

AGENDA
Irving Convention and Visitors Bureau Board of Directors
Community Engagement Committee
Tuesday, October 13, 2020, at 11:30 AM
VIA ZOOM

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

Directors of the ICVB and the public may participate in the Community Engagement Committee meeting by telephone conference or videoconference call. Sign-in via telephone or online will be from 11:00 a.m. to 11:30 a.m. on October 13, 2020. All participants by telephone conference or videoconference will be able to speak when called upon; however, video images of the citizen participants will not be available. The following link will allow access online <https://us02web.zoom.us/j/85393323132>- Meeting ID: 853 9332 3132. Or via telephone by dialing 1-888-788-0099 (Toll Free) or 1-877-853-5247 (Toll Free), 1-346-248-7799 US (Houston), 1-312-626-6799 (Chicago) Meeting ID: 853 9332 3132.

1. Citizen Comments on Items Listed on the Agenda
2. Chairman's Report
3. Review and Recommendations – High Spirited Citizen Nominations
4. Destination Organizations as a Shared Community Value
 - a. Community Engagement Opportunities
 - i. COVID Budget Impacts & Limitations:
 1. Hospitality Industry Annual Meeting & Spirit of Irving Awards
 2. HSC Participation in City Holiday parade
 - ii. National Travel & Tourism Week 2021
 - iii. Ideas/Brainstorming
5. Approving Minutes
 - a. January 14, 2020
 - b. Special Meeting - March 10, 2020
6. Next Meeting – TBD

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 will remain 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.

**CITY OF IRVING/IRVING CONVENTION & VISITORS BUREAU HIGH SPIRITED CITIZEN AWARD
NOMINEE BIOGRAPHY**

Name: Richard G. Stewart, Jr.
 Address: 2327 Southern Oak Drive
 City: Irving State: TX Zip: 75063
 Phone: (972) 831-1237 or (214) 789-6943 Email: _____

Please list nominee's civic affiliations in Irving. In addition, list major **volunteer** accomplishments within these affiliations and date(s) of activity. Do not include any paid positions as the award recognizes an individual's volunteer accomplishments.

CIVIC AFFILIATION	VOLUNTEER ACCOMPLISHMENTS	DATE(S)
Irving Planning & Zoning Comm.	Chair	
Irving CVB	Chair	
Irving Arts Board	Chair	
Irving Heritage Society	Board Member	
Las Colinas Medical Board	Vice Chair	
Friends of Irving Museum	Board Member	
Irving Civil Service Commission	Member	
Appraisal Review Board of Dallas County	President	
Dallas County Historical Commission	Chair	
6 th Floor Museum at Dealy Plaza (aka Dallas Historical Society)	Board Member	
Patrick Higginbotham American Inn of Court	President	
Dallas Bar Association-Employment Law	Chair	
Judiciary, and Bench & Bar Sections Trustee		
Dallas Bar Foundation		
Board of Visitors University of North Texas Dallas College of Law		
Executive Board Perkins School of Theology - SMU		
Fellow Texas Bar Foundation		

Please list nominee's honors and awards as a volunteer:

Dallas Bar Association 2020 Dr Martin Luther King Justice Award, JL Turner Judge Sam Lindsay Professionalism & Ethics Award. JL Turner Legal Association established Captain Richard Stewart Legal Education Scholarship (2019)

Additional information:

Captain Judge Advocate General's Corps (Ret), Assistance General Counsel, Verizon Communicators Retired

Number of years nominee has resided in Irving: 26

Nominated by: T Shyvonne Stewart Date: May 30, 2020

Email: Ts.stewart@hotmail.com Phone: (214) 793-2952

Return to: Irving Convention and Visitors Bureau
 c/o Diana Pfaff
 500 W. Las Colinas Blvd.
 Irving, TX 75039
dpfaff@irvingtexas.com

FINDING OUR CORNERSTONE:

AN ADVOCACY PAPER ON DESTINATION ORGANIZATIONS BECOMING A COMMUNITY SHARED VALUE

Summary

Despite the collective efforts of destination organizations, every year, a growing number continue to be under government and media attack. These attacks are getting worse and more frequent, and too often we are our worst enemy. After a great deal of research, Destinations International has concluded that destination organizations must become one of their community's shared values in a way that explains the value of destination promotion and connects that value and organization to the residents of the community.

In this advocacy paper, you will understand the reasons why destination organizations must focus on their residents and change the way they talk about themselves in order to survive and grow. This paper will clearly articulate the role of a destination organization in a community, provide the starting point for "mission" and "about us" statements, lay out the political argument for public support of destination promotion and identify the ideas and ideals that form the basis of a community shared value.

Current State of Affairs

Despite our collective efforts every year, the number of destination organizations being put under the microscope by politicians, government officials, public advocacy groups and the media is growing. Now, review of annual government budgets by elected office holders and their staff is a regular occurrence. Reviewing and enacting the annual budget is legally part of their job and should be expected and prepared for.

However, for various reasons, many destination organizations may not have been subject to a very rigorous review in the past. Perhaps this is because

of how small destination organizations budgets are in terms of the whole government or because of the strong support they have developed among elected officials. Be assured that is changing. Destinations International is predicting that more destination organizations will see greater review in the future.

According to several government funding experts, the projections for most governments show that the expected government revenues are growing at a pace below projected government expenses. Complicating this is an increasing level of turnover among elected officials and a loss of institutional knowledge. This is driving less informed elected officials, who are by nature adverse to raising taxes, to cut expenditures and realign current tax revenues.

Our industry has done a great job of positioning visitor-related taxes and fees to not be paid by residents. Unfortunately, that has made these revenues attractive to realign to other purposes—or to increase these taxes and fees without providing a portion of the revenue to invest in travel promotion or meeting facility improvements.



Additionally, we are seeing risks that go beyond just an annual budgetary review. Destination organizations are beginning to see their government funding and existence under attack. As we have seen in Florida and other destinations, defeating these attacks in any given year does not in any way guarantee this intense budgetary review will not happen again in the next year.

There is a growing trend by those who seek to divert destination organization funding to start by undermining the credibility of a destination organization. In this effort, their new favorite tactic is to call for a “program audit.” Far too often, destination organizations are unprepared because they believe these audits only review annual revenues and expenditures. Nothing could be further from the truth.

A full-scale program audit by an auditor hired by the government will go much deeper. In addition to seeing that the financial statements are fairly presented, a program audit will review compliance with laws, regulations and policies and analyze performance to determine whether programs are effectively accomplishing their goals and if proper measurements are in place. These two audits are different in nature and driven by two different perspectives.

