



MONDAY JULY 29, 2024 - 11:45 a.m.

IRVING CONVENTION CENTER  
JUNIOR BALLROOM: C-D  
500 W. LAS COLINAS BLVD. IRVING, TEXAS 75039

**IRVING CONVENTION AND VISITORS BUREAU  
BOARD OF DIRECTORS  
MEETINGS/SPECIAL MEETINGS  
OCTOBER 2023-SEPTEMBER 2024**

Place	Last	First	10/20/2023	11/13/2023	12/18/2023	1/22/2024	2/26/2024	3/25/2024	4/22/2024	5/20/2024	6/24/2024	7/29/2024	8/26/2024	10/5/2024
1	Jones	Cambria	n/a	n/a	P	P	P	P	P	*	P			
2	Basoco	Michael	P	P	P	P	P	P	*	*	P			
3	Gibson	Colvin	P	P	P	P	P	P	P	P	P			
4	Stewart, Jr	Richard	#	P	P	P	P	P	P	P	P			
5	Booker	Stephanie	n/a	n/a	P	P	#	#	P	#	#			
6	Arafat	Yasir	P	P	#	P	P	#	P	#	#			
7	Reed	Sam	P	P	P	P	P	P	P	P	P			
8	Mahoney	William	P	P	P	P	P	*	P	P	P			
9	Gears	Herbert	P	P	P	P	P	#	P	P	P			
10	Hoskins	Nydia	*	*	P	P	*	P	*	P	*			
11	Kang	Julia	P	P	#	P	P	P	P	P	P			
12	Malcolm	Greg	P	P	P	P	P	P	P	P	*			
13	Cole	David	P	P	P	*	P	P	P	*	P			
Liaison	Bowman	Beth	P	P	P	P	P	*	P	P	P			
	Burke	Dallas	#	#	*	P	*	*	P	P	*			
	DeBeaudry	Tommy	*	P	*	P	P	*	P	*	P			
	Fenley-Garcia	Stephanie	P	P	P	P	P	*	P	P	P			
	Hawkins	Todd	*	*	P	P	P	P	P	#	*			
	Hillman	Chris	*	*	P	P	P	*	P	*	P			
	Limon	Kim	*	*	P	P	*	P	P	*	*			
	O'Briant	Kelly	#	P	#	P	#	#	P	#	#			
	Perot	Hammond	*	P	P	P	P	*	P	P	P			
	Philipp	Joe	P	P	P	P	P	P	*	P	P			
	Rogers	Dick	N/A	N/A	#	P	P	P	P	#	#			
	Taylor	Councilman Kyle	*	P	P	*	P	*	*	*	*			
	Watson	Brad	N/A	*	P	*	P	*	P	P	*			
	Venegas	Clare	#	#	#	#	#	#	#	#	#			

**P = Present**  
**\* = Business**  
**# = Other**  
**β = Represented**

**C = Cancelled**  
n/a = Not a member  
at this time

**IRVING CONVENTION AND VISITORS BUREAU  
BOARD OF DIRECTORS  
MONDAY, JULY 29, 2024  
ARTICLES: TABLE OF CONTENTS**

Article: *Fort Worth Star-Telegram* - Keller School Board Approves Buying Land to Stop Motel Project Near Elementary School

Article: *CoStar* – Denton, Lewisville and McKinney Lead Texas for Hotel Development

Article: *CoStar* – One of Nation's Largest Convention Centers Starts \$3.7 Billion Revamp as Rivalry Heats Up Between US Cities

Article: *Arlington Report* – How Do Mayors 'Strike a Balance' with Faith Communities? City Leaders, Experts Weigh In

Article: *Fort Worth Report* – Sundance Square Ends Free General Public Parking at One Downtown Fort Worth Garage

Thank You Note: Elizabeth Phillips – ICVB Irving Schools Foundation Scholarship Recipient

Article: Why Apple's Big AI Push Could Change Where Data Centers Are Built

Article: *McKinsey Global Institute* – What's the Future For Cities in the Postpandemic World?

