objective C

Advise the City on initiatives that could enhance the aesthetics of the community from a visitor perspective

Suggested Tactics:

- Support potential public art concepts that would be “Instagram-able”
- Continue to analyze opportunities to build upon and activate the Mustangs and its museum with the renovation of Williams Square Plaza, including supporting its role as a defacto visitor information center
- Support the concept of the return of Irving’s prior Public Art Ordinance
- Support Parks and Recreation and other entities to generate appropriately scaled activity with the City’s downtown waterfront assets, i.e. Centennial Park/Founders Plaza, Delaware Creek
- Advocate for the beautification of public infrastructure (e.g., painted utility boxes, water towers, wrapped public transportation/stations) as a means of reinforcing Irving’s newfound positioning as a “music mecca” and/or diverse cultural center
- As funds are available and a Customer Advisory Board can be convened, utilize this body as an ongoing focus group on these and other initiatives (retail, arts/culture, etc.)
- Encourage neighborhood grants that could support murals or other public art

Objective D

Encourage more diverse Arts and Culture attractions and events

Suggested Tactics:

- Support the creation and activation of distinctive and scalable cultural events throughout the City
- Support the creation of events that will attract visitors and are sustainable and scalable
- As funds become available, consider a destination study for the specific assessment, recruitment and potential production of signature event opportunities
- Continue to ideate opportunities to develop an iconic event

Objective E

Advocate for policies to support the Tasting Economy

Suggested Tactics:

- Support simplifying the process for restaurants/venues to get zoning and licensing to serve alcohol to allow existing and emerging opportunities to succeed
- Support efforts to designate/promote “tasting trails” for various food and beverage categories
- Embrace the city’s cultural diversity through promotion of its distinctive food offerings in addition to those expected

13 September 2021

Shannon Ruddy
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cc: Val Cantalope, Dir of Midwest Sales, Visit Austin
Greg Abbott, Governor, State of Texas
Barbara Dunn, Esq.

Shannon and Bridget,

In our last conference call, I stated I would invoke the anti-discrimination clause in our contract if the Texas voter suppression bill became law.

Bridget informed me a few days later that the Texas Association of Hoteliers decided not to lobby against the bill, and it subsequently passed.

Not only did that bill pass, so did the heinous abortion bounty hunter law.

There is no way I can in good conscience bring my conference to a state that is so eager to suppress women, minorities, and voting rights.

I urge you to fight at the grass roots level until you achieve the basic civil rights you are due. Until then, I'm invoking the anti-discrimination clause and am moving our 2023 and subsequent conferences that were to be held in Texas.

John Molisani
President
The LavaCon Conference
562-726-1800 x201

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From the Dallas Business Journal:

<https://www.bizjournals.com/dallas/news/2021/09/06/boeing-relocation.html>

The wake-up call: How Boeing's rejection of Dallas 20 years ago might have been the best thing for downtown

Sep 6, 2021, 11:14am CDT

On March 21, 2001, Dallas-Fort Worth received some surprisingly good news.

The Boeing Co., a multi-billion dollar aircraft manufacturer and a Fortune 10 ranked company as of 2000, was considering moving its headquarters to North Texas. The company had also identified Chicago and Denver as finalists. Boeing's new corporate office was expected to employ some 500 people, about half the number working at its Seattle headquarters at the time.

"As we've grown, we have determined that our headquarters needs to be in a location central to all our operating units, customers and the financial community — but separate from our existing operations," said Phil Condit, chairman and CEO of Boeing, at the time. "The role of the new, leaner corporate center will be to seek new growth opportunities around the globe."

Local leaders at the time recall that Boeing's headquarters search was unusual.

"In almost every other case, the protocol was for the chamber to call, John Ware and I would meet privately with the economic development team, and we'd all have to sign non-disclosures. Boeing was unusual because the CEO basically said, 'Hey, we're moving and we've narrowed it down to these cities.' It was as public of a battle for a corporate relocation as any," said former Dallas mayor Ron Kirk, who served from 1995 to 2001.

Nearly two months later, Boeing chose Chicago for its next headquarters. While it may never be known exactly why Dallas wasn't picked, it has become somewhat of a legend that the wife of Boeing's then CEO did not think too fondly of the city's urban core, supposedly calling it a cultural backwater compared to Chicago.