The Reasons for Our Problem

The advocacy and research staff at Destinations International spends a lot of time reviewing newspapers, editorials, websites, press releases, social media postings, newsletters, newscasts and podcasts. This past year, we have spent additional time scrutinizing destination organization program audit reports. Moving beyond that, we have pored through government RFPs for destination marketing services and memos, city plans and minutes of government meetings related to those RFPs. We have also been watching countless hours of local government public hearings on video.

All of this has driven one simple question: why do those who are attacking us think that they can get away with it? And the answer is simple. Because they can.

We believe that there are three reasons for this situation.

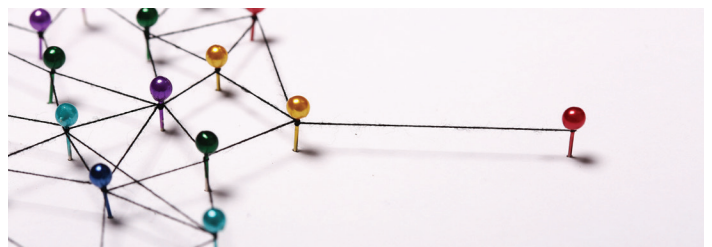


Reason One: Notable Fiduciary Failures within our Industry

Let start by looking at just a few of the things we have found in all those budget documents and audit reports we have looked at, as well as some of the news reports covering them.

- *“Does not ensure that public funds are being used effectively and efficiently.”*
- *“Deficient procurement and contracting practices undermine accountability and does not ensure best value.”*
- *“Disregarded its own procurement procedures.”*
- *“Does not meet even the minimal level of prudence required...when disbursing public funds.”*
- *“Does not consistently follow...established policies and procedures and laws.”*
- *“Missing receipts.”*
- *“No signatures.”*
- *“Commingled funds.”*
- *“Used vague metrics that made it hard...to tell how or how well or where it spent...millions of dollars.”*
- *“They talk about industry standards and we don’t understand them.”*
- *“Does not give any meaningful information pertaining to ROI.”*
- *“Council delays marketing vote amid transparency concerns.”*
- *“City spends millions a year on its tourism agency, but we have no idea if that’s money well spent.”*
- *“How did a festival lose \$2.3 million?”*
- *“Pleaded guilty to 7 counts of felony theft.”*
- *“Beginning to question the...convention and visitors bureau model.”*

When you read the comments above, you must ask, is it any surprise that many people see our industry as an easy target to attack?



Reason Two: The Lack of Community Relevance

Destination organizations are too often finding their relevance in a community is weak or non-existent. There seems to be a disconnect between the destination organization and the community it claims to serve. Members of the industry often have joked that “not even their families know what it is that they do”—much less

friends and neighbors. Unfortunately, in way too many cases, that is not a joke. It is the truth.

Additionally, rarely is the community, either as a whole or through its leaders, fully or even partially engaged. They most likely have not been involved in any brand development or seen promotional campaigns launched on their behalf. Mechanisms for collecting public input are regularly absent. The community doesn't know the destination organization's priorities or understand the reasons behind them. They have little understanding of what is involved in building destination awareness, business acquisition or driving visitation. Few understand why a hotel development, sports facility or a convention center is so important in a community.

This means that there is no community ownership of the destination organization or a community narrative about the shared value it represents. The community's lack of familiarity gives grandstanding politicians and others a fertile ground to control the narrative.



Reason Three: Our Responses No Longer Resonate

As if things were not complicated enough, the civic and political ground on which we stand has shifted. Over the last several decades, there have been societal changes on a massive scale. We have seen high profile scandals, the great recession,

terrorist attacks, the initial effects of climate change, civil rights, human rights, urbanization, globalization, new patterns of immigration and expanded means of communication.

Traditional societal roles and expectations have been upended. Technological advancements are increasing the pace of change, and while they are creating new opportunities, these innovations are changing industries faster than most economies can adjust. Workers are being displaced and traditional modes of economic mobility are disappearing. With this change, divisions between winners and losers are being aggravated.

A more interconnected world has increased rather than reduced differences over ideas and identities. Our political leaders are finding that appeals to identity are useful for mobilizing their supporters and consolidating their political control.

There has been a growing distrust in traditional institutions, and it is magnified by fear. This lack of trust magnified by this fear results in people acting based on emotion and gathering in teams based on identity.

The narrative we have used in the past no longer resonates. We talk to the public, to elected officials and to the media about industry performance measurements and return on investment that are often not understood or not believed. The logic of our arguments no longer seems to matter. And most of us have no other options in our playbook. We have few allies or constituencies beyond our core industry partners; no means to break through today's political chatter; nothing to keep a supportive elected official from flipping on us. And we have no answer to the response, "we don't believe you."

These three reasons are why politicians, government officials, public advocacy groups and the media feel free to attack us. It is "why" they know they can get away with it.

Finding Our Way Forward

The status quo is no longer an option. We need to take a step back. We need to figure out the most basic thing we need to be paying attention to every day. Something that explains why we do what we do. Something that is of value to our community. Something that we once knew and have somehow forgotten. We need to find our cornerstone, the reason why we exist.

No government official will argue that we should end elementary and secondary education. No official would fight to cut healthcare or lay off first responders. No official would stand for a reduction in the delivery of water, electricity, gas and sewer services. And every official wants to say that he or she did something to drive economic development and opportunities. These are community needs. And they are all based on a community's shared values.

We believe that an educated individual is a better citizen, a better worker, a better person. That is why people with no children in school do not mind that their taxes go to educate other people's children. We believe that people should have access to basic health care. We may argue about what that word "basic" means or how we are going to pay for it. However, we believe in access to health care, which is why if you are in need, you will not be turned away from an emergency room. We believe that everyone should be safe from crime or fire or disaster. We may argue about how fairly these services are being delivered, but not about the need.

We believe that in a civilized world we should have access to clean water and power and sewer services, for without these items we cannot operate our modern world, and disease and famine would spread. We would all be affected. And we believe that there is a role for government in the economy. We may disagree on the extent of the role, but even those who argue for the

smallest of government footprints believe that there is a basic role to be played because growing a vibrant and diverse economy benefits us all.

But what about us and our industry? We at Destinations International have argued long and hard that our industry, too, fills a community need. That each of our destination organization members provide necessary services—or at least they should be providing them. But we must also admit and acknowledge that almost every community does not see our industry, our members or our efforts as a shared value. They see us as an interest group unworthy of defending, therefore vulnerable to attack.

