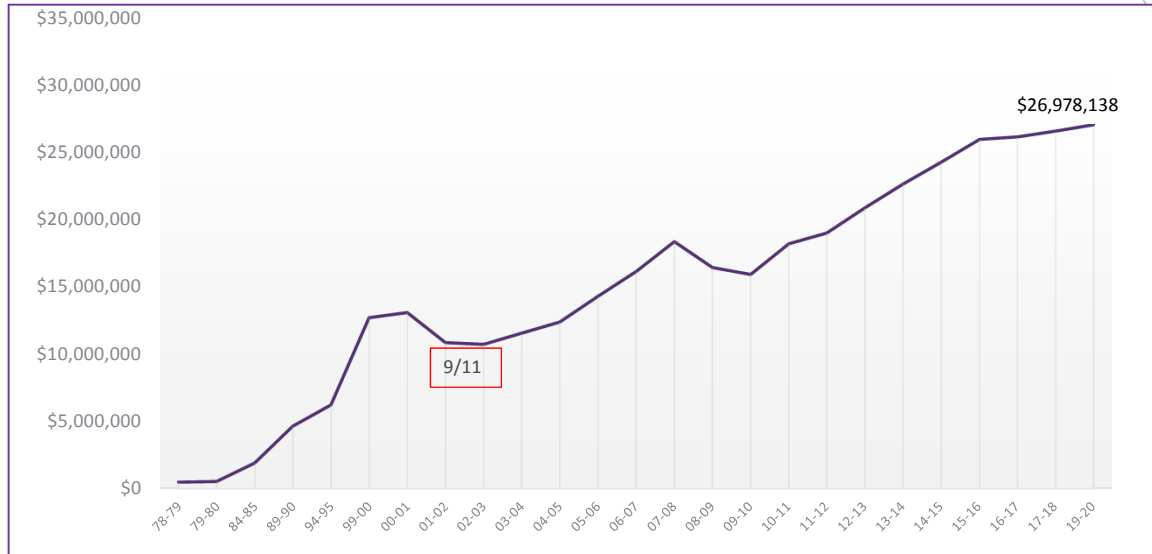




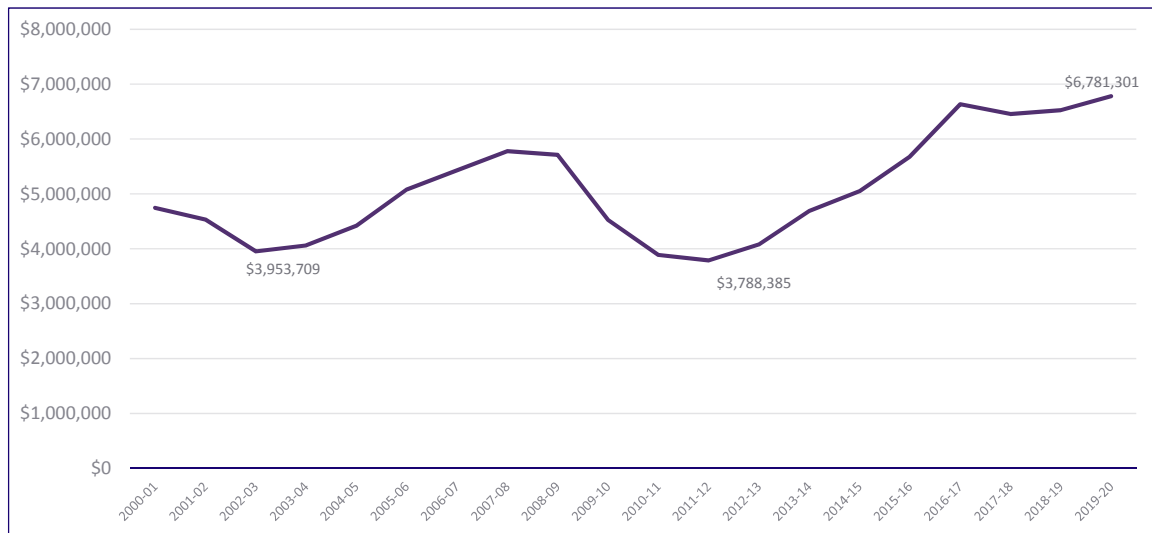
## Citywide HOT Collection History



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IRVING CONVENTION & VISITORS BUREAU