"They really did find the lack of vitality downtown a big issue. They wanted to go somewhere that had more vibrancy and a great urban seal," said Larry Good, retired founding principal and chairman of Dallas-based architecture firm GFF. In 2001, Good also served as chairman of Downtown Dallas Inc.

Today, downtown has grown into a vibrant live-work-play district that attracts new businesses, residents, and development. But how much credit, if any, does Dallas owe Boeing for that turnaround? Furthermore, what if Boeing had decided to move its headquarters to Dallas in 2001? How different would the urban core look today? On the 20th anniversary year of Boeing's rejection, the *Dallas Business Journal* revisits the decision to determine if Boeing's pass on downtown was actually a blessing in disguise.

Downtown Dallas in the early 2000s

"It was a dark day for downtown," said Good, recalling the area at the turn of the new millennium. "We had gotten a few historic buildings restored for housing, so there was a glimmer of good stuff going on, but every retail storefront was vacant. The streets were devoid of life. If there was any activity downtown, it was down in the tunnels that connected the office buildings to the parking garages and other office buildings."

When Boeing was looking to move its headquarters, Dallas's urban core was without many of the landmarks that visitors and residents enjoy today. The American Airlines Center was still under

construction. While the Arts District did have the Dallas Museum of Art and The Morton H. Meyerson Symphony Center, the Nasher Sculpture Center, the AT&T Performing Arts Center and Moody Performance Hall were still years away from opening.

Downtown did have the Kay Bailey Hutchison Convention Center, but no Omni hotel. Very little green space existed downtown, either: Main Street Garden Park, Civic Garden and Klyde Warren Park were still years away from happening.

"A lot of those things were being discussed, but there wasn't a lot of intensity about it. There wasn't enough focus. We just weren't getting there," said Good. "We talked about the convention center hotel for years and years, but nothing ever really came to pass. We talked about the condition that the streets and sidewalks were in, we talked about the overhead walkways and the tunnels that were sucking the life out of downtown streets, but there was too much talk and hand-wringing and not enough action."

A united vision for downtown

Most local stakeholders say Boeing alone wasn't the reason for downtown's turnaround, but some say it was an important kick-starter.

"What (Boeing) triggered was a wake-up call. Both mayors that were serving around this time were eager to address the problem. They convened stakeholders and civic leadership to ask the question, 'How can we change this? What can we do downtown?'" Good said.

One of the best efforts to address downtown's problems came from the formation of the Inside the Loop Committee, conceived in 2002 by then Dallas mayor Laura Miller. She says it was developer Raymond Nasher, not Boeing, that instigated the formation of the committee.

"Ray Nasher had invested a lot of money into the Nasher Sculpture Center and before the grand opening, he said, 'I didn't ask for anything from the city. There's no money in long-term maintenance or the facility itself, but I really would like you to clean up downtown,'" Miller said. "I called Robert Dechard at the *Dallas Morning News* and said, 'Can we get together a bunch of property

owners downtown and see what we can do to get things looking better so that the Nasher ... will have a clean environment to launch?"

"That was the initial reason for the committee. Because Decherd is so intense and focused, it morphed pretty quickly into, 'Well, what do we really need long term to turn Dallas around?' At the time, there was very little happening."

Over the course of three years, the roughly 25-member committee created a report outlining five immediate action items and five intermediate action items for downtown. The ten action items include the following:

Top 5 Immediate Action Items - 2005

Conclude a deal to build a Convention Center hotel.

Build out the Boulevard System as recommended in the Comprehensive CBD Transportation Plan and construct Central Boulevard as soon as possible.

Design and complete the three urban parks recommended in the Downtown Parks Master Plan and make progress in acquiring land for Gateway Park and the Emerald Bracelet.

Vigorously support the alternatives study for the second DART alignment Downtown and advocate an aggressive timetable for construction.

Advance pedestrian linkages inside the loop with particular attention to connections from the Arts District to surrounding areas (including the Woodall Rodgers deck park), sidewalk enhancements recommended in the Comprehensive CBD Transportation Plan, and bicycle/jogging paths identified in the Emerald Bracelet.

Top 5 Intermediate Action Items - 2005

Extend the McKinney Avenue Trolley to Downtown destinations and encourage DART to develop specific plans for a Downtown circulator system.