We need to fix this, and we do so by answering some simple questions and then going where those answers lead us. First off: what is the community need?

We would argue that in today's globalized, networked world, every community must compete with every other for its share of the world's visibility—its share of attention and respect. Every community must compete for its share of the world's tourists, their share of consumers and their share of the available talent. Every community must compete for their share of the world's businesses and their share of the available capital and investments. Those communities who fail to compete will lose ground. They will be left behind.

What are the solutions? The community needs infrastructure, public space, transportation, capacity and residents. But that alone is not enough.

Destinations International argues that for a community to compete, people need to be made aware of that destination, they need to hear about it, and they need to be able to find it when searching. People must have a clear and positive image of the destination's brand. This will create a desire for people to visit the destination, to experience the people for themselves and ultimately, share their experience with others.

Why are we the Solution?

What expertise do we bring to the equation? We bring strategies to achieve awareness and positive impressions; brand development, management and communication; promotion, marketing, sales, and visitor engagement. Sound familiar? Destination organizations are the experts. They have the tools, knowledge and relationships to provide the solution. And most of all, they have something that no outside person will bring to the table, they have the love of their community to see it through.

But this also means that destination organizations have a bigger mission. It means that the mission is not to put

“heads in beds.” Measuring hotel occupancy is a good measurement, but not the mission.

Every visitor is important. Every impression is important. Everything that allows a community to compete is important.



Final Question

Who are destination organizations helping? Who is the customer? Seth Godin, author of the book *“This Is Marketing,”* says that the answer to just about every question about work is really this question. It should be the starting point of every strategic plan. The answer is that destination promotion is for the benefit and well-being of every person in a community. It is an essential investment to develop opportunities and build quality of life to benefit the people of a destination. What is our industry always pointing to? How many jobs are created, how much local spending is generated, how much local tax revenue is generated, and how much economic activity is generated.

So, who is helped by this? Who is our customer?

It is the residents of the community. A destination organization's customer is its residents.

Destination Organizations customers are not meeting planners, event planners, concert promoters, association executives, tour operators, travel writers, bloggers, influencers, or anyone else we traditionally have called our customers. They are the suppliers.

They supply the raw material a community needs to compete—the needed ingredient to create a vibrant community, to build a community, to invest in a community. They bring people. And the people are tourists, consumers and talent. And those people bring business, investment and capital.

And why should we want this? To develop dynamic economic opportunities in our communities. And why should we do this? To help the people in our destinations. Our families, our friends, our neighbors. Our community. That is why the work you do is so very, very important. And why everyone in our individual communities should know about it.

Finding Our Cornerstone

When you put the answers to those questions together you get something amazing. You get our cornerstone. You get the reason why destination organizations exist.

“Every community must compete with every other community for their share of the world’s attention, customers and investment. To compete, people need to be aware of a community, have a positive impression, and want to visit to experience the community and meet its people.

This is achieved through clearly developing, articulating and managing the community’s brand. Efforts must be made to promote, market, sell and engage potential visitors. And all of this must be reinforced again and again. Destination organizations are uniquely positioned to do this.

Addressing this need for destination promotion is for the benefit and well-being of every person in a community. It is a common good. It is an essential investment to develop opportunities and build quality of life to benefit all the residents of a community.”

This should be your starting point as you draft your “about us” and “mission statements.” When your organization resembles this cornerstone, your organization becomes a community cornerstone, which means that you and your team are community assets.

This is our industry’s ideology. These are our ideas, our ideals that bind us together. And these ideas form the basis of a community shared value. Further than that, these words are the argument for the public support of destination promotion.

This cornerstone is the direction that Destinations International firmly believes that we as an industry must move toward. We must become that shared value in each one of our communities.

The Destinations International Commitment

This shift to focus on the community residents as our core customer means that our industry has a lot of work to do. Destinations International has a plan. The Destinations International Foundation is embarking on one of our largest endeavors—to provide destination organizations with the tools they will need to become a community shared value.

These tools will provide you with a comprehensive collection of information, case studies and tools and templates to make this pivot. And its design takes a grassroots approach, created by destination organizations for destination organizations.

Our industry needs to learn how to interact with our residents and elected officials in a language that they can understand: a language based on shared values and emotion. A language that cuts across identity-based groups. A new lexicon. In a follow up to this advocacy paper, Destinations International, through the support of the Destinations International Foundation, will update our earlier policy brief on this topic and provide a core vocabulary and examples from destination organizations on how to speak in the lexicon that was designed by politicians to talk to residents.

We can do this. Each destination organization can become a community shared value. Most are likely already doing some of the things that they will need to do. They can build on that and develop a community resident focus. Destinations International will be there to support destination organizations through every step.

THE NEW TOURISM LEXICON: REWRITING OUR INDUSTRY'S NARRATIVE

Last year, Destinations International released a policy brief entitled, "Advocacy in the Face of Ideology," which made the case that relying on ROI numbers to defend the value and relevancy of a destination organization was no longer a viable advocacy strategy. Instead, we argued, destination organizations need to support the message of ROI in terms of dollars and cents with an ideological and value-based appeal to convince political leaders that without a destination organization, these returns will inevitably vanish.

Our industry has unfortunately fallen for what George Lakoff, a professor of Cognitive Science and Linguistics at the University of California at Berkeley, dubs the "Enlightenment Fallacy." According to this viewpoint, you simply need to tell people the facts in clear language and they'll reason to the right, true conclusions. The problem, as Lakoff puts it is, "The cognitive and brain sciences have shown this is false... it's false in every single detail."

The reality is that people tend to frame political arguments, and the facts behind them, in terms of their own values. What this means, essentially, is that words matter in politics, and those words need to be chosen carefully.


Political Framing

Using language to frame a political conversation is nothing new. Frank Luntz is a pollster who has been at the forefront of Republican political messaging for 30 years. One of his greatest contributions to Republican messaging can be found in "The New American Lexicon," a playbook published annually by Luntz since the early 1990s. In a section titled "14 Words Never to Use," Luntz instructs to never say "government" when one could say "Washington" instead.

"Most Americans appreciate their local government that picks up their trash, cleans their streets, and provides police and transportation services," Luntz said.

"Washington is the problem. Remind voters again and again about Washington spending, Washington waste, Washington taxation, Washington bureaucracy, Washington rules and Washington regulations."

Luntz also suggested replacing "drilling for oil" with "exploring for energy," "undocumented workers" with "illegal aliens," and "estate tax" with "death tax." The substitutions often work — an Ipsos/NPR poll found that support for abolishing the estate tax jumps to 76% from 65% when you call it the death tax.