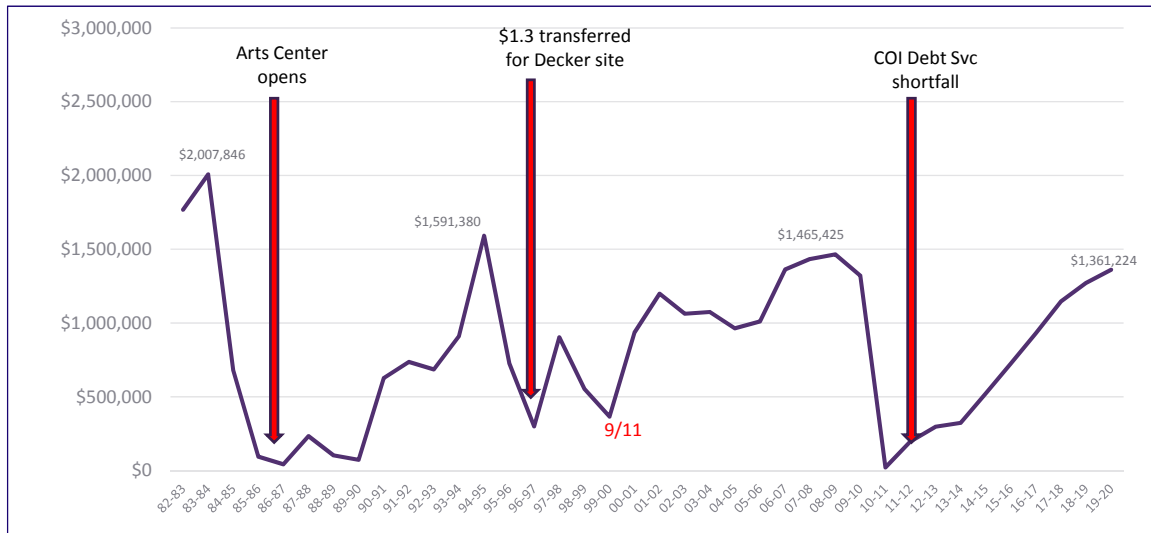
## ICVB Net Operating Expenditure History



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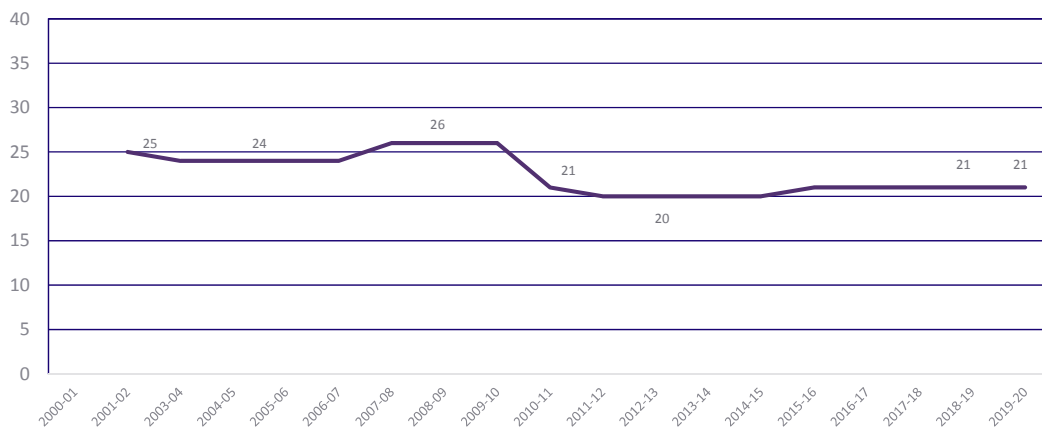
## ICVB Reserve Fund History



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## ICVB Staffing History - FTEs



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## Operating Budget Assumptions

57% Hotel Occupancy Tax	\$8,544,599
Add'l Revenues: Events Trust Fund, Interest, Misc	\$100,00
Convention Center Operating Subsidy	<\$1,395,000>
Convention Center Property Insurance	<\$79,738>
Convention Center Management Incentive	<\$165,877>
Transfer to ICC Reserve/Capital Projects	<\$200,000>
4% Administrative Fee	<\$341,784>
Transfer to ICVB Reserve Fund	<\$50,000>
Funds Available for CVB Programming	\$6,412,200
Fund Balance Transfer	\$369,101
<b>PROPOSED PROGRAM BUDGET TOTAL</b>	<b>\$6,781,301</b>

ICC  
\$1,840,615/  
20.4% of  
budget

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IRVING CONVENTION &amp; VISITORS BUREAU