Complete design and engineering for a Fair Park Link using Canton Street right-of-way and strengthen connections to East Dallas.

Work closely with the General Services Administration on the location of the new Federal Courthouse, enhanced by a large,

landscaped "Federal Plaza" with underground parking.

Build the Reunion Overlook and Reunion Plaza on the Trinity Levee.

Reform and vigorously enforce City ordinances related to surface parking, metered parking, landscaping, fencing and lighting, license fees for sidewalk uses such as cafes, street vendors, and uses of Downtown parks.

Slowly but surely, portions of the plan began to take shape. Others are still in the works. For those early believers in downtown's renaissance, the progress seen today is a satisfying reminder that change can happen.

"I love it (downtown). It reminds me that change takes time. Great public works projects are always controversial and they always take longer, but 20 years in the life of a city is nothing," Kirk said.

What if Boeing had chosen Dallas?

With hindsight being 20/20, it could be easy to conclude that Boeing's rejection of Dallas might have actually been a good thing. But what if the world's largest aerospace company had chosen downtown for its new headquarters? Would things look totally different today? Would all of the progress that the urban core has seen in the last 20 years be reversed? Stakeholders say probably not.

"There are too many smart people that know what a great city, a vibrant city, looks like. We would have gotten there," Good said. "I think we'd be several years behind where we are now, but I think we would have done virtually all those same things ultimately."

Kirk says the entire courtship with Boeing was ultimately a victory for Dallas and the greater region.

"I saw it as a win-win deal that we couldn't lose. At the time, CNBC and CNN and Jim Cramer were talking about all the reasons why Boeing thinks Dallas is a good place to be," Kirk said.

"What Boeing did was validate Dallas as one of the new important economic centers in the country. One of the most important, iconic corporations in America was saying, 'We need to be someplace that we can service not just all of America, but North

America, and do it in the middle of the country with a great airport in a business-friendly environment."

Downtown Dallas today

While Dallas didn't land Boeing 20 years ago, many more victories have come since. In 2007, downtown attracted Comerica's corporate headquarters. A year later, AT&T moved its headquarters to Dallas from San Antonio. In 2017, the region landed a divisional headquarters of Boeing while also being selected as a finalist for Amazon's HQ2. In 2019, Uber announced plans for a large office in Deep Ellum. This year, local insurance company Integrity Marketing Group took 100,000 square feet as part of a headquarters move from Cypress Waters to Fountain Place.

"It's incredibly significant to see. After the Amazon process and after the Uber move, we really saw downtown jump to another level of national recognition. We were poised to be an attractive market prior to COVID. Since then, we've stayed steady," said Kourtny Garrett, president and CEO of DDI.

"We had \$4 billion of projects under construction prior to COVID. Not one single project has been derailed. All of those projects are still moving forward. We're obviously seeing these relocations and our phones are very busy with both in-market and out-of-market interest for corporate relocations and new development investment."

If Dallas wants to continue to attract new businesses and people downtown, future leaders must continue to be vigilant, Kirk said.

"The work of keeping a city relevant is never done. If you have an asset like DFW Airport, the Dallas Convention Center, a DART system, the housing stock, you're never finished modernizing, updating it, and making it better," he said. "The good thing now is that market forces are generating a lot of that change. We don't have to provide all the incentives that we did then to get people to develop downtown."

Stakeholders say there's still work that needs to be done in Dallas, but great strides have been made over the last two decades.

"What's interesting is that if you'd asked me (what downtown is missing) in 2002 when I was elected, I would have said, 'Here are

the 30 things that are missing downtown.' It kind of speaks for itself that when you ask me in 2021 and I have to think about it," Miller said.

MINUTES – BOARD AND BUSINESS DEVELOPMENT COMMITTEE

IRVING CONVENTION CENTER

Friday, September 10, 2021

Those in attendance: Committee Chair Bob Bourgeois, Committee Vice Chair Richard Stewart, Jr; Board Chair Karen Cooperstein; Julia Kang, Rick Lindsey, and Sam Reed – Committee Members; Carol Boyer, Maura Gast, and Susan Rose – ICVB Staff; Mayor Pro Tem and Council Liaison Kyle Taylor and Councilman Oscar Ward – Elected Officials.