 HOW REPUBLICANS REWRITE POLITICS	
INSTEAD OF THIS	SAY THIS
Government	Washington
Tax reform	Tax simplification
Global economy	Free market economy
Foreign trade	International trade
Tort reform	Lawsuit abuse reform
Trial lawyer	Personal injury lawyer
Corporate transparency	Corporate accountability
Healthcare choice	The right to choose
Drilling for oil	Exploring for energy

SOURCE: Frank Luntz's "The New American Lexicon" (2006)

"It was completely revolutionary," according to Republican consultant Jim Dornan. "He detected phrases and single words that could change how people thought about the issues."

From "Gambling" to "Gaming"

One of the best examples of the impact language can have on perception comes from the gaming industry. When Frank Fahrenkopf joined the American Gaming Association in the late 90s, he spearheaded a seemingly simplistic, yet revolutionary, re-branding strategy for the entire industry, to redefine "gambling" as "gaming." With one single, powerful word, a new context was set for all

that goes on in Las Vegas, Atlantic City and all casinos around the world.

“A label like gaming prompts all sorts of implicit associations like entertainment and fun, while a label like gambling can prompt seedier implicit associations like crime,” according to Kathy LaTour, associate professor of services marketing at the Cornell School of Hotel Administration.

What's important to understand is that the underlying products and services did not change. Same slot machines. Same deck of cards. Same dice. But the switch from “gambling” to “gaming” in describing one’s behavior contributed to a fundamental change in how the public sees the industry.

The New Tourism Lexicon

If we are going to be successful in changing the narrative surrounding our industry, it starts with a values-based approach. That means talking to stakeholders in a manner that is simple and emotional, and connects their values to your organization.

As an example, instead of saying “marketing,” say “promotion.” Some of the best reports demonstrating the value of our industry utilize this lexicon: “Destination Promotion: An Engine of Economic Development” or “The Power of Travel Promotion.” They do this for a reason. The word promotion activates a sense of civic pride, and both anecdotal and quantitative research have shown that residents with a pride of place are likely to perceive tourism positively and desire to be involved in tourism planning. The word marketing means that you’re selling something, that you’re pushing something, and it activates a frame of a business line item that can be cut if needed. The simple act of framing your work as promotion rather than marketing can dramatically influence public perception of your destination organization and your role within the community.

What other words should our industry be incorporating into our language? Utilizing Quorum, the world's most comprehensive database of legislative information, we were able to build a list of key words that were used repeatedly by elected officials when talking positively about travel and tourism.

Positive words like “community,” “people” and “work” showed up over and over again. We then ran an analysis of political discourse around related topics such as economic development, neighborhoods and public goods, and found that many of the same key words were being repeated by political leaders. The word cloud below showcases words that are used consistently in the political arena which our industry needs to adapt into our lexicon:



Let's put this into context. Here's an example of typical language that would typically be used by our industry:

"In 2017, travel generated \$2.4 trillion for the U.S. economy, supporting 15.6 million American jobs." Here's how we recommend rewriting that statement using the new tourism lexicon: "In 2017, travel provided \$2.4 billion in economic impact to local communities across the country, and supported the livelihoods of 15.6 million hardworking Americans." It's the same statement, but the latter has an emotional appeal.

We need to use this new lexicon to not only describe the work that we do, but to define the organizations that we are. Wikipedia offers the definition of destination marketing organizations below:

“A destination marketing organization (DMO) or convention and visitors’ bureau (CVB) is an organization that promotes a town, city, region, or country in order to increase the number of visitors. It promotes the development and marketing of a destination, focusing on convention sales, tourism marketing, and services.”

Let's rewrite that to more effectively communicate the value of our organizations:

*"A destination organization is responsible for promoting a **community** as an attractive travel destination and enhancing its **public** image as a dynamic place to live and **work**. Through the impact of travel, they strengthen the economic position and **provide opportunity** for people in their **community**."*

Rules of Effective Language

Framing is about making sure we set the terms of the debate, using our language and our ideas. Below are some basic rules of language to ensure we're

communicating our messages effectively.

1. Keep It Simple

“A leaders’ job isn’t to educate the public — it’s to inspire and persuade them,” Jon Favreau, President Obama’s former speechwriter. “That requires meeting people where they are and speaking in words that are easily accessible to the broadest possible audience. Perhaps the most powerful, inspirational political phrase of the last decade or so involved three of the simplest words in the English language: yes we can.”

When our industry talks about incremental visitation or induced economic impact, we’re not doing ourselves any favors. A good example of an industry mission statement that demonstrates this point is Tourism Australia’s:

“Tourism Australia’s mission is to make Australia the most desirable destination on earth.”

Unless you speak the language of your intended audience, you won’t be heard by the people you want to reach. When it comes to effective communication, small beats large, short beats long, and plain beats complex. And sometimes a good visual beats them all. Beautiful images of your destination may be great for external marketing purposes, but when preparing materials that will be viewed by your internal stakeholders, use images of the people in your community who are actually being positively impacted by tourism.



2. Say It. Repeat It. Say It Again.

Finding a good message and then sticking with it takes extraordinary discipline, but it pays. Remember, you may tire of saying the same exact same thing again and again, but many in your audience will be hearing it for the first time. The overwhelming majority of your stakeholders aren’t paying as much attention as you are. It’s important to have your key messages, stay on point, and repeat them over and over again. We’re great at repeating the numbers; now let’s start repeating the emotional message.

3. Provide Context

Without context, you cannot establish a message’s value, its impact, or most importantly, its relevance. Far too often, leaders in our industry tout the benefits of tourism and destination promotion without providing a broader context. We provide “solutions” without attaching them to an identifiable “problem,” and in such instances, those solutions come across as meaningless.

As an example of this, a headline often seen in our industry is, “Destination X sets record with Y number of visitors.” But what problem or need is this solving for the community? Do residents feel that they need more visitors? The likely answer is no, and there’s plenty of evidence out there to demonstrate this. Even if the reality is that your destination is not overcrowded with visitors, popular perception can overwhelm truth and accuracy.

Context starts with the value of listening, not speaking. When people feel they’re heard and understood, they’ll listen. It also means humanizing the issues they care about. This underscores the importance of connecting with your residents, and even doing research to understand resident sentiment towards the industry and community at large.

We need to start providing more context to the work that we do. We’ve taken the first step by connecting the benefits of tourism with broader socio-economic benefits to our communities. But if we really want our messaging to connect, we need to start talking about industry benefits in the context of local values.