## Primary Budget Categories

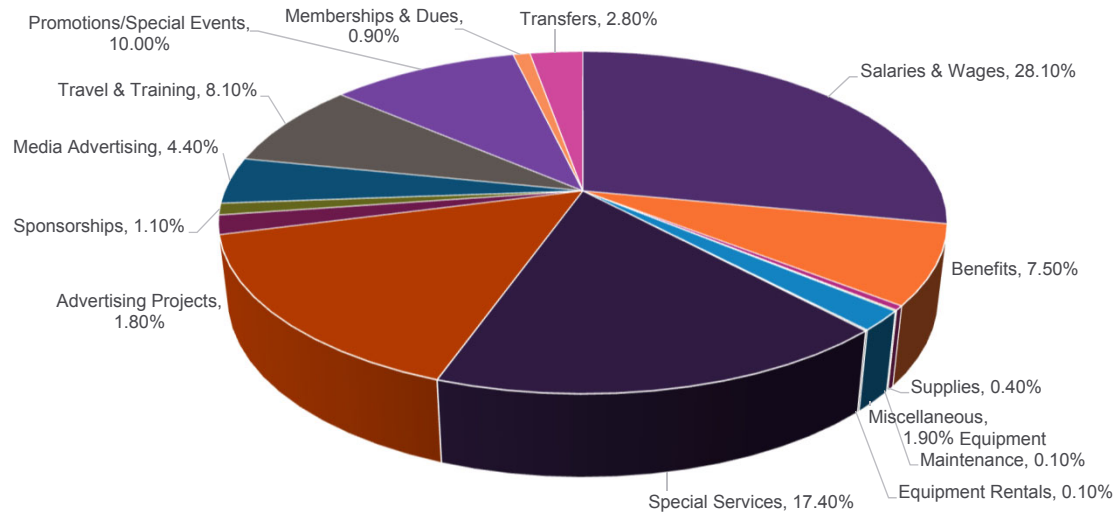
Page 37

Salaries, Wages & Benefits	\$3,210,141
Supplies & Maintenance	\$37,600
Miscellaneous	\$172,795
Equipment Rentals	\$6,400
Special Services*	\$1,566,226
Facility Management Services (Operating Subsidy)	\$1,395,000
Advertising Projects	\$166,110
Sponsorships	\$96,000
Media Advertising	\$400,000
Travel	\$733,918
Promotions/Special Events (includes BizDIP)	\$899,775
Memberships & Dues	\$79,735
Transfers to ICVB & ICC Reserve Funds	\$250,000

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## Expenditures by Category



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## Budget Notes

- \$200K transfer to ICC Capital Reserve Fund
- \$50K transfer to ICVB Reserve Fund
- Items of Note:
  - Reductions BizDIP, ad agency, media advertising
  - *Surveyor* publication and media buying pulled out of ad agency budget
  - Funding (Travel & Promotions) included for return to SXSW
    - Assumes \$50K in partner revenues generated
  - Funding included (\$75,000) for responsibilities associated with hosting RCMA
  - Weekend visitor info center (volunteer-staffed)
  - No cost increase for employee insurance

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## Needs Analysis Survey Priorities

### Wants/Needs

- Sales & marketing support for Corporate, Business Transient, SMERF and Leisure
- Weekend Business
- Opportunities to partner with the CVB sales team in sales activities

### Concerns

- Over-supply of hotel inventory
- Market saturation outpacing demand

### Lost Business Reasons

- Rate
- Availability

### Priority for Possible Additional Resources

- 67% Marketing Activities
- 22% Sales Activities

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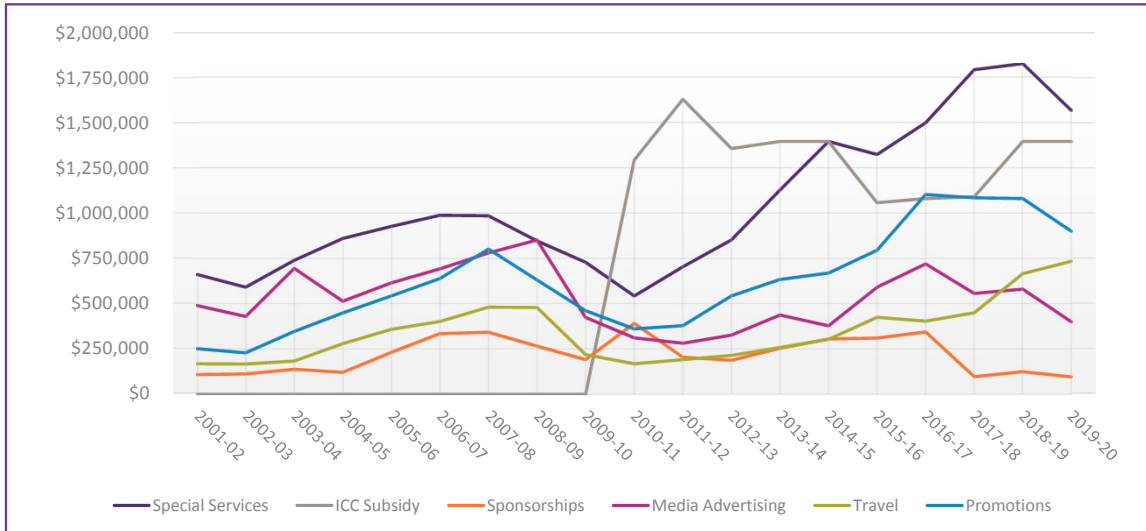
## Key Management Goals