Committee Chair Bob Bourgeois called the meeting to order at 9:01 a.m.

Bourgeois asked for any citizen comments and there were none.

Executive Director Maura Gast gave a brief update on the 2021 Texas Legislative Session. Items of concern ICVB will continue to follow election integrity, civic training programs, abortion bills and any anti-discrimination bills. All of these items, regardless of politics, influence many groups considering Texas as their next meeting destination. Texas associations will be bound by these laws and not able to boycott or move certain meetings out of Texas, but national groups and corporate groups could. Gast will keep the Committee posted on the outcomes.

Gast reported a survey was sent out to the Board for input on the ICVB Strategic Planning Retreat scheduled for September 23-24. Survey responses are sent to the meeting facilitator, Bill Geist. Irving Arts and Culture and Parks and Recreation representatives are invited to the Thursday afternoon meeting so the board can understand their long-term priorities and see where any of our priorities may align. Friday, September 24 will be a condensed Executive Committee meeting in the morning before the start of the Strategic Planning session and the day will conclude no later than 4 p.m. The final draft of the Strategic Plan should be ready to be presented for adoption at the November Board meeting. Gast is recommending the Strategic Plan will be a five-year plan, rather than the normal three-year plan, to address the fiscal needs of the organization and key dates that fall within that five-year timeframe. Gast typically gives an ICVB semi-annual update to City Council in December and can include the Strategic Plan in that update.

ACTION ITEM: Gast to resend the survey to Board members.

Bourgeois asked for a motion to approve the June 11, 2021, minutes. On a motion from Board member Rick Lindsey, and a second from Board member Julia Kang, the motion was unanimously approved.

COMMITTEE CHAIR REPORT

Bourgeois asked for input on formalizing involvement in the Board member recruitment process. There will now be four citizen-at-large ICVB Board vacancies, with Rose Cannaday and Roy Santoscoy stepping down and Clem Lear and Rick Lindsey being termed out. Mayor Pro Tem Kyle Taylor noted it is important to keep the process of recruiting as clean as possible. The Irving 360 Academy has been a phenomenal funnel for candidates to Boards and Commission positions. They are people who want to be engaged in the community and can be put into positions where they will be of the greatest help. Committee Vice

Chair Richard Stewart, Jr. added it is important to be an ambassador for the City and the ICVB Board has a level of responsibility that most other Boards do not, as well as a trust factor with dedication for the work that we are doing. Bourgeois added a recommendation for the recruitment process to ask if an applicant has read the ICVB Strategic Plan. It was noted the Plan could be added to the public-facing portion of the ICVB website.

Board member Sam Reed suggested a message card for Board members to carry that is consistent in talking points. This item can be addressed during the Strategic Planning retreat. It was suggested to review the ICVB Mission Statement with the lens of how it might be used as an “elevator speech” for this purpose.

Bourgeois also suggested holding High Spirited Citizen and former Board member quarterly or semi-annual meetings to keep them engaged. He noted there is decades of experience leaving the Board this year that should not be lost. Gast suggested perhaps all new Board members volunteer at the Visit Irving Information kiosk.

Bourgeois asked for any comments from Councilman Oscar Ward or Mayor Pro Tem Taylor. Ward invited everyone to attend the 9/11 Memorial service at Irving Veterans Memorial Park on Saturday at 8:20 a.m. Ward presented signs he asked Irving Police Chief Jeff Spivey to be made that can be posted in Irving’s restaurant restrooms to provide human trafficking help and assistance for anyone. The toll free telephone number is a Texas number that is transferred to the appropriate city’s police department once the location of the caller is identified. It was suggested to offer signs to distribute at Irving Rotary Clubs. Rotary Clubs advocate through education, prevention, and legislation for Rotary Club of Community Action Against Human Trafficking (CAAHT).

Board member Julia Kang reported the Irving Las Colinas Association’s Bowl-a-thon charity event has been canceled. However, raffle tickets are available for purchase to benefit the Irving Schools Foundation. Also, on October 9 is Paws Colinas 5K-9 event benefiting Irving Schools Foundation.

Bourgeois adjourned the meeting at 9:42 a.m.

Respectfully submitted,



Maura Allen Gast, FCDME
Executive Director