As an example of this, a few years ago a headline in *Oregon Business Magazine* read, “Tourism Supports a More Sustainable Oregon.” Oregon is known for being a state that cares our nature and the environment, and in this instance, the destination organization was able to tie their work to that core value. They’ve effectively communicated the benefits of tourism in a context that is meaningful for stakeholders in their community.

4. Credibility Is As Important As Philosophy

The words you use become you, and you become the words you use. If your words lack sincerity, if they contradict accepted facts, circumstances, or perceptions, they will lack impact. In simple terms, you have to walk the walk. If you are going to position your destination organization as being essential to the quality of life in your community, then you need to demonstrate to your leaders, stakeholders and residents that you care deeply about their quality of life. Saying one thing and doing another will quickly be exposed in today’s world that demands transparency and accountability.

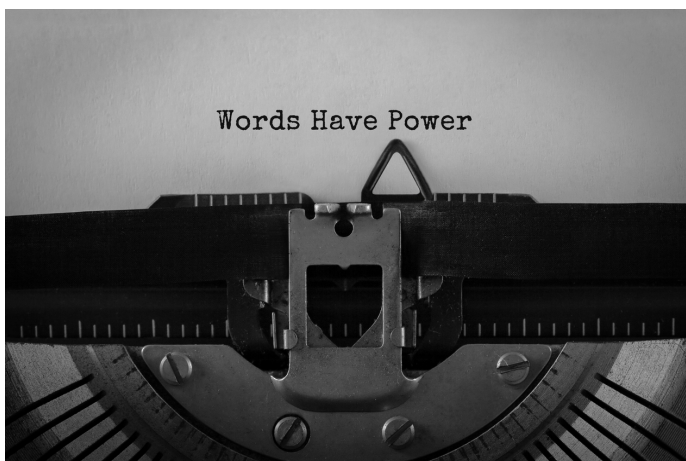
The above example in Oregon only works because tourism actually does support a more sustainable Oregon.

The Travel Oregon Forever Fund “provides residents and visitors to Oregon an opportunity to give back to projects that make Oregon a better place to live and travel.” Launched in 2012, the Forever Fund has raised more than \$175,000 in support of 28 Forever Fund Projects in Oregon.

It is not enough to blindly apply the rules of effective communication, nor is it enough to consider the audience’s context as well. You have to go further and *be* the message.

Conclusion

We all know the positive impacts our work has on the communities we represent, and our industry is filled with exceptional leaders whose ideas for the future can position their organizations as champions within their destinations. But what you say in defense of those ideas matters, and what people hear matters even more.



Our industry has changed drastically over the past decade, and it’s time now for the way we talk about our industry to change as well. Together, we can utilize a new tourism lexicon to connect with our stakeholders in a meaningful way and illustrate to them something we know to be true: that destination promotion is a public good for the benefit and well-being of all; an essential investment no community can afford to abate without causing detriment to the community’s future economic and social well-being.

“The New Tourism Lexicon” was underwritten in part by the Destinations International Foundation.

Words matter in politics and those words need to be chosen carefully. If we are going to be successful in changing the narrative surrounding our industry, it starts with a values-based approach. That means talking to stakeholders in a manner that is simple and emotional and connects their values to your organization. It also means using words that people recognize, understand and use themselves.



Destinations International annually runs an analysis of political discourse around related topics such as economic development, neighborhoods, public safety, education and other public goods, and found that many of the same keywords were being repeated by political leaders when they talked positively about them. Political leaders are renowned for their constant testing of words and phrases, so we know that they have found that these words resonate with their constituents who are our residents. To position our mission as a shared value in our community making our efforts a public good, our destination organizations a public asset, we need to use these same words and phrases.

Recently we posed the question, in this COVID-19 environment we are in, what are the words that are being used by elected officials now. On March 11th, 2020, the World Health Organization (WHO) gave us the declaration we are all currently living with, **pandemic**. Much like our own **writings**, words matter in politics, and WHO's change in their vernacular from **PHEIC** (Public Health Emergency of International Concern) onto Pandemic was an intentional shift in tone to alert governments around the world that we have reached an alarming level of severity and spreading of the COVID-19 transmissions. A figurative 'Use Caution Ahead' road sign for us all.

With the declaration now over a month ago, we've seen the **new words shift around us and old words not heavily utilized since war-time make it into the public domain**. 'John Baugh, a linguist at Washington University in St. Louis, says doctors are desperate to shake the public to attention, using metaphors they

attention, whether it's politically motivated or for some other reason," Baugh said.

But what about the words that are surrounding these? How else does a pandemic influence our daily lexicon? The answer is surprisingly similar to our own Tourism Lexicon shown above, tapping into those words that match a similar transformative and emotional resonance.

Running an analysis in the United States of the words that surrounds 'pandemic' brings us the following 10 words, with 3 out of the 10 also appearing on [our Lexicon](#).

- people
- know
- case
- time
- business
- get
- need
- help
- health
- home

When we look at Canada, we see a similar list for how Canadian politicians are speaking about the pandemic. With the same 3 words also appearing on our Tourism lexicon plus a fourth (support) and the following three (health, case, business) shared across both countries.

- health
- need
- people
- government
- time
- help
- update

- business

Those three words – People Need Help – go to the core of why a destination organization exists. A destination organization is a community asset responsible for programs promoting a community as an attractive travel destination and enhancing its public image as a dynamic place to live and work. Through destination stewardship and brand importance, they strengthen the community's economic position and vitality which provides an opportunity for all the people in the destination.

As you talk with your elected officials, your stakeholders and your residents use these words – particularly the Tourism Lexicon words – People Need Help. Frame your efforts in this way – helping people, filling a need, supporting government efforts, and putting the health of your residents first!

ABOUT THE AUTHORS



JACK JOHNSON

Chief Advocacy Officer
Destinations International

As Chief Advocacy Officer, Jack manages the overall public policy operations at Destinations International including member advocacy education and training, development of destination tools and best practices, coalition work with peer organizations, industry research and related public affairs activities. Currently, his work around positioning destination organizations as a shared value in each of their communities and speaking with a new lexicon based on the emotion driven by those values has made him one of the

**ANDREAS WEISSENBORN**

Senior Director of Research & Advocacy
Destinations International

Introduced to the world of destination organizations by a random internship application to Visit Baltimore (then known as Baltimore Area Convention & Visitors Association), Andreas Weissenborn began an unexpected career into hospitality that left him with a continued passion towards the tourism industry.

Weissenborn spent just short of 11 years with Visit Baltimore helping with its Research, Technology, and Information Systems across the organization. In 2017, he joined the Association on behalf of a Destinations International Foundation initiative to be a dedicated research source for Destinations International.

