

AGENDA
Irving Convention and Visitors Bureau Board of Directors
Board and Business Development Committee
Friday, March 8, 2024 at 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 and City Council may be present at this Committee meeting.

1. Citizen Comments on Items Listed on the Agenda
2. Approval of December 8, 2023, Meeting Minutes
3. New Board Member Orientation Planning
4. Board Member Semi-Annual Self Evaluation
5. Former Board Member 2024 Luncheon
6. Strategic Plan Review and Committee Next Steps
 - a. Relationship-Building Discussion
7. City Council Report
8. Committee Chair Report and Staff Comments
9. Next meeting June 14, 2024

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.

**MINUTES – BOARD AND BUSINESS DEVELOPMENT COMMITTEE
IRVING CONVENTION CENTER
Friday, December 8, 2023**

Those in attendance: Committee Chair Sam Reed, Board Chair Richard Stewart, Jr., Board Vice Chair Herb Gears, and David Cole – Committee; Board member Colvin Gibson; Carol Boyer, Maura Gast, and Susan Rose – ICVB Staff; Tom Meehan – ICC Staff.

Committee Chair Sam Reed called the meeting to order at 9:02 am. Reed asked for any citizen comments and there were none.

Reed asked for a motion to approve the Committee meeting minutes from September 8, 2023. With a motion from Board member Colvin Gibson, and a second from Board Chair Richard Stewart, Jr., the motion unanimously was approved.

NEW BOARD MEMBER ORIENTATION

Executive Director Maura Gast gave an overview of the Board Member Orientation and noted the materials are also available on the Board portal. There are two new members on the Board currently. Orientation includes a meeting to review materials and a tour of the Irving Convention Center, including back-of-house. Committee members were encouraged to attend the Orientation and become engaged with new Board members. Board member David Cole asked if any City Council members have attended Orientation. Gast confirmed former Councilman Mark Zeske and Council Liaison Kyle Taylor have attended. It was suggested that Councilmen John Bloch and Abdul Khabeer be invited to attend.

Discussion was held on additional information that could be included. Suggestions were Hotel Occupancy Tax, Economic Development, Engagement, ICC Management Relationship, Volunteerism, and the responsibility of being an active Board member to be an Ambassador for the ICVB.

ACTION ITEM: Executive Director Maura Gast and specific Board members where possible to invite Bloch and Khabeer to Orientation and send out dates to the Committee when confirmed.

FORMER BOARD MEMBER LUNCHEON RECAP AND PLANS FOR 2024

Gast asked the Committee for input on the flow and content of the event. Cole noted it was important to include all former Board members, including non-voting members and industry partners. It was exciting to see the crowd mingling and enjoying each other and interacting with people they had not seen in a very long time. It was suggested to have High Spirited Citizen nomination forms and Volunteer Visitor Information Center applications available at each place. Gast suggested having the event in December for 2024. A professional photographer and a shot-sheet will be added for the next event so as not to miss any of the informal “reunions” that were happening.

STRATEGIC PLAN REVIEW AND COMMITTEE NEXT STEPS

The Committee discussed relationship-building with City Council members and encouraging engagement. City Council Districts 4,6 and 8 are up for election in 2024 and there will be new opportunities with some new Council members. Gast noted Councilman Khabeer has expressed interest in attending Board meetings.

ACTION ITEM: If a Council member has been invited and will attend a Board meeting, Board members to confirm with staff in order to assure an appropriate place is set.

CHAIR REPORT AND STAFF COMMENTS

ICC General Manager Tom Meehan reported ICC staff is going through a training course and working on their mission and vision statements. Gibson noted in order to attract and retain employees, incentives and rewards are imperative. The cost of training new employees is expensive, and retention is needed.

As Chair, Stewart added there is an open-door policy for staff comments during the meeting or at any time.

Reed noted the next meeting date is TBD.

ACTION ITEM: Gast to send out to the Board meeting dates once approved by Committee Chair and Vice Chairs.

With no further discussion, Reed adjourned the meeting adjourned at 9:47 a.m.

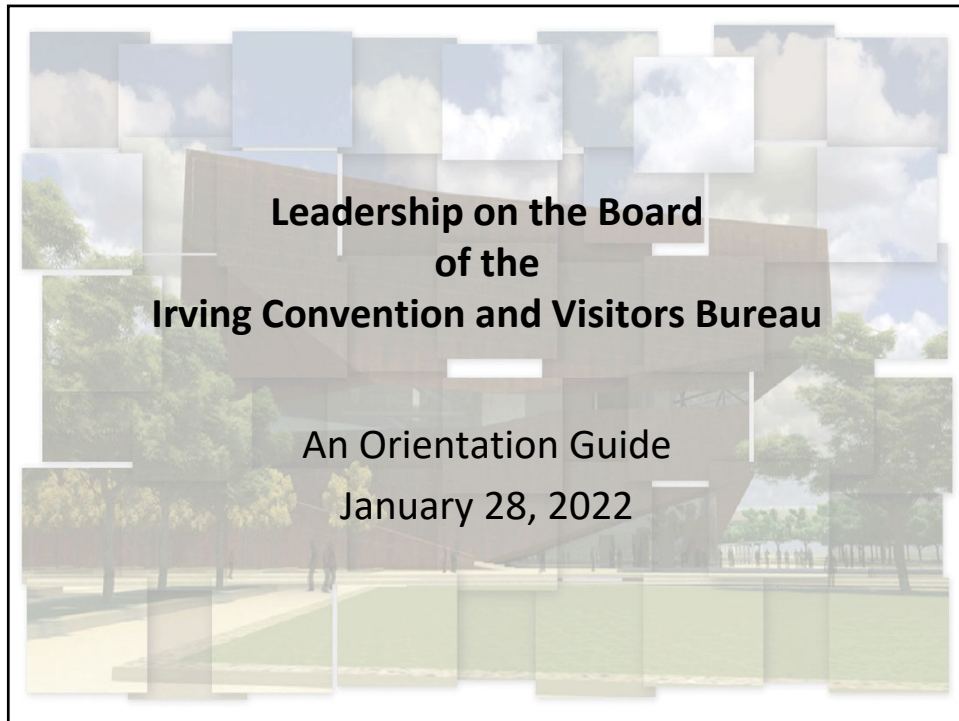
Respectfully submitted,


Maura Allen Gast, FCDME
Executive Director



**2022 BOARD MEMBER ORIENTATION
JANUARY 28, 2022**

TAB 1	Orientation Slides
TAB 2	Organizational Background
TAB 3	Board Member Contact List
TAB 4	Responsibilities, Bylaws, Committees Overview
TAB 5	Financial Reporting
TAB 6	Supplemental Operating Policies
TAB 7	Irving Charter – Convention & Visitors Bureau
TAB 8	Irving Ordinance – Standard & Community Venue Hotel Occupancy Tax
TAB 9	Irving Ordinance – Convention and Visitors Bureau
TAB 10	State of Texas Tax Code Chapter 351- Hotel Occupancy Tax
TAB 11	Administering the Local Hotel Occupancy Tax
TAB 12	Irving Hotel Tax Collection and Allocation History
TAB 13	Visitor-Oriented Development Study Background
TAB 14	Irving Convention Center Project Background
TAB 15	Headquarter Hotel Project Overview
TAB 16	Entertainment Venue Project Background
TAB 17	Irving Brand Studies & Positions
TAB 18	E-Auto Feedback Survey Sample
TAB 19	ICVB Board Strategic Plans
TAB 20	The New Tourism Lexicon
TAB 21	Finding Our Cornerstone Policy Brief
TAB 22	Article: Taking Our Seat at the Table
TAB 23	Speech: Historic Context for Convention & Visitor Bureaus
TAB 24	Report: Power of Destination Marketing
TAB 25	Report: Destination Promotion an Engine of Economic Development
TAB 26	America’s Unsung Hero of Job Creation
TAB 27	Report: Advocacy in the Face of Ideology
TAB 28	Report: Anchor Institutions
TAB 20	American CVB Governance Review
TAB 30	Article: Irving Evangelist



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Vision & Mission Statements

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

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.