- Increase definite room nights by 2% over 2018-19 actuals
- Generate convention center income of \$5.35 million
- Maintain/improve customer service ratings
- Continued implementation for 2018-21 strategic plan
- Provide professional and personal staff development opportunities

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# Key Expenditure Trend Analysis



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IRVING CONVENTION & VISITORS BUREAU

2019 - 2020

**IRVING**  
CONVENTION & VISITORS BUREAU

OPERATING BUDGET & MARKETING PLAN

## DEPARTMENT OVERVIEWS

- Finance & Administration
- Destination Sales & Services
- Marketing & Communications
- Convention Center



## Performance Indicators YTD

- Office-wide computer replacement process underway
- Active involvement with City ERP transition
- Continued fiscal responsibility, with expenditures slightly under budget
  - 66.7% of year completed
  - 51.3% of budget expended
- 99.8% network uptime
- 98.5% accuracy of systems Security Threat Protection
- Search firm engaged to fill AED/Finance & Admin position
  - IT position will be filled after this



## Proposed Program Highlights

- Work alongside City through ERP conversion (Banner replacement)
- Maintain sound accounting practices that conform with GASB
- Continue pilot program for volunteer-driven visitor info center for Saturdays and Sundays based out of ICC lobby
- Support staff efficiency & effectiveness through new technologies while maintaining a secure operating environment
- Increase employee satisfaction & engagement through programming & professional development
- Maintain accreditation requirements with annual renewal cycle

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IRVING CONVENTION &amp; VISITORS BUREAU

## Budget – Select Highlights

Budget Category	2019-20 Proposed
Total Finance & Administration Budget	\$2,132,050
Travel	\$84,270
Promotions/Special Events	\$126,075
Sponsorships	\$48,000
Special Services (including 4% Service Fee)	\$445,064
Transfer to ICVB Reserve Fund	\$50,000
Total FT Staff Members	7

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## Performance Indicators YTD

- 1,304 Hotel Leads generated
  - 559 Definites
- 492,447 Total Lead Room Nights generated
  - 179,377 Definite Room Nights
- 718 Convention Center Leads generated
  - 206 Definites
  - 30,868 Definite Room Nights

## Proposed Program Highlights

- Work i/c/w/ Westin ICC to target previous Lost Business due to lack of HQ hotel
- Continue emphasis on weekends, summer & holiday business
- Amplify hotelier efforts with focus on local & regional planners
- Continue building & enhancing key 3<sup>rd</sup> party relationships: HelmsBriscoe, ConferenceDirect, Prestige Global & Experient
- Utilize new iSales App for in-person sales presentations, trade shows and in-person meetings
- Utilize TMF & other in-market events for prospect development & client appreciation
- Partner with Drive Nation for weekend events
- Host FAM tour i/c/w Westin & Texican openings
- Utilize Events Trust Fund for sporting & other eligible weekend-focused events
- Stage local blitzes targeting Assn & Corp markets i/c/w ICC
- Host frequent sales events in Austin and DC i/c/w industry partners
- Target meetings & events for desired clusters from EcoDev Strategic Plan
- Bid on/Host Industry Association Conventions such as TSAE to showcase Irving to large groups of meeting planners

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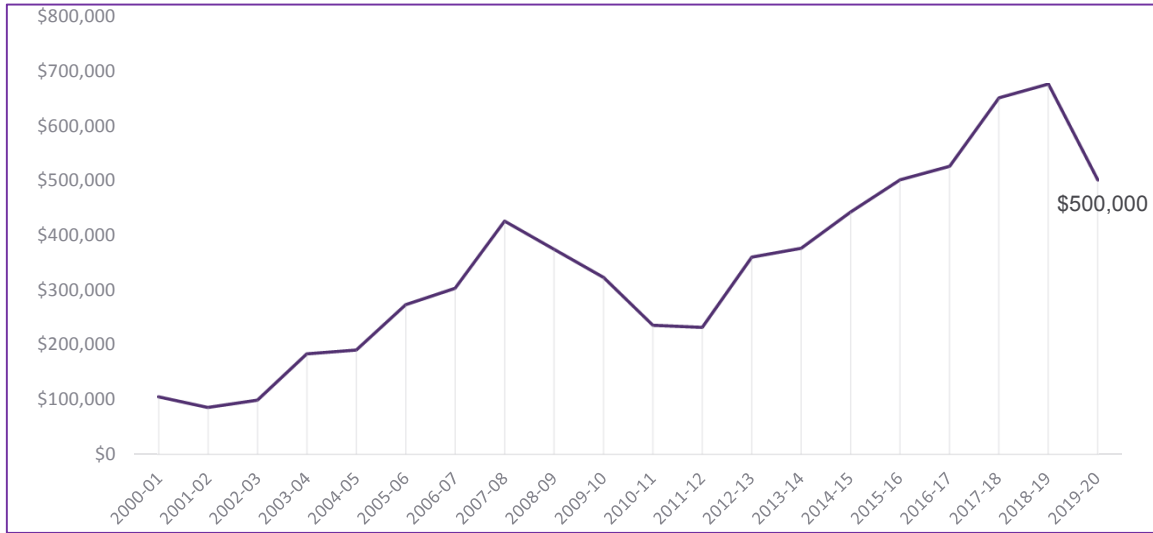
## Budget – Select Highlights