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Jack Johnson and Andreas Weissenborn, Destinations International Foundation /
Publish Date: April 2020

PARTNERS

From: [Zeitgeist Consulting/DMOproz](#)
To: [Maura Gast](#)
Subject: Here's your Z-News for 16 September, 2020
Date: Thursday, September 17, 2020 9:41:19 AM

Zeitgeist Consulting's DMOproz e-newsletter.

[View this email in your browser](#)

Boxer Mike Tyson (am I really quoting Mike Tyson?) famously said “Everyone has a plan until they get punched in the mouth.”

The Destination Marketing sector has been punched in the mouth. And, we’ve taken a fair number of hits to the body. And, a few below the belt sucker punches. We hurt...but cannot give up.

Some of us are clinging to the ropes. A handful have been ruled TKO. And the future for many of us is unsure and ominous.

That’s why we wrote [our manifesto on how we need to re-imagine community development](#). It’s why we wrote [the treatise on Board Diversity](#). But...we’re done writing for now. It’s time to start doing.

DMOs have provided triage for their partners for these past six months. They fought to save community businesses. But now, it is time to focus inward. How will the agency that came to the aid of so many survive this carnage? How will the organization make sure it isn't on the chopping block and save itself?

Here are the top 3 things we believe are imperative:

- 1) We wrote [our position paper](#) on a new vision for community development for a reason. We knew that, as local governments realize the fiscal impacts of the ‘VID to their bottom lines, there would be calls to

combine or merge community development agencies for greater “efficiencies.” And, it just happened in Bowling Green OH, where the Mayor announced last week that he would not renew the City’s contract with its DMO. Instead, he would entrust destination marketing to the Chamber to eliminate “duplication of services.”

That is the typically expedient reaction for many community leaders. They know the Chamber; they respect Economic Development. So, why not let those agencies assume the role of marketer? I mean, really, how hard could that be? Yet, one look at the [DMO’s website](#) versus the [Chamber’s website](#) should be all one needs to suggest that there are two very different skill sets at work in Bowling Green (and in most communities). Both valuable...but rarely transferable.

If you are a DMO and have not yet read our position paper on how these community conversations should go, we implore you to do that this week. Be at the ready to offer a more logical approach to community development when the time comes. Or, better yet, don’t wait for someone else to start the process. **Initiate the conversations...**and take the lead in your community.

2) For the DMO to thrive, its Board of Directors must be rock solid and firmly engaged. These are hallmarks of organizations that are respected among community leaders. For, as much as a DMO CEO may be an effective and inspirational communicator regarding the agency’s role as a [Shared Community Value](#), their singular voice cannot carry the day. Like the [Shirtless Dancing Guy](#), it takes a tribe to create a movement. That tribe must have an engaged Board to spread the [Idea Virus](#) of the critical importance of DMOs to a community’s resilience and recovery.

If your DMO Board isn’t accustomed to being engaged on behalf of the Organization and Destination, now is the opportunity to begin to build that muscle. Indeed, today, we believe it is imperative. If the Board is designed properly, its members should already wield a certain amount of influence and credibility in the community. In addition to ensuring the goals of its Strategic Plan are achieved, the Board exists to advocate for the Organization and the Destination.

If you are the CEO of a DMO, when was the last time you had one-on-one conversations with each of your Board members? I’m fairly confident that every CEO

has been keeping their Board up-to-date with their Organization's response to the crisis ('VID, hurricanes, wildfires, social unrest, etc.). But, now is the time to make sure that the flow of information is a two-way street. Whether via Zoom, a physically distant lunch or a good old fashioned phone call, those conversations need to happen right now. Find out what is transpiring in their sector and *make sure* they understand what is happening at the DMO. They may nod absently on a Board Zoom call...but, are they really processing what they are hearing?

And, more importantly, do you know what's happening in their world? We've been talking with a client DMO that is facing the potential loss of a funding partner...one that helped found the CVB 30+ years ago. It seems unfathomable but, if it can happen there, it can happen anywhere. You can't afford to be blindsided. **Call every single one of your Board members** and listen to what they have to say...and what they are hearing out there.

Then, suggest that you need them to step up and ensure that community and business leaders in their sphere of influence are fully aware of what the DMO is, and has been, doing on their behalf. Tell them that you need them to be an extra set of eyes and ears in the community because you can't be everywhere. Encourage them to step up and be an integral part of the Organization that is valued and respected in every quarter of the community.

3) And then, it comes down to resources. Every DMO must reassess how it operates as a business unit. The days of thinking like a non-profit are long over. To survive, DMOs must be entrepreneurial. They must **analyze every possible revenue stream**, no matter how much it may have previously been considered impossible or impractical.

Look at Apple. Because they started with "why" instead of "what," they were able to go from computer to software to music player to music store to app store to video platform to video content creators with Apple+. DMOs must get back to "why," and it most assuredly is not "heads in beds." DMOs exist to enhance their communities and the lives of residents through destination promotion, job creation and the generation of non-resident taxes. So...where are the revenue streams? They're *everywhere*, if you think like Apple.

There is no going back (as if there ever was). As Yoda might say, "only forward going." And, we're done writing. We're ready to dive in to help you instigate these imperatives. Need assistance in facilitating those conversations with Stakeholders and other Community Development Agencies? Need a hand making sure your Board is actively engaged, pursuing Strategic Goals and not sales and marketing? Need encouragement as you look toward developing potential new revenue streams? Time to upgrade your Strategic Plan to one that is more intentional than "grow the Visitor Economy?" Yeah...call us.

Summer's over. Let's get to work.