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The Board's Mission

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

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Why Visitors Matter to Irving

2019 Irving Visitor Industry Reports
Destination Analysts, Inc.

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Visitor Impacts

- 4.01 million visitors annually
- \$3.04 billion annual visitor spending
- 31,860 visitors/average day
- \$8.3 million visitor spending/average day
- 25,104 jobs supported
- \$704 million payroll
- \$64.7 million tax revenues generated
- \$776 tax revenues generated per Irving household

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

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Irving Hotel Guest Profile

- \$92,200 average household income
 - 42.9 mean age
 - 55.1% male
 - 38.7% married/partnered
 - 64.2% have some college education
- Primary Reasons for visit:
 - 42.2% Conference, trade show or group meeting
 - 31.1% Business Travel
 - 22.1% Personal, vacation, other
- \$374.25 Average spending per day
 - \$164.25 Lodging
 - \$92.40 Dining
 - \$19.35 Retail
 - \$54.74 Local Transportation
 - \$13.70 Entertainment/Sightseeing

Sources: 2019 Irving Visitor Industry Economic Impact Report and Irving Hotel Guest Survey, Destination Analysts, Inc.

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Visitor Perceptions about Irving

- 95.3% of hotel guests would return to Irving
- 78.6% would recommend Irving to others as a place to attend a conference, trade show or business meeting
- 93.9% rate the Irving Convention Center Better/Much Better than meeting facilities in other cities
- 84.7% felt Extremely Positive/Positive about holding a meeting in Irving
- 69.2% rate Irving Better/Much Better than other destinations they visit for business
- 31.8% of hotel guests extended their stay in Irving for leisure
- 87.1% said they would recommend Irving as a vacation or weekend getaway destination

"Business travel experience" remains a leading source of influence for corporate decision-makers (DCI Survey)

Source: 2019 Irving Visitor Industry Economic Impact Reports – Hotel Guest Survey, Destination Analysts, Inc.

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Small Business Impact

- In Irving alone, there are:
 - 75+ hotels, short-term stay properties
 - 600+ restaurants
 - More than 50% of many of our restaurants rely on visitor spending for more than 60% of their revenues
 - 200+ retail outlets
 - 70+ taxi, bus, car service and shuttle companies
 - 150+ sign shops, florists, coffee shops, office supply and hardware stores
 - Dozens and dozens more related companies

Sources: GILCoC membership listings, yellowpages.com, Google

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Big Business Investment

- \$500+ million property value of Irving hotels
- \$25.3 million property taxes paid annually
- \$27.3 million HOT projected annually
 - Funds Arts & Culture (Museums & Historic Preservation) and CVB
 - Percentage for Convention Center debt
 - Percentage for Entertainment Venue debt
 - Percentage to City for administrative services

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Legal Uses of Hotel Occupancy Tax

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What is Hotel Occupancy Tax?

The Hotel Occupancy Tax varies by city and state, and is a tax charged on the sales/retail rate of a room.

In Irving, the total city and state Hotel Occupancy Tax is 15%.

Who Pays It?

Any guest staying overnight in a hotel.*

If the hotel rate is \$100, an Irving hotel guest would pay an additional \$15 in hotel occupancy taxes, per night.

**Per state tax code, there are certain exemptions from these taxes for tax-exempt organizations, and for stays exceeding 30+ days.*

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Legal use of HOT funds

- Two-part test that every expenditure of local HOT must meet to be valid (state law)
 - Criteria 1. Every expenditure must DIRECTLY enhance and promote tourism AND the convention and hotel industry.
 - Criteria 2. Every expenditure of the HOT must clearly fit into one of six statutorily provided categories for expenditure of local HOT revenues.

SIX CATEGORIES

1. Convention center or visitor information center
2. Administrative costs for facilitating convention registration
3. Advertising and promotions that attract tourist and convention delegates
4. Arts Promotion (*as it relates to Tourism*)
5. Historical Restoration or Preservation Programs (*as they relate to Tourism*)
6. Costs to Hold Sporting Events that Substantially Increase Hotel Activity (in smaller counties)

•NOTE: Economic development is specifically not an allowable use

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State Allocation Requirements

- 15% Maximum Allocation for Arts Promotion
 - Irving was granted a state exemption in 2007 – 15% plus up to \$1.6 million for O&M of the Irving Arts Center
 - ICVB worked with Arts Board and THLA to get this exemption on the books
 - \$1.6 million was the operating subsidy the Arts required to operate “in the black”
 - Sunset date was determined to provide for sufficient years (15) to build up reserves and for HOT revenues to grow so the Arts could live on 15%
 - Without this exemption, Arts would have been rolled back to 15%, and the excess funding would have been re-allocated for any other legal purpose (or rolled back)
 - Exemption sunsets in ~~2022~~ 2026
 - Gentlemen’s agreement between all parties that there would be no further attempts at adjustments
 - With extended sunset, legislative protections built in for ICVB functions
- 15% Maximum Allocation for Historical Restoration and Preservation
- These are not REQUIRED allocations
 - Singularly at the discretion of City Council

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Irving Hotel Tax Distribution

- 9% Collected
- 2% (Brimer*) to Entertainment Venue Debt
- 2% to Convention Center Debt
 - Plus IAC percentage previously allocated to IAC debt service (\$628,000)
- 5% Remaining
 - Museum – 2.5%
 - Historic Preservation – 1%
 - Arts – @39.5% (15% plus \$1.6 million)
 - Minus IAC percentage previously allocated to IAC debt service (\$628,000)
 - Convention and Visitors Bureau – 57%

**The 2% Brimer (of the 9%) dedicated to the Entertainment Venue debt does not get counted when tallying the percentage allocations.*

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Irving Hotel Tax Allocation 7%* converted to 100

7%	Allocated For
28.6%	Convention Center Debt
4.4%	Transfer of former Arts Center DEBT allocation (now paid off) to Convention Center Debt <i>*While previously incorporated within the percentage the Arts received, the dollars for the debt service were taken off the top as revenues were received</i>
40.7%	Irving Convention & Visitors Bureau
23.8%*	Irving Arts Center (15% plus \$1.6 million – any excess is captured for ICC debt service)
2.5%	Irving Museum, Preservation

**The 2% Brimer (of the 9%) dedicated to the Entertainment Venue debt does not get counted when tallying the percentage allocations.*