**AGENDA**  
**Irving Convention and Visitors Bureau Board of Directors**  
**Monday, July 29, 2024 at 11:45 AM**  
**Irving Convention Center, Junior Ballroom C-D**  
**500 W. Las Colinas Blvd.**  
**Irving, Texas 75039**

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NOTE: A possible quorum of the Irving City Council may be present at this meeting.

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**1. Citizen Comments on Items Listed on the Agenda**

**Consent Agenda**

- 2. Approving ICVB Board Meeting Minutes for June 24, 2024**
- 3. Accepting the ICVB Financial Reports for June 2024**
- 4. Reviewing the Hotel Occupancy Tax Collections**
- 5. Accepting the Irving Convention Center Financial Reports for May and June 2024**

**Presentation**

- 6. Toyota Music Factory Updates – General Manager Eric Albert**

**Individual Consideration**

- 7. Approving High Spirited Citizen Recommendations from Community Engagement Committee**
  - a. Dixie Morton Caraway
  - b. Karen Cooperstein
  - c. Chuck Cooperstein
  - d. Michael Crotty
  - e. Juan Carlos Gonzalez
  - f. Nancy Payne
  - g. Saeed Purcell
  - h. Delia Watley

**Board Reports**

- 8. Board Chair Report**
  - a. New Employee Introductions
    - Marketing and Communications Specialist Breahn Fisher
    - ICC Sales Manager Cassie Molinari
    - ICC Sales Manager Kimara Spence
  - b. Nominating Task Force
  - c. Next Meeting August 26, 2024



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## AGENDA - Continued

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9. Board Committee Reports
  - a. Board and Business Development – Sam Reed
    - Next Meeting – September 13
  - b. Community Engagement – Colvin Gibson
    - Recap of July 9 Committee Meeting
    - Next Meeting – October 8
  - c. Destination Development – Greg Malcolm
    - Next Meeting – August 13
10. City Reports
  - a. Council Liaison – Councilman Kyle Taylor
  - b. Mayor & Other Council Members
    - DART/Transportation and Infrastructure – Mayor Rick Stopfer
  - c. City Manager – Chris Hillman
    - Delinquent Hotel Occupancy Tax Collection Updates
    - Visitor Development Updates
    - Other City Updates
11. Bureau Monthly Management Reports
  - a. Executive Director – Maura Gast
  - b. Sales and Services – Lori Fojtasek
  - c. Marketing and Communications – Diana Pfaff
  - d. Administration and Finance – Susan Rose
    - Smith Travel Research and AirDNA Monthly Reports
12. Convention Center Management Report – Jeremy Pierce/Casey Villaseñor
13. Industry Partner Reports
  - a. The Pavilion at the Toyota Music Factory/Live Nation Report – Tommy DeBeaudry
  - b. Hotel Industry Updates – Greg Malcolm/Kim Limon
  - c. Industry-At-Large Report – Stephanie Fenley-Garcia
  - d. Restaurant Industry Update – David Cole

## AGENDA - Continued

- 14. Partner Organization & Stakeholder Reports**
- a. DCURD and Irving Flood Control Districts – Dallas Burke
  - b. Chamber of Commerce – Brad Watson/Beth Bowman
  - c. Irving Arts and Culture – Kelly O'Briant/Todd Hawkins
  - d. The Las Colinas Association – Hammond Perot
  - e. TIF – Dick Rogers
  - f. University of Dallas – Clare Venegas

### 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 will remain so posted at least 72 hours before said meeting convened.

\_\_\_\_\_  
Deputy Clerk, City Secretary's Office

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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 1-800-735-298.



# AGENDA ITEMS

**IRVING**  
CONVENTION &  
VISITORS BUREAU

**MINUTES**  
**Irving Convention & Visitors Bureau Board of Directors**  