Bill

COMMUNITY ENGAGEMENT
JAN 14, 2020
ICC FIRST FLOOR BOARDROOM

MAURA GAST
BOB BOURGEOIS
CAROL STODDARD
DIANA PFAFF
JULIA KANG
BOB BETTIS
BETH BOWMAN
JO ANN BRESOWAR
DEBBI HAACKE
RICK LINDSEY
KAREN COOPERSTEIN

BOURGEOIS CALLED MEETING TO ORDER AT 11:36 AM

NO CITIZEN COMMENTS

REVIEW OF RECOMMENDATION FOR HIGH SPIRITED CITIZEN
THE COMMITTEE REVIEWED THE NOMINATION FORM FOR SAMMY RAMIRO
PLENTY OF INFO FROM RICK HOSE OF KEEP IRVING BEAUTIFUL
JO-ANN MOTION; BOWMAN SECOND
CONSENSUS TO MOVE FORWARD TO FULL BOARD FOR APPROVAL

REVIEWED CAROLYN WEINZIRL ; DIANN CONTESTABLE NOMINATED. BOWMAN CHAIR OF TEXAS FEST
AND ACTIVELY ENGAGED AND MANY VOLUNTEER HOURS TO CANINE COMPANIONS. BOURGEOIS HER
ENTHUSIASM IS CONTAGEOUS.
MOTION BOWMAN, SECOND COOPERSTEIN
CONSENSUS TO MOVE RECOMMENDATION FORWARD TO FULL BOARD FOR APPROVAL

HSC SCHEDULE WORK WITH CSO AND CALENDARS TO SCHEDULE PRESENTATIONS AT CITY COUNCIL

NATIONAL TRAVEL AND TOURISM WEEK ENGAGEMENT INITIATIVES
AND REVIEW OF DRIVING TOUR
PFAFF PEOPLE CONTACTED OFF THE RECORD WITH FEEDBACK.
PFAFF CLIENTS, SALES FAM TOURS AND MEDIA DO NOT PARTICIPATE IN A TOUR LIKE THIS ONE AND
OVER A SPAN OF 2-3 DAYS. FEEDBACK IT WAS A LITTLE LONG AND TAKE PARTS OF IRVING THAT ARE
UNATTRACTIVE OUT OF THE TOUR. SUGGESTION TO SHORTEN SOME OF THE SOUTHERN PARTS OF
IRVING (GOLF COURSE, BASEBALL FIELDS) THE TARGET IS FOR THE COMMUNITY TO SHOW IRVING AS A
DESTINATION. DEMOGRAPHICS AND TARGET AUDIENCE WERE DISCUSSED. IRVING MUSEUM AND
ARCHIVES SHOULD BE FACTORED INTO THE TOUR. BOWMAN 360 ACADEMY AND LEADERSHIP IRVING
GRADUATES COULD BE ANOTHER GROUP TO BENEFIT. COOPERSTEIN HANDOUT WOULD SHOW THE
LONG EXTENDED VERSION AND TOUR THE HIGHLIGHTS ON THE BUS. CANDY THOMPSON PROFESSIONAL
TOUR GUIDE IN IRVING COULD BE CONTACTED FOR HER SERVICES AND OPINION OF THE TOUR AND
REFINE. GAST FINITE AMOUNT OF TIME MONEY AND RESOURCES ON WHO GETS INVITED AND
STRATEGICALLY APPROACH THE FIRST TEST GROUP. HENRY HOLMES, PJ'S GROUP, HOA CHAIRS, ETC.

ADMINISTRATORS FROM SOCIAL MEDIA GROUPS. GAST DYNAMICS THAT HAPPEN AFTERWARD WITH SHARED DISCUSSIONS. BOURGEOIS USE TOUR TO FIND OR OBSERVE POTENTIAL BOARD MEMBERS FOR 2020-21 APPOINTMENTS. BOWMAN IF THAT IS THE FOCUS THE GRADUATES OF THE ACADEMY 360 OR LEADERSHIP IRVING GROUP. BREAKING DOWN INTO A SERIES OF MEETINGS SIMILAR TO THE FIRE/POLICE ACADEMY WAS DISCUSSED. FOUR THEMES IN A SERIES OVER A FOUR WEEK SERIES AND EACH STARTS IN DIFFERENT PLACES AND SEEING THE THINGS IN EACH THEME. HAACKE BE SURE TO INFORM THE GROUPS OF THE TIME COMMITMENT AND DIFFERENT THEMES. TIME OF DAY WAS DISCUSSED 11 AM – 1 PM; COULD TAKE A LONG LUNCH FROM WORK. PEOPLE WITH CONTROL AND INFLUENCE AND LOOK AT NEXT ROUND WITH ANOTHER PILOT. CAP AT 45 SEATS AND KICK OFF DURING NATIONAL TOURISM WEEK AND DO EACH THEME ON A DIFFERENT DAY. KEVIN HUBBARD AT POLICE IS RESPONSIBLE FOR POLICE ACADEMY. LUNCH AND DINNER TOUR WITH F&B AVAILABLE AT ICC FOR LUNCH/LEARN AND FEEDBACK. RESPONDERS OF SURVEY, HOA GROUP, HENRY HOLMS, ADMINISTRATOR OF SOCIAL MEDIA AND EACH BOARD MEMBER RECOMMENDS. LINDSEY APPLAUDED ADDING CAMPION TRAILS AND IT CONNECTS NORTH AND SOUTH IRVING.

LAUNCH FOR NATIONAL TOURISM WEEK – GAST REPROGRAM THE BUS TOUR INTO THE SERIES FOR THE WEEK AND COULD DO ALL THE WEEK OR KICK IT OFF THAT WEEK, OR ANNOUNCE IT THAT WEEK. GO BACK AND REFINE THE DETAILS AND GET BACK TO COMMITTEE WITH THE DATES, AND INVITE LIST. WOULD WANT TO DO PROCLAMATION PRIOR WEEK AT CITY COUNCIL. COOPERSTEIN SUGGESTED WORK WITH ICTN TO DO A PIECE FOR NATIONAL TOURISM WEEK.

HOSPITALTY INDUSTRY ANNUAL MEETING

GAST FEB 14 AT ICC – INVITATIONS GO OUT IN THE NEXT WEEK. SPEAKER IS RICK ANTENSON TALKING ABOUT CATHEDRAL THINKING. FROM VANCOUVER AND WORKING ON THE OLYMPICS AND LONG RANGE PLANNING AND VISION. GIFTED SPEAKER AND AUTHOR. CELEBRATE OUR SUCCESSES. FORMER BOARD AND FORMER COUNCIL, IRVING 360 GROUPS, NEIGHBORHOOD ROUND TABLE, BOARDS AND COMMISSIONS,, LCA AND CHAMBER AND DCURD. BOURGEOIS COULD WE HAVE A HANDOUT AT THE ANNUAL MEETING FOR THE BUS TOUR. GAST GOOD IDEA IF IT WOULD BE AVAILABLE BY THAT TIME. WILL PROVIDE EXTRA INVITATIONS AT THE BOARD MEETING FOR BOARD MEMBERS TO INVITE PEOPLE THEY KNOW THAT MAY NOT HAVE BEEN INVITED.