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The Irving CVB and Its Role

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What we do

- The official “Destination Marketing Organization” for Irving, Texas
- We “preach the gospel” of Irving as a destination for any kind of travel, to those who can influence travel decisions
- 100% of our funding comes from Hotel Occupancy Taxes
- We broker short-term business opportunities between our customers and our industry partners
 - But on the latter’s terms – we control very little product!
- We have direct responsibility for the performance and operations of the Irving Convention Center
 - @ 25% of the ICVB budget goes to cover the convention center’s operations and capital improvements
- We build long-term revenue and stability for the community by bringing visitor dollars (“Other People’s Money”) to Irving and by creating an image and awareness of Irving on the “outside”

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US CVB Structures

- 74% are independent, not-for-profits
 - Primarily 501(c)6s, some 501(c)3s
- 14.6% are government agencies (this is Irving)
- 4.6% are divisions of the Chamber
- 4.0% are Authorities
- VERY FEW have oversight of their convention centers and those structures vary
 - Las Vegas, Little Rock, Memphis, St. Paul, Reno, San Jose, Charlotte
- 79% receive hotel occupancy taxes as funding source
- 46% are membership-based
 - Members primarily include: accommodations, attractions, restaurants, event suppliers, retail
- Tourism Marketing/Improvement Districts emerging as new funding sources

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Irving CVB Structure

- City Department
 - Reports to the Board and not to/through City Management
 - City Council-appointed, policy-making Board
- Staffing
 - 21 FTE
 - 23% reduction (6 positions) in staff in 2010; added 1 position back in 2015-16
 - Contractors: advertising agency, research firm, some tech support, convention center management
 - 22 Convention Services Staff: Part-time/as needed “on loan” personnel to support customer events (such as conference registration, information desks, etc.)
 - Convention Center – third party management firm and food and beverage provider; ICVB is the contract administrator
- Accreditation
 - We are accredited by our international trade association in the Destination Marketing Accreditation Program (DMAP).
 - These happen in 8-year cycles, with interim reporting and submittals required annually and at the 4-year mark.
 - We are at the 8-year mark and are in the process of re-submitting.

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Irving CVB Profile

- Sales & Marketing organization
 - “Square peg” in government structure
 - Program-heavy budget
 - Sales-related travel, entertainment and membership
 - Advertising and sponsorship play a major role
- “Broker” relationship, filling variable gaps with a perishable commodity
- “Outbound” focus – visitors of all kinds, not primarily residents
 - Hotels have some local sales resource, but limited non-local
- Employee Recruitment Base
 - Hospitality industry, private enterprise, association market experience
 - “No poaching” philosophy in Irving, but Irving hotel sales people do apply
- Performance management plan includes “at risk” incentive for ED and Sales

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Our Departments 21 FTE, 22 PTE – Plus *Contractors*

- | | |
|---|---|
| <ul style="list-style-type: none"> • Administration <ul style="list-style-type: none"> – Board Facilitation – ICC Contract Administrator – Accounting – Purchasing – Legislative – Human Resources – Operations – Technology <ul style="list-style-type: none"> • <i>Tech Support</i> • Convention Center Operator (ASM/SMG) <ul style="list-style-type: none"> – <i>Administration/Finance/HR</i> – <i>Operations</i> – <i>Event Services</i> – <i>Food & Beverage</i> – <i>Sales</i> • Destination Sales & Services <ul style="list-style-type: none"> – All sales markets – Transient packages – Customer services <ul style="list-style-type: none"> • <i>Database Entry</i> | <ul style="list-style-type: none"> • Marketing & Communications <ul style="list-style-type: none"> – Websites – Advertising – Sponsorships – Branding – Promotions – Film commission services – Social media – Public relations – Media relations – Community relations – In-house collateral and invitations – Promotions – Outside agencies <ul style="list-style-type: none"> • <i>Ad Agency</i> • <i>Website/SEM/SEO/Social</i> • <i>Research</i> • <i>PR Agency</i> |
|---|---|

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Performance Measurement

- All staff
 - City of Irving Pay Plan establishes grade and step levels
 - City performance management system
 - ICVB Compensation Study completed 2018
- Sales Goals
 - Market History
 - Hotel Projections
 - Sales Performance Incentive
- Executive Director
 - Goals
 - Performance Evaluation Process/Executive Committee
 - Performance Management Incentive
 - Percentages/weightings reviewed and adjusted annually at the board's discretion based on organizational priorities
 - No ED incentive for FY 20, 21 and 22 as part of budget cuts

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Who Is Irving's Customer?

- Meeting planners
- Travel managers
- Third-Party firms
- Procurement managers
- Association executives
- Sports governing bodies
- Tour operators
- Reunion planners
- Administrative professionals
- Volunteers
- Wedding planners
- Corporations
- Associations – trade, professional, cause
 - Includes association management firms, as well as individual associations
- Sports – amateur and professional, spectator and participatory
- "SMERFE" – Social, Military, Educational, Religious, Fraternal, Ethnic
- Tradeshow – Consumer, Industry, other independent shows

Irving is a very short-term market - many meetings and events are booked "in the year for the year."

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How & What We Sell

- **DIRECT SALES**
 - Trade shows
 - Sales calls
 - Target market blitzes – Austin, DC, Chicago primary markets
 - Active industry involvement
- **MARKETING & COMMUNICATIONS**
 - Advertising
 - Online initiatives
 - Collateral
 - Promotions
 - Public Relations – Internal and external audiences
 - Sponsorships
- Meetings
- Conventions
- Trade Shows
- Consumer Shows
- Sporting Events
- Training programs
- Product rollouts
- Airline crew rooms
- Reunions
- Social occasions
- Photo & film locations
- Stories about Irving
- Stories about Texas and DFW that can include Irving

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Key Priorities for the ICVB

- Solicit meetings and groups to convene in Irving
- Build optimal awareness of Irving among travelers, decision-makers and influencers
- Influence appropriate product development
- Provide leadership that unites the hospitality industry with the community
- Secure resources that will allow the ICVB to achieve its mission, objectives and goals

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General & Reserve Funds Overview

- ICVB Funding **ORDINARILY** comes singularly from a portion of the City's HOT
 - ICC revenues cover a PORTION of the operating costs
 - ICVB HOT revenues provide the subsidy and the capital
 - COI General Funds cover the "mortgage"
- ICVB General Fund – Daily Operations
 - Goal is a fund balance of \$2 million
- ICVB Reserve Fund – Primarily Catastrophic Reserve
 - Goal is minimum 50% operating revenues - \$5 million
 - Prior fund balance wiped out in 2010 by COI to cover debt service shortfall
 - Fund balance wiped out in 2020 to cover operations
- Computer Replacement Fund
 - Fund balance wiped out in 2020 to cover operations
 - Goal is \$300K minimum
- Convention Center Reserve/Capital Projects Fund
 - Goal is \$3 million minimum
 - Wiped out in 2020 to cover operations
 - Limited availability through new ASM contract

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How We Got Through/Are Getting Through COVID

- Short version – cashed in all our chips
- Took out a temporary city loan
- Ineligible for almost every government relief program until CARES Act and ARPA
- Hotel taxes are funding salaries and anything community-facing
- ARPA funds are covering almost all programming...
- And will still be needed for future years

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The ICVB Board and Its Role

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What's the hardest thing to understand about the CVB?