Budget Category	2019-20 Proposed
Total Sales Budget	\$2,721,930
Promotions/Special Events/BizDIP	\$696,350
Travel	\$497,476
Special Services	\$58,850
Advertising Projects (Specialty Items & Convention Services materials)	\$116,050
Total FT Staff Members	10

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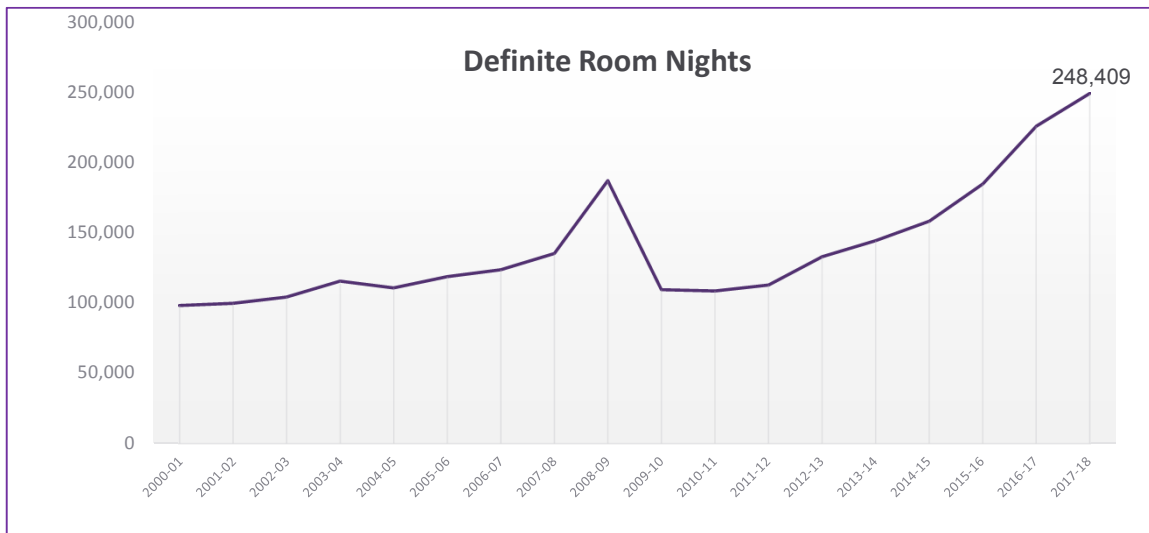
## BizDIP History



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## Sales Performance History



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# Sales Performance History



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2019 - 2020

**IRVING**  
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VISITORS BUREAU

OPERATING BUDGET  
& MARKETING PLAN

# MARKETING & COMMUNICATIONS

Pages 63-71

## Performance Indicators YTD

### Earned Media Generated

- PR Value - \$11,362,731
- Impressions – 1,103,467,267

### Website Visitors

- ICVB – 229,325
- ICC – 95,259

### Digital Source RFPs

- 740 generated
- 233,461 potential room nights

### New Social Media Followers

- ICVB – 6,854
- ICC – 447

### ICC Facebook Check-Ins

- 11,092

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## Proposed Program Highlights

- Begin overhaul of convention center collateral
- Continue using new music-inspired ad campaign
- Launch iSales App to improve tools available for in-person sales presentations, trade shows and in-person meetings
- Launch a 360° platform for virtual experiences of Irving's hotels, restaurants and attractions
- Revamp promotional videos to include new entertainment development
- Continue to provide a quality, sponsor-driven experience at the Park Place Luxury and Supercar Showcase
- Adjust *Surveyor* frequency, distribution & content to better manage costs, while maintaining editorial & product integrity
- Host an activation and media event at the 2020 SXSW Festival in Austin
- Improve the user experience of the ICVB and ICC websites on mobile devices by using accelerated mobile pages (AMP)
- Utilize the openings of the new hotels at the Convention Center to re-market to previous lost business in conjunction with Sales
- Work with the Toyota Music Factory and its tenants to promote events and activities
- Conduct press tours and media events to showcase Irving's new development
- Host travel journalists and bloggers on specific assignments for individual press visits