NEXT MEETING APRIL 14, 2020

BOURGEOIS ADJOURNED MEETING AT 12: 33 PM

MINUTES – COMMUNITY ENGAGEMENT COMMITTEE

IRVING CONVENTION CENTER VIA ZOOM Friday, January 14, 2020

Those in attendance: Committee Chair Bob Bourgeois, Jo-Ann Bresowar, Board Vice Chair Karen Cooperstein, Debbi Haacke, Julia Kang, Board Chair Rick Lindsey – Committee; Bob Bettis, Beth Bowman - Board members; Carol Boyer, Maura Gast, Diana Pfaff and Carol Stoddard – ICVB Staff.

Committee Chair Bob Bourgeois called the meeting to order at 11:36 a.m.

Bourgeois asked for any citizen comments and there were none.

The Committee reviewed the recommendation of Sammy Romero for the High Spirited Citizen. The nomination form was reviewed, and discussion was held on his presence in Irving and volunteerism for Keep Irving Beautiful. The Committee agreed to make the recommendation and present to the full Board for approval.

Bourgeois asked for a motion to approve the nomination of Romero for the High Spirited Citizen award. On a motion from Board member Jo-Ann Bresowar, and a second from Board member Beth Bowman, the motion was approved unanimously.

The nomination of Carolyn Weinzirl was reviewed. Discussion was held on her commitment to Texas Fest and her active volunteer hours to Canine Companions. The Committee agreed to make the recommendation and present to the full Board for approval.

Bourgeois asked for a motion to approve the nomination of Weinzirl for the High Spirited Citizen award. On a motion from Bowman, and a second from Board Vice Chair Karen Cooperstein, the motion was approved unanimously.

Discussion was held on initiatives for National Travel and Tourism Week. A community bus tour of Irving was discussed with feedback from the trial bus tour with Board members and City Council. The suggestion was made to shorten some of the southern parts of Irving (golf course and baseball fields). The target is to reinforce to the community that Irving is a destination. Discussion was held on the demographic and target audience and factoring in a stop at the Irving Museum and Archives. Bowman suggested including the Irving 360 Academy and Leadership Irving graduates. Cooperstein suggested a tour map handout could show the long version of the route but the actual bus tour would include the highlight areas. Professional tour guide Candy Thompson was suggested as the tour guide. Thompson could give her expertise on refining the tour. Executive Director Maura Gast noted there is a finite amount of money, time, and resources. There should be a strategic approach on the first test group for invitations. Bourgeois commented the tour could have potential Board members for the 2020-21 appointments.

Another suggestion was to have four themes over a four-week series and each tour would start in different places and tour the places in each theme. It was recommended to communicate to attendees the time commitment and different themes of the tours. The tour would have 45 seats available and kick off during National Travel & Tourism Week and could have each theme on a different day. A lunch tour and dinner tour with food and beverage available at the Irving Convention Center for feedback discussions. Board Chair Rick Lindsey suggested adding Campion Trails as it connects North and South Irving. Cooperstein suggested working with ICTN on a video for National Travel & Tourism Week. It was agreed ICVB staff will refine the tour route and gather a list of potential attendees for the Committee to review.

Discussion was held on the Hospitality Industry Annual Meeting. Gast noted it is scheduled for February 14 at the Irving Convention Center. Invitations will be mailed in the net week. Keynoter Rick Antonson will be speaking about cathedral thinking. She noted he is a gifted speaker and author. The meeting will celebrate our successes. Bourgeois asked if a handout about the bus tour could be available for the annual meeting. Gast stated it is a good idea, but not sure if it would be available by that time. Extra invitations will be provided at the Board meeting for Board members to invite people they know that may not have been invited.

The next Committee meeting is scheduled for April 14, 2020.

Bourgeois adjourned the meeting at 12:33 p.m.

Respectfully submitted,



Maura Allen Gast, FCDME
Executive Director



**IRVING CONVENTION AND VISITORS BUREAU
MINUTES - COMMUNITY ENGAGEMENT COMMITTEE
SPECIAL MEETING
IRVING CONVENTION CENTER AT LAS COLINAS
MARCH 10, 2020**

Those present for the meeting were: Bob Bourgeois, Committee Chair; Rick Lindsey – Board Chair, Karen Cooperstein -Board Vice Chair; Herb Gears, Debbi Haacke, Julia Kang – Committee Members, Board Member Clem Lear. Staff: Maura Gast, Carol Boyer, Diana Pfaff and Carol Stoddard.

Committee Chair Rick Lindsey called the meeting to order at 9:01 a.m.

There were no citizen comments.

National Travel & Tourism Week/Community Engagement Initiatives and Review of Driving Tour Assistant Executive Director/Marketing and Communications Diana Pfaff reviewed a draft of the driving tour agenda and stops for review, noting the tour has been revised from the original Board of Directors tour previously taken.

- Date of tour is tentatively scheduled for May 4
- Proclamation will be presented at City Council for National Travel and Tourism Week
- ICTN present to video the presentation
- Two tours – one in morning and one in the afternoon
- One 20-person bus for transportation – with microphone
- Morning tour starts at ICC at 8:30 a.m. with continental breakfast and tour of ICC, concluding at ICC
- Afternoon tour starts at ICC with lunch and tour of ICC, concluding at ICC
- Board members encouraged to bring one guest per tour who are not familiar with the CVB or Irving as a destination
- Toyota Music Factory “Behind the Scenes of The Pavilion” included as a stop
- Tour of Irving Archives and Museum included as a stop
- End the day with a reception at the Westin Irving Convention Center Hotel restaurant – Mesa Mezcal – at 4:30 p.m. Board members, Board member spouse and guests invited
- Candy Thomas will be tour guide on bus for both tours. She is a professional tour guide and well versed in all things Irving.
- CVB advertising videos will play on bus during longer driving times between attractions and stops.

Gast noted this is a condensed tour and manageable for one day for staff and attendees. Discussion was held on the target guest list and availability for disabled access on bus and at the stops. It was agreed to target community people who are not familiar with what Irving has to offer as a destination and are able to spread the message and social media influencers. The purpose of tour is to show the community from a visitor’s standpoint what Irving has to offer. It was noted responses from destination surveys, Irving rates well from customers, visitors, industry leaders and local officials; but residents did not see Irving as strongly. A handout that includes “things to come” information was discussion for distribution on the tour.

ACTION ITEMS:

- Pfaff to develop a budget for the tour, catering and printed materials.
- Gast to poll the full Board of Directors for availability and develop a master list of attendees and draft language with recommended verbiage for invitation.

Next Committee meeting is scheduled for Tuesday, April 14 at 11:30 a.m.

Bourgeois adjourned the meeting at 9:22 a.m.

Respectfully submitted,



Maura Allen Gast, FCDME
Executive Director