- Imagine a job where the CEO:
 - is hired and evaluated by one group of people (the board – and only as a body!)
 - is funded indirectly by another (the industry)
 - and has limited, if any, control of the outcome of any business opportunities generated
- A job where the group indirectly funding the organization (the industry) sees your responsibilities:
 - focused on short-term, industry-specific results because members of the group are themselves evaluated on those results.
- A job where the group directly funding the organization (City Council) sees your responsibilities:
 - focused on long-term, community-wide results as members of this group are evaluated that way.
- And a job where the community that elects the group directly funding you has limited frame of reference to understand what you do and why it matters to them.

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The Board's Role...

- “The board’s role is to clear the road so the staff can accomplish the mission.”
 - Joe Lathrop, Orlando Consulting Group
- “Whatever taxes and fees are collected from visitors, a DMO Board must make a case for these funds being reinvested back into the industry.”
 - Bill Geist, Zeitgeist Consulting, Destination Leadership for Boards
- “Whatever COVID-recovery financial resources are available need to be captured for the Irving industry most decimated – hospitality – so that we can stabilize it and build a pipeline of business for the future.”
 - Maura Gast, Daily

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Board Composition

13 VOTING MEMBERS

- 9 Irving Residents
- 1 Chair, Irving Hotel Association
- 1 Hotelier
- 1 Industry-At-Large Representative
- 1 Restaurant Industry Representative

CITY COUNCIL LIAISON

- Mayor Pro Tem Kyle Taylor

12 NON-VOTING MEMBERS

- 2 Hospitality Industry Representatives
- 2 Industry-At-Large Representative
- 1 City Manager/Designee
- 2 Greater Irving/Las Colinas Chamber of Commerce (CEO & Chair)
- 1 Las Colinas Association Representative
- 1 DCURD Chair/Designee
- 1 TIF Chair/Designee
- 1 UD Designee
- 1 Former ICVB Board Member

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Board Meetings

- While this is a working board, the majority of the work gets done in the committee meetings
 - Not meant to limit discussion in the full board forum, but to keep the board's work and projects moving forward as efficiently as possible
- Posted in accordance with Texas Open Meetings Act
 - If it's not posted on the agenda, it can't be discussed
 - Every board member must complete required state training (available online)
- Roberts' Rules of Order guide meeting protocol

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Board Member Job Description

- Serve as an advocate for the industry and the organization, especially within the community
- Set and regularly affirm the Vision and Mission
- Create policy and overall direction for the CVB, including the Convention Center
- Goal-setting for the board and the organization
- Act in the best interests of the CVB, the industry and the destination as a whole
- Retain a CEO/Executive Director to manage the operations; monitor performance against policy and objectives*
- Perform appropriate fiduciary responsibilities*

**Only a handful of city boards have this responsibility, which makes Council consideration of (and knowledge of) appointees very distinct*

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The Role of the Board Chair

- Manage the Board
- Serve as the Board's "point person" for the staff executive
- Appoint committees and task forces
- Set and prioritize the agenda – for meetings and for the organization
- Be the "voice" of the Board
- Be the face of the Board and the industry with elected and appointed officials
- Be the face of the Board for other community organizations, formal and informal
- Set and model the board culture/tone
- Direct the process for the ED annual performance evaluation

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ICVB Board Strategic Planning

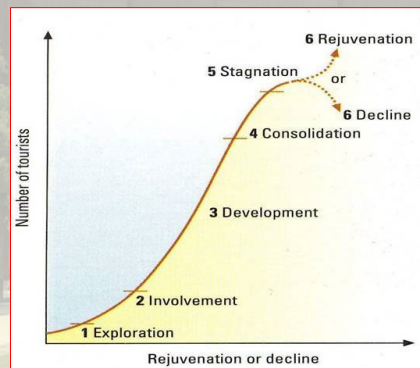
- Prior plans set the course for several key initiatives, including:
 - Right-sizing of future hotel development
 - Irving Convention Center
 - Headquarter hotel
 - Entertainment district
- New plan approved in September 2021, and committees have just begun their work
 - Plan priorities assigned to specific board committees for next steps

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Board's Mission

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



R.W. Butler, 1980, Tourism Area Life Cycle

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Board Committees

- All Board and Committee meetings are “Open Meetings” and posted accordingly
- Chairman makes all* committee appointments, including committee chairs
- Standing Committees
 - Executive Committee
 - Board & Business Development Committee
 - Community Engagement Committee
 - Destination Development Committee
- Committees assume responsibility for review and detail work for all issues that come before them and bring forward recommendations to the full board

**Executive committee composition defined in bylaws*

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The CEO's Responsibilities to the Board

"If your CEO can take care of the business, the Board can focus on the future." *Bill Geist*

- Implement policy
- Set the agency's tactical goals
- Serve on and support the board's committees
- Influence and extend the board culture
- Support the board's priorities with its strategic plan
- Equip the board with tools to better explain, support and defend the DMO
- "Be the Cook"

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What the Board "sees" regularly

Monthly Board Packet includes:

- Agenda Items – Minutes, financial reports, background info for action items on the agenda
- Board Reports – calendars, reports and activities of the board and its committees, task forces, etc.
- Convention Center – financial reports, three months' rolling calendar, staff overview
- Industry/Informational Reports – STR reports, AirDNA reports, Irving/area industry-specific data, stakeholder reports
- Staff Reports – Departmental reports, including appropriate performance measure reporting and customer service data
- Supplements – Select correspondence, reading material, general industry information

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What the Board “sees” regularly

- ICVB Financial Reports – Balance Sheet; Statement of Changes in Revenues, Expenditures and Fund Balance; Check Register
 - Per GASB standards
 - Monthly – General Fund, Cash Flow (new as of COVID)
 - Quarterly – Reserve, Computer and Building Funds
- Budget adjustments
 - Unanticipated revenues, or transfers between funds
 - Also require City Council authorization
 - Executive director has authority for “intra-fund” adjustments
- Significant non-budgeted expenditures
- Hotel Tax Collections – Monthly
- Convention center financial reports - Monthly
- Monthly updates on performance measures
- Convention Center Audit - Annually

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ICVB Budget Calendar

- Hotel Needs Analysis Survey – April
- Executive Committee Briefings – May
- Board Budget Meeting – June
- City Council Budget Retreat – Late August
- City Council Adopt Budget – September
- Fiscal year Oct. 1-Sept. 30
- Convention Center Auditor’s Report - November

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Code of Ethics

- 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 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 matter 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 based when providing services and products to customers.
- Abide by all applicable federal, state and municipal laws.

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.

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The Board Portal

- <https://www.irvingtexas.com/board/>
- EVERYTHING you need access to is here in the portal.
 - Meeting schedules, agendas, packets, minutes
 - Resources
 - Everything in “the binder”

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A presentation slide titled "Project History". The background features a collage of images showing the modern architecture of the Irving Convention Center, including its large, angular roof and surrounding greenery. The text is centered on the slide.