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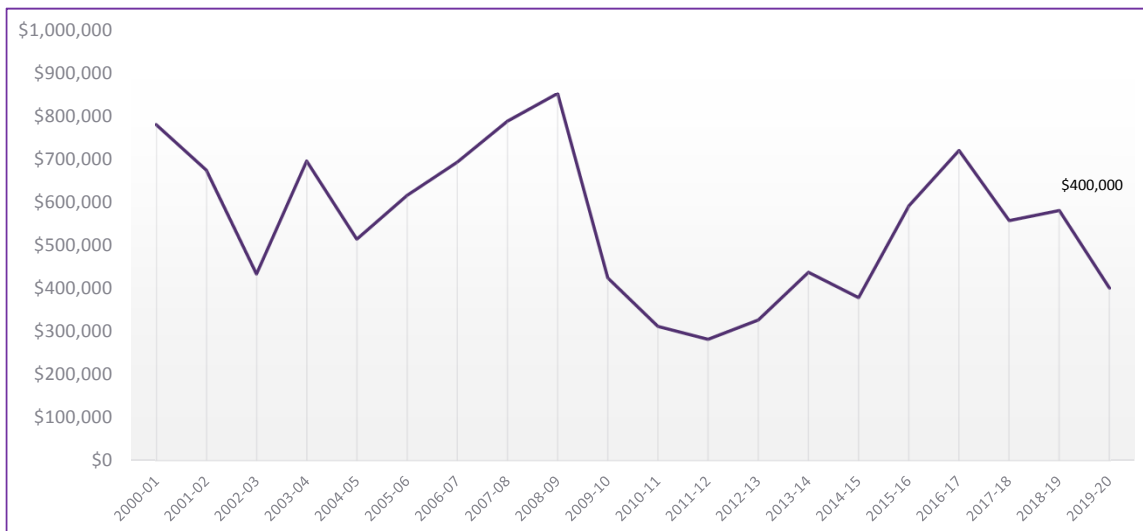
## Budget – Select Highlights

Budget Category	2019-20 Proposed
Total Marketing & Communications Budget	\$2,319,106
Special Services	\$896,435
Media Advertising	\$400,000
Travel	\$152,172
Promotions/Special Events	\$77,350
Sponsorships	\$13,000
Total FT Staff Members	5

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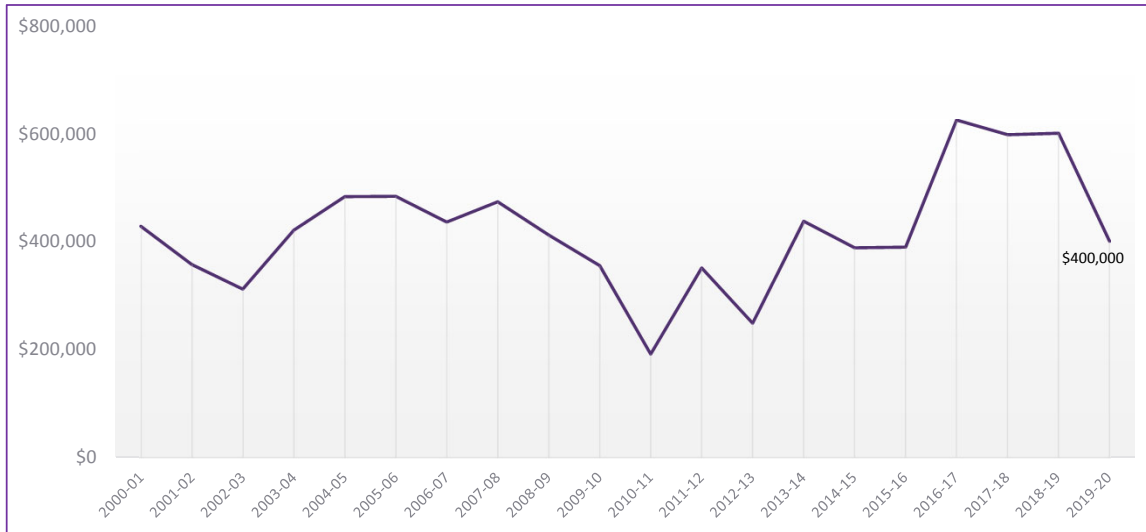
## Media Advertising Expenditure History



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## Advertising Agency Expenditure History