Project History

- 1999 – ICVB Board commissions a feasibility study for a convention center
- Program (Phase 1)
 - 100,000 sq. ft. exhibit hall
 - 20,000 sq. ft. grand ballroom
 - 27,000 sq. ft. additional meeting space
 - 22,000 sq. ft. for HQ hotel – funded by City
- 450-room HQ hotel – RFPs issued, city investment required (meeting space costs)
- Council action authorizes 2% HOT increase
 - Jan 2000 HOT increase implemented
- Site purchased Nov 2001
- Project put on hold June 2003

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Project History, continued

- 2004 – Hotel industry begins recovery
 - Arlington voters authorize new Cowboys stadium
- 2005 – ICVB Board adopts new strategic plan
 - Complete re-evaluation and feasibility study of original program
 - How does it look in 2005 marketplace?
 - Does it still make business sense?
 - Two levels of additional studies:
 - Meeting facility needs (beyond original program)
 - Are there other/different needs?
 - Other visitor-oriented development
 - What is missing from the landscape that Irving can/wants to deliver?
 - No pre-determined outcome, real willingness to “walk away” and sell the land

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“Moving the Needle”

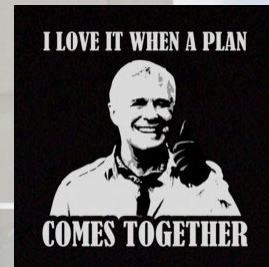
- Limited need/desire for mid-week business
 - Limited ability to move mid-week needle
- Irving facilities meet *most* business travel needs
 - Weak in critical amenities, i.e., restaurants, entertainment
 - Difficult to maximize visitor revenues due to lack of amenities
- High need for weekend business year-round
 - Other need times: July, August, holiday weeks
 - Weekend travel primarily “discretionary”
- Irving product weakest for discretionary traveler
 - Entertainment and shopping alternatives
 - Irving “central” to much of what DFW offers, but product very broadly distributed and much of it is “tired”
- Recognize who we are, where we’re successful, and what that can mean

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Increasing Visitor Values

- Primary lost business cause – “nothing to do”
- Diversifying Irving’s visitor product can generate new revenues
 - Diversified product provides “leg to stand on” through corporate cycle
 - Improved and expanded products can protect market share
 - Strategic product improvements can create a “new Irving”
 - As important for local perceptions (Irving and DFW), as for outsiders
- Diversifying the destination experience improves the corporate travel experience
 - Business travel remains a leading source influencing exec perceptions of a region’s business climate (Development Counsellors International bi-annual survey)



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A Clean Slate

- Fall 2005 – studies revisit original project and other visitor development opportunities
- May 2006 – Recommendations for “multi-purpose” meeting facility
 - Recommendations to allow developer-proposed entertainment project to move forward on its own path
 - Developer brought in a hotel
- Oct 2006 – Council adopts recommendation (funding in place)
- RFPs issued for design, construction for ICC
- Sept 2007 project kickoff
- Nov 2007 citizen bond referendum for Entertainment Venue
- Jan 2009 bonds sold for ICC
- January 27, 2011 ICC opened
- EV bonds sold Feb 2014

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ICC Funding Sources

- 2% dedicated HOT (Jan 2000 implementation)
 - Architectural, design, management, operating revenues
 - Carries bonding weight of full 7% HOT
 - Bureau budget potentially will always be at risk
- \$133 million total project budget - \$131 million actual
 - Hard and soft costs, including owner and contractor contingencies
 - Approximately \$6 mil cut from budget when bonds were sold
 - Primary cuts were one parking deck level (200 spaces), extra escalator, extra service elevator, finishes
- ICVB Funds
 - Operating Subsidy – will always be required
 - Debt service shortfalls (exhausted ICVB reserves in 2010 - \$3 million)
 - ICVB Convention Center Capital Projects Fund
 - Seeded with project savings (\$1.3 million) to fund capital improvement program and emergencies as needed
 - Any operating subsidy savings directed here
 - Being replenished by ICVB general fund as funds available & renegotiated management contract
- COI HOT & General Funds
 - Debt service, and any shortfall, with payback mechanism

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“Shortfall” Clarifications

- Convention center operations LOSE money.
 - It’s why the private sector doesn’t build them.
 - The ICVB Operating Budget covers the Center operating loss.
 - The ICVB Operating Budget funds all CIP needs.
 - No other/long-term revenue source has been identified for CIP needs.
- Per FSW, city’s debt service structure (the “mortgage”) was off since the beginning.
 - Shelved in 2003 because finances weren’t solid, moved forward in 2009 because other priorities couldn’t happen without it being built
 - ICVB reserve funds paid the shortfall until exhausted (approximately \$3 mil.)
 - COI refinanced other debt to create cash flow to carry forward as needed.
 - COI is “paying itself back” – there is no time limit on the 2% dedicated for the ICC debt.
 - It is the City’s building.
- Initial bond structure had very tight coverage, resulting in the “shortfalls”
 - City refinanced the debt in 2017 and a schedule has been established to pay the city back as part of the refinance
 - The ICVB thus far is not getting paid back (\$3 million from ICVB reserves)
- ~~2022~~ 2026 – Arts Center rolls back to the state max 15%

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Strategic Advantages

- “One Sell” Approach
- Professional facility management
- LEED Certification
- MWBE Initiatives
- Points of Distinction
 - “One Sell”
 - Design and layout
 - Food service, quality, menu features
 - CVB Services – especially for consumer events
- Sponsors and Partners



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Irving Convention Center Fiscal Year Performance

	2011*	2012	2013	2014	2015	2016	2017	2018	2019	2020	Totals	9 th Year AVG
Attendance	102,553	200,410	229,561	217,605	285,254	262,155	248,404	270,170	264,835	109,179	2,190,540	247,326
Event Days	232	430	607	430	660	420	378	405	419	237	3,814	423
Utilization		79.6%	85.5%	86.0%	89.0%	86.3%	83.1%	85.6%	85.25%		85.0%	85.0%
Events	143	276	308	298	321	320	244	270	241	138	2,539	285
Tracked room Nights	10,213	14,276	11,086	15,505	20,757	24,525	19,818	21,126	41,905	35,129	214,147	23,101
Event Categories												
Assemblies	11,195	15,515	27,802	21,201	29,394	16,891	18,225	18,670	13,224	8,155	175,722	19,553
Banquets	14,877	67,879	29,010	37,523	33,382	27,243	22,678	25,513	18,150	13,451	286,810	32,810
Consumer/Public	44,476	83,426	83,299	71,020	74,204	70,001	62,411	84,217	63,609	30,821	689,884	78,022
Concerts	-	-	700	500	3,800	0	2,500	50	0	0	8,050	1,150
Conventions	3,890	8,420	25,589	18,127	67,617	62,404	83,573	54,484	84,823	10,334	419,361	50,642
Meeting	20	12	31	22	34	27	40	39	58	25	298	33
Sports	5,773	16,513	10,706	17,875	19,896	19,850	10,750	11,880	9,511	7,720	130,660	14,648
Trade shows	6,823	11,898	6,500	9,757	11,500	8,265	5,270	5,463	2,975	80,448	8,831	1,044
Other	282	1,325	720	50	0	16	235	584	1,727	65	5,004	582
GVW	3,153	841	1,478	833	1,013	1,130	1,187	809	852	739	12,441	1,044
	23	21	25	25	31	39	31	21	27	22	257	28

Fiscal Year is October 1-September 30.

*2011 was a partial year; with the building opening January 27, 2011; data from this year is reflected in the totals but not in the 9-year average.

*2020 was COVID year; data from this year is reflected in the totals but not in the 9-year average.

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ICC Management Contract

- ASM Global (previously known as SMG) has the contract for facility management and food & beverage (Savor)
 - Selected through an RFP process
 - Initial contract was renewed in 2015 for three five-year renewals
 - Contract was just renegotiated through 2035 and included access to \$2 million for capital or operating costs as needed
- Contract includes a food & beverage commission, an annual management fee, and a management incentive up to the same amount, based on certain criteria:
 - Achieving revenue goal
 - Achieving subsidy goal
 - Achieving room night goal
 - Customer service ratings
 - Community engagement

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What Motivates Expansion?

- There will always be business too big for the building to accommodate
 - Events may outgrow us
 - Larger events that don't generate room nights have limited benefit
 - Larger events that can generate significant room nights will require significant new inventory in full-service hotel rooms in the immediate vicinity
 - Las Colinas' build-out won't accommodate significant/sufficient full-service hotel room supply additions
- We will never be able to keep pace with the "space race."
- And we shouldn't try.



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The Bottom Line

- The convention center creates a 2nd leg for the visitor-revenue stool in Irving – beyond corporate base.
 - It creates **PRODUCT**, which in turn drives new **DEMAND**.
- The more revenue the ICC generates, the less operating subsidy it requires.
- The less operating subsidy the ICC requires, the more sales and marketing of the entire destination the ICVB can do.
- The more sales and marketing the ICVB can do, the more hotel room tax can be generated.
- The more hotel room tax can be generated, the more room tax will be generated to support the 2% dedicated to the ICC debt service...
- And the more room tax there is to support the other priorities dependent on it.

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Headquarter Hotel History

- 1999-2003 ICVB Board project put on hold when original project put on hold
- 2006 - Texas Spirit EV proposal brings in an independent hotel developer
- 2008 independent hotel developer withdraws
- 2009 City staff issues RFP
 - Two proposals short-listed
 - Player changes, politics, lawsuits, money issues – process fades away
- Various unsolicited proposals are received in between RFPs
- 2012 City staff issues another RFP
- 2013 City staff brings forward recommendation for Mortenson MOU
- 2014 Mortenson agreement cancelled after inability to deliver funding
- 2015 New RFP issued, Garfield Public/Private selected
- 2016 MDA and Design-Build agreements approved
 - Construction started Spring 2017
- Opened March 30, 2019

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The Irving Hotel Deal Structure

ENTITY	ROLE
City of Irving	Owner of Garage & Public Facilities <ul style="list-style-type: none"> • \$13.9 million – parking garage* • \$22.5 million – public facilities** • \$3 million – TIF funds for design/development
Garfield Public/Private	Developer
Westin (Marriott)	Hotel Operator
Public Finance Authority of Wisconsin	Issuer of Private Sector Hotel Debt <ul style="list-style-type: none"> • @ \$74 million
Preston Hollow Capital and Garfield Public/Private	Purchaser of Private Sector Hotel Debt
Provident Group – Irving Properties LLC	Hotel Owner/Tenant

**Parking garage funded with property tax supported debt/COs*

***Public facilities funded with occupancy and sales tax revenue supported by this hotel, local and state*

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The Irving Hotel Deal Structure

- 30-year lease, with 30-year option to extend; \$1/year rent
- Facility lease at \$75,000/year, starting at stabilization (37th month after initial occupancy)
- Garage lease at \$247,500 per year (275 spaces/\$2.50 per day)
 - Paid regardless of use
 - To be used to offset garage operating expenses
 - ICC/SMG operates garage; lease revenues to come from City to ICVB and from ICVB to ICC
- Property conveys to City when senior and subordinated debt paid
 - Underwriting anticipates all hotel tower debt to be paid within 40 years
 - Debt can be refinanced but only if original term not extended
- All reserves transfer to City when hotel conveyed to city
- Booking agreement
 - 75% of sleeping rooms available for citywides 2 years & out
 - 60% between 18-24 months
 - 50% between 12-18 months
 - Reciprocal for meeting rooms between hotel & ICC

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Why HQ Hotels Require Public \$upport

- Hotel financing simplified

In the lending market for Full Service hotels:

- @ \$100 million cost
- 100 million/350 rooms = \$286,000/key cost
 - Therefore @\$286 ADR necessary
 - Which isn't achievable in this market so the banks won't go for it
- Room block requirements (necessary to guarantee rooms being available AND at a convention-friendly rate) are what ultimately make the deal require public support
- Contributions by the City got the balance to be both finance-able and provide sufficient ROI to the owner to work

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Entertainment Venue Project History

- Spring 2006
 - Texas Spirit approaches city with development proposal for entertainment complex
- Dec 2006
 - City signs MOU with Texas Spirit, begins due diligence
- Summer 2007
 - Various financing proposals reviewed
 - City considers Brimer referendum to fund entertainment venue
- Fall 2007
 - “Ownership” issues arise within Texas Spirit partnership, City ceases MOU with Texas Spirit
 - Brimer election passes, authorizes 2% HOT, ticket and parking taxes
- 2008
 - Argent Development Group brings a proposal to the city staff for concert venue, including a festival plaza and restaurants on the southern section of the site
 - City completes master development agreement and lease agreement with Las Colinas Group (company name for Argent project)
 - City staff takes on project responsibility
- 2009
 - Architectural work for Las Colinas Group begins
 - Construction firm hired (Balfour Beatty/Azteca JV)
- 2012
 - City council votes to not renew development agreement
- 2013
 - Developer sues City, mediation results in lawsuit going away and ARK Group coming in

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Entertainment Project Funding Mechanisms

- Brimer referendum approved by Irving voters Nov 2007
 - 2% HOT increase
 - 10% ticket tax (for events at concert venue/complex)
 - \$3 parking fee (for events at concert venue/complex)
 - ARK determined they would not utilize the parking fee
- Public/Private Partnership
 - City contribution includes the above, plus \$44 million in TIF
 - There also was Brimer debt for the original iteration/s of the project
 - Project revenues go to the operator for the project
 - City will continue to own the site
 - Booking agreement allows ICVB to book venue space 1 year and out

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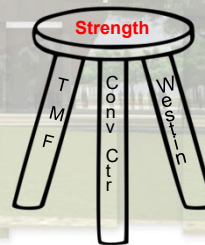
Much has been done...

...but there's much more to do

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Irving is moving the needle

WEEKENDS	2011	2012	2013	2014	2015	2016	2017	2018	2019
Occupancy	57.6%	61.1%	64.1%	68.8%	72.7%	72.8%	71.0%	71.8%	71.3%
ADR	\$73.05	\$71.57	\$75.64	\$78.90	\$82.39	\$85.63	\$88.49	\$89.77	\$110.56
RevPAR	\$42.06	\$43.76	\$48.51	\$54.26	\$59.86	\$62.36	\$62.80	\$64.47	\$78.78



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Our competition is moving other needles...