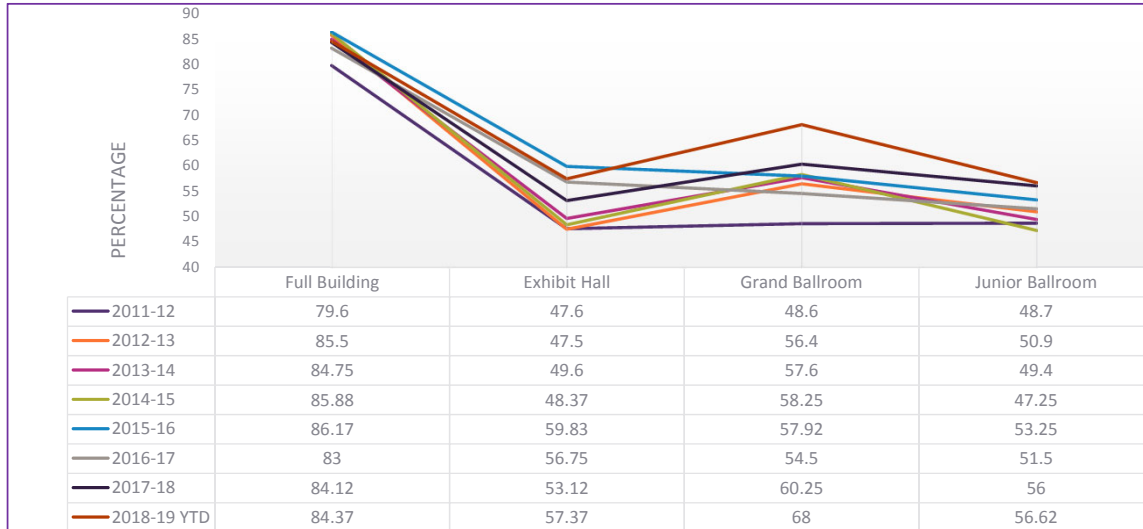
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## Primary Space Utilization



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## Performance Indicators YTD

- 718 Convention Center Leads generated
  - 206 Definites
- 30,868 Definite Room Nights
- 135,973 attendees
- \$2.897M ICC event income

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## ICC Income Statement – 2019-20

Direct Event Income	\$875,645
Ancillary Income	\$3,910,004
Other Operating Income	\$564,000
<b>ADJUSTED GROSS INCOME</b>	<b>\$5,349,648</b>
Operating Expenses	\$6,744,649
<b>NET OPERATING INCOME</b>	<b>(\$1,395,000)</b>
<b>FEES</b>	
Base Management Fee	\$165,877
*Management Incentive Fee (Maximum)	\$65,877
F&B Incentive Fee (6% commission)	\$270,000

\*Management Incentive Fee carried in ICVB Budget; maximum payout equivalent to Base Management Fee.

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## Operating Subsidy Comparisons

	Facility A	Facility B	Facility C	Facility D	Facility E	Irving
Exhibit Space (Total SF)	128,000	120,000	100,000	95,000	368,000	50,000
Total Income	\$1.82	\$3.01	\$2.84	\$2.28	\$5.45	\$5.58
Total Indirect Expenses	\$3.02	\$4.33	\$3.46K	\$3.52	\$5.46K	\$6.67
Subsidy Required	\$1.19	\$1.3	\$616K	\$1.24	\$10K	\$1.1*

Facility comparisons for FY 2018 (not in chart order) : Jackson MS (2009); Knoxville TN (2002); Mobile AL (1993); Greenville SC (1964) and Shreveport LA (2005).

\*Irving newest facility, projected to stabilize annual subsidy requirement at \$900K in year 6 after headquarter hotel opens. The building has continued to perform better than expected on revenues and expenses. The subsidy continues to be conservatively budgeted at \$1.4 million.

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IRVING CONVENTION &amp; VISITORS BUREAU

# ICC Capital Improvement Plan

- Key Goals
  - Protect guests & employees
  - Maintain & increase customer satisfaction
  - Extend the life of mechanical systems
  - Enhance appeal, and thus revenues
- Project Priorities
  - Health & safety requirements
  - Mechanical systems
  - ROI/Revenue enhancement
  - Customer, environmental & aesthetic benefits
- Respond nimbly to emergencies
- Achieve & sustain a minimum balance of \$1.3 million in this fund

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# 2018-19 Capital Improvement Plan

## Pages 80-82

2019-20 Projection - \$1,181,250

Life Safety/Fire - \$100,000

- Addl security cameras
- Sprinkler systems

HVAC/Mechanical - \$390,000

- Cooling tower
- Building automation

Electrical - \$275,000

- LED lighting, Exterior & GB
- Lighting Control System

Food & Beverage - \$80,000

- Small Wares
- Kitchen Equipment

General Bldg & Maint - \$40,000

- Flooring
- Airwalls

Site - \$185,000

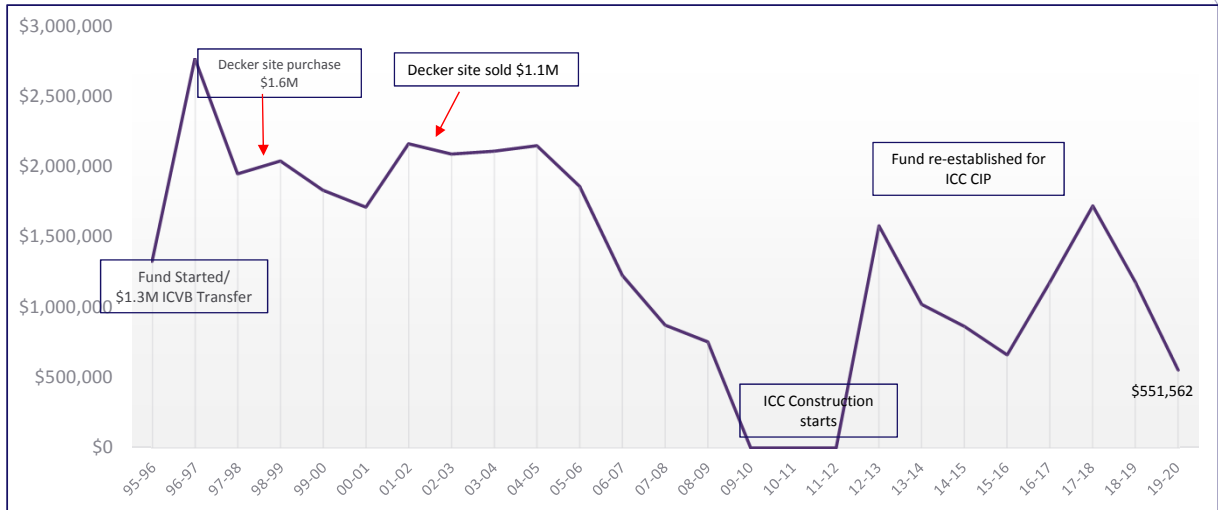
- Water feature/landscaping
- Marquee sign

Contingency (5%) \$56,250

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# Capital Projects Fund History



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# Financial Position Summary

Page 41

## General Fund

- Projected YE Fund Balance - \$1,512,300
- 17.2% of revenue

## Reserve Fund

- \$125,000 Transfer from ICVB General Fund
- Projected YE Fund Balance - \$1,273,097

## Computer Replacement Fund

- Projected YE Fund Balance - \$214,390

## Convention Center Reserve/ Capital Projects Fund

- \$1,181,250 Budgeted Expenditures
- \$200,000 Transfer from ICVB General Fund
- Projected YE Fund Balance - \$1,174,405

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## 2018-21 Strategic Plan

- Goal – Advocate for Destination-Defining Development
  - Encourage the development of Iconic Attractions
  - Encourage the activation of the city's Waterfronts with new Experiences
  - Encourage the development and support of Tournament-Grade Facilities & Events
  - Support the Development of other Destination Magnets

## 2018-21 Strategic Plan

- Goal – Endeavor to Enhance the Visitor Experience
  - Support the Strategic Development of Festivals and Events
  - Advocate for Enhanced Infrastructure Amenities
  - Support R-AB Zoning initiatives that better reflect current and emerging trends to encourage more Destination Attractions
  - Support the Expansion of Unique Retail Options throughout the City

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## 2018-21 Strategic Plan

- Goal – Enhance the Community's Awareness and Appreciation of Irving as a Visitor Destination
  - ✓ Celebrate the Culture of the City through supporting local artists
  - Develop a Strategy to Encourage Residents to be Brand Ambassadors

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# 2018-21 Strategic Plan

Pages 11-13

- Goal – Increase the Irving CVB’s competitiveness in the Marketplace
  - ✓ Pursue Legislation to enable Irving hotels to develop a Tourism Public Improvement District
  - Actively Oppose Legislation that is destructive to Irving’s Economic Viability and its Visitor Economy
  - ✓ Evaluate “Board Development” Committee Title to more accurately reflect its Total Focus
  - Analyze other Innovative Revenue Streams

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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.

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# Irving's Visitor Economy

- 3.75 Million visitors annually
- \$2.68 Billion annual visitor spending
- 22,168 Jobs supported
- \$611 Million payroll
- \$61.8 Million tax revenues generated
- \$706 Tax revenues generated per Irving household

IRVING, TEXAS  
We Have It All  
**TOGETHER.**

Source: 2017 Irving Visitor Industry Economic Impact Reports; Destination Analysts, Inc.

IRVING CONVENTION & VISITORS BUREAU

2019 - 2020  
**IRVING**  
CONVENTION &  
VISITORS BUREAU  
OPERATING BUDGET  
& MARKETING PLAN

## BOARD CONSIDERATION & ACTION

- Approving 2019- Budget & Marketing Plan
- Approving ICC Capital Improvement Plan
- Accepting Year 1 Update to the Strategic Plan
- Accepting the Destinations International Code of Ethics