- Dallas, Fort Worth, Arlington, San Antonio have all created Tourism Public Improvement Districts (TPIDs)
 - Self-assessment tool for hotels to create additional sales and marketing resources
- TPID resources
 - Dallas -\$18 million for 2018-19 (2%)
 - Initial term 5 years – hotels have just renewed for 13 years
 - Fort Worth - \$4.9 million for 2018-19 (2%)
 - Arlington - \$2.9 million for 2018-19 (2%)
 - Frisco – estimated \$2.4 million, implementation postponed

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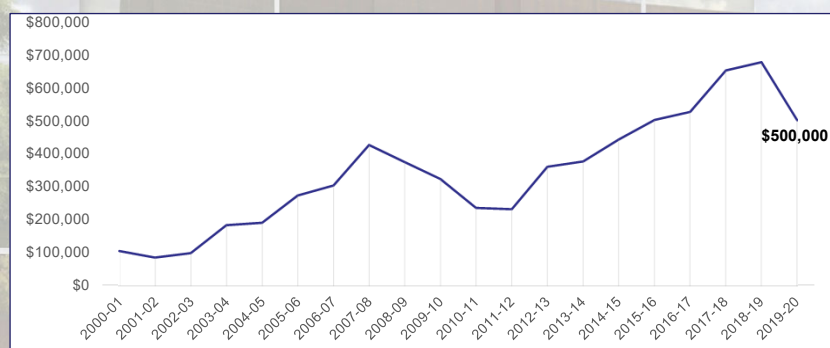
Irving's Potential for a TPID

- State statutory authority was necessary first step
 - Irving City Council approved resolution to seek authority 12/13/18
 - State legislation effective September 1, 2019
- Meetings had just begun with local hoteliers to educate and engage, and to build service plan concepts as COVID erupted and disrupted
- Eventually, a two-prong vote of eligible (75 rooms or more) hoteliers will need to occur
 - 60% of hotel ownership and appraised value of Irving hotels AND 60% of properties
 - Hotels determine how implemented (currently leaning toward \$/room vs %) and annual “service plan” elements
 - Hotels create TPID Board to oversee administration of plan
- City Council authorizes the creation of the district and approves annual service plan
- Estimated start date – TBD

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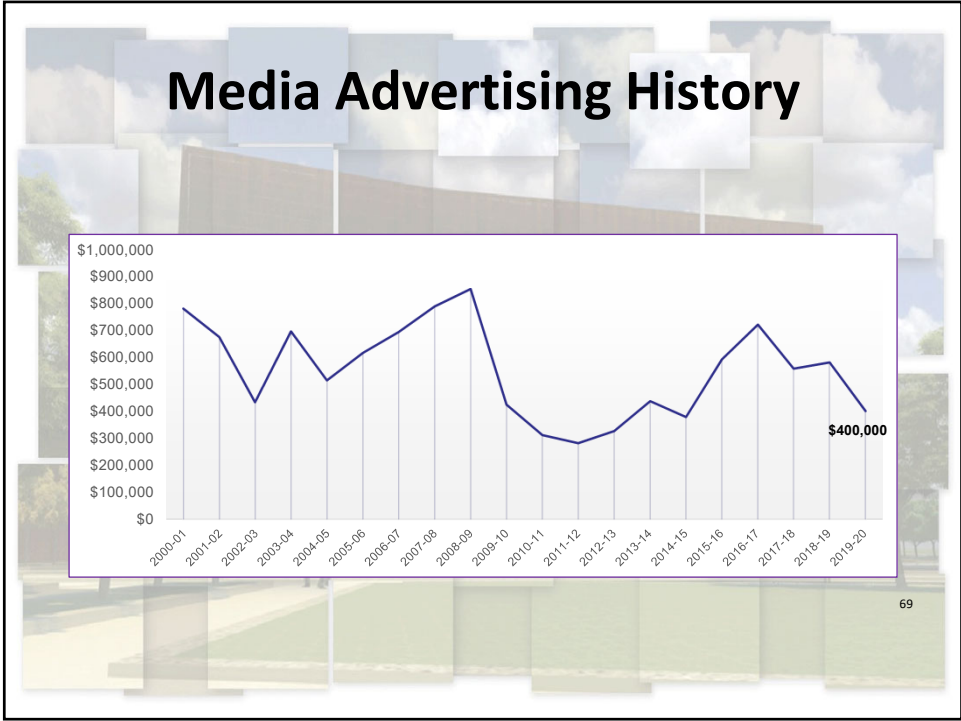
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BizDIP History

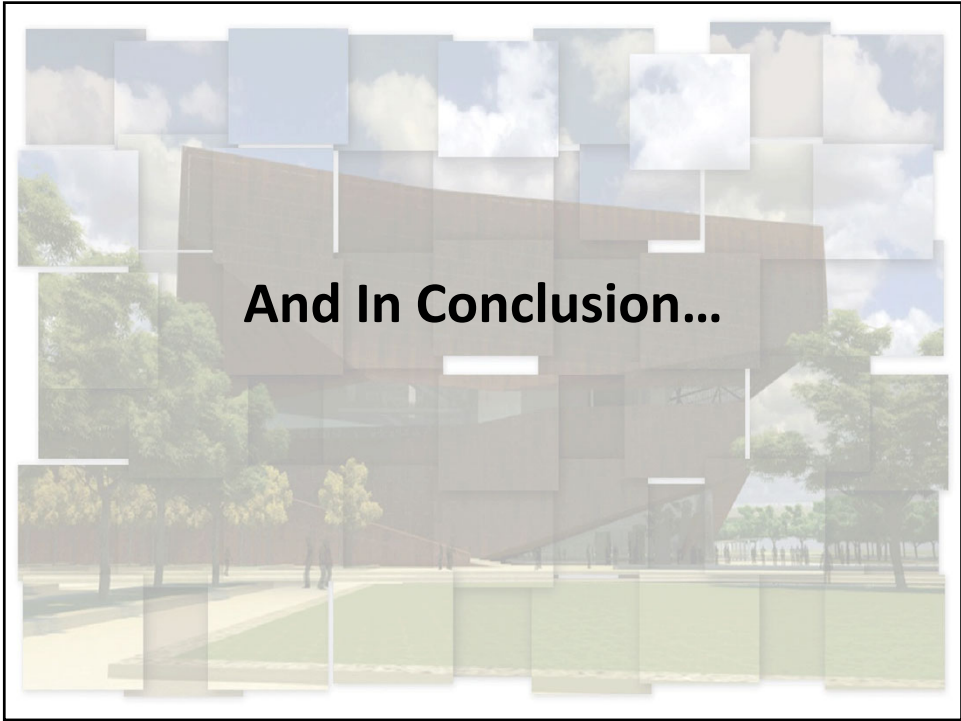


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The DMO Board as Community Leader

- Every one of these “community issues” matters not only to you as residents and business leaders, but also to the industry and our visitors.
 - Public safety
 - Neighborhood integrity
 - Corporate and residential recruitment and retention
 - Improved roadways, accessibility and signage
 - Sidewalks and bike paths, parks and trails
 - Homelessness
 - Transit-oriented development
 - Farmers’ markets
 - Better schools and neighborhoods
- Visitor perspectives should be represented in every one of these “community” discussions.
- Visitors should not be expected to bear the financial burden for these – they are already paying sales and other taxes, without benefit of city services...
- And the hotels they are staying in are also paying their own share of property and other taxes for those services.

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How can citizen board appointees help most?

- Organizational champion
 - Make this board and organization a PRIORITY
 - Wear only your “CVB Hat” when doing this board’s work
- Political advocacy
 - Community strength, authority
 - Don’t forget your “visitor goggles” when you’re engaged in other community initiatives
 - Make sure you have a 1:1 relationship with the City Council representative for your business/residential district/s, as well as the CVB Board Liaison
 - Lend your voice to influence state and national travel policy
- Influencing travel decisions
 - Your organization
 - Professional/trade associations
 - Peers with whom you may work or serve on other boards
- Introductions to decision-makers who can influence travel
 - Associated organizations, associations
 - Other connections

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How else can you help?

- Recognize that our visitors in Irving “blend in” and are often invisible to the community-at-large
- Understand that our industry has different ribbon-cuttings than you’re used to
 - Ours just happen within the walls of our hotels and the convention center as groups move in and out every few days
- Understand the local industry has no resource of its own to market “outside” – the CVB is the only voice that goes outside
- Recognize that community amenities Irving takes for granted...
 - Restaurants
 - Retail
 - Arts Center and all its funded programs and entities
 - Historic preservation and museum efforts
- ...disappear without visitor spending and influence.
- Spread that gospel.

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“Just say no.”

- You will get lots of requests for the CVB to sponsor/support various things, “donate” to various causes, or comp the use of the convention center.
 - Ask how the request “directly enhances and promotes” Irving Tourism.
 - “Giving it away” has a direct bottom line impact to the convention center, and thus the CVB.
 - Ask why the CVB should underwrite that particular initiative
 - Be aware of the precedent anything like that sets
- Contrary to popular perception, we do not have drawers full of:
 - Free airline tickets
 - Hotel stays around the world
 - Final Four VIP passes wherever the tournament is being held
- You will now find you have lots of friends who have interest in the Live Nation Pavilion’s concerts.

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On The Board's Radar

- Reimbursement for \$3 million taken for ICC debt service shortfall
 - Limitations may require reimbursement to only be used for ICC capital but that's okay
- Ongoing funding challenges due subsidy obligations
- Supporting the establishment of an Irving TPID
- Potential impact of elections on industry priorities and unintended consequences of local, state and national legislation
- Reallocation of hotel tax percentages (~~2022~~ 2026)
 - Council can roll back the local tax, or reallocate the “excess” percentage to any other legal use, including:
 - Convention center debt service
 - Convention center CIP
 - Other legal uses
- Business priorities versus community desires for the convention center
- City of Irving Strategic, Economic Development, Long-Range Financial Plan and Comprehensive Planning Reports
- ICVB succession planning

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Why What the CVB Does Matters

- Visitors pay taxes – hotel, sales, food, etc. – and demand little in the way of city services to support them
- Visitors in Irving represent more than 50% of many of our restaurants' revenues
- Without visitors to Irving, there would be no funding for the Irving Arts Center
- Without visitors to Irving, there would be no funding for historic preservation or museum initiatives.
- Without visitors to Irving, there would be no funding for the Convention Center, which drives more visitor spending.
- Without visitors to Irving, there would be no funding for the entertainment venue.

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Why Tourism Works for Irving

- Infuses new money – daily – into Irving's economy with very little impact on infrastructure
- Introduces prospective residents and businesses to our community
- Visitor spending supports attractions and amenities enjoyed by residents
- Visitor spending keeps Irving resident taxes lower by \$776 per household annually

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Maura's Building Blocks

- Build a place people want to visit, and you'll build a place where people want to live.
- Build a place where people want to live, and you'll build a place where people want to work.
- Build a place where people want to work, and you'll build a place where business has to be.
- Build a place where business has to be, and you'll build a place where people have to visit.

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Irving Convention & Visitors Bureau Board Member Annual Self-Evaluation

This tool is designed to help you evaluate your individual board service, and to help you assess how effective you are in furthering the vision and mission of the Irving Convention & Visitors Bureau. It also allows you an opportunity to think about the Board as a whole, and its efforts and accomplishments. A board self-evaluation is an industry Best Practice and is a requirement for the ICVB's continued Accreditation through the Destination Marketing Accreditation Program.

The form is distributed annually at the August Board Meeting, to coincide with the City Council's schedule for re-appointments. It is for your personal use only. Please review the items below and check the box for those with which you see your service as on target. You are encouraged to talk with the Board Chair or Vice Chair about ways you can participate even more fully over the next year.

MY PERFORMANCE AS AN INDIVIDUAL BOARD MEMBER

- ☐ 1. I support the vision and mission of the ICVB, and the Board's Strategic Plan in promotion of these.
- ☐ 2. I understand the role of the Board and my legal, financial and ethical responsibilities as a Board Member.
- ☐ 3. I am familiar with the ICVB By-Laws, governing policies and Texas Open Meetings Act requirements as a Board appointed by the City Council.
- ☐ 4. I make my attendance at all regular Board and committee meetings, and related community events associated with ICVB activities a priority. If I miss a meeting, I contact Board leadership for an update.
- ☐ 5. I utilize the Board Portal to read all materials provided for Board and committee meetings, including the ICVB and ICC Financial Statements, and come to meetings prepared to participate.
- ☐ 6. I give the time and energy necessary for effective service on a committee, knowing the committee's goals and priorities, and contributing in a meaningful way to its accomplishments.
- ☐ 7. I recognize that I am welcome to participate in any committee meeting, whether or not I am a member.
- ☐ 8. I believe my knowledge, skills and insight are being effectively utilized, and I see how my service to the ICVB adds value.
- ☐ 9. I support the organization's legislative priorities and optimize my relationships with elected and appointed officials to further the work of the ICVB, consistent with the direction of the Board, and taking legislative action as requested to advance those priorities.
- ☐ 10. I can communicate the accomplishments and challenges of the Board, the ICVB and ICC to key city stakeholders.
- ☐ 11. I can explain to Irving residents and my associates why the ICVB and the visitor economy are critical to the overall well-being and financial viability of the City of Irving.
- ☐ 12. I act with decorum and support all Board decisions, even if I may have a different opinion than the majority.
- ☐ 13. I focus my attention on long-term and significant strategic and policy issues, rather than short-term administrative goals.
- ☐ 14. I help mentor and support new Board Members, and have a good working relationship with my Board peers.
- ☐ 15. I recommend qualified individuals with relevant skills and expertise as possible nominees for the Board.
- ☐ 16. I understand the distinctions between the ICVB, the ICC and the Chamber.
- ☐ 17. I support the Executive Director and staff, and understand the difference between the staff's responsibilities and my own as a Board Member.
- ☐ 18. I keep updated on trends and important developments in travel and tourism by frequently checking the "In The News" section of the Board Portal.

THE BOARD'S PERFORMANCE AS A WHOLE

- ☐ 1. I believe Board leadership has a clear vision of where the organization is going, and a defined path that will get us there.
- ☐ 2. I believe the Board has well-organized, working committees that are getting important work done.
- ☐ 3. I believe our time spent together as a Board is productive and serves our community, and the industry we represent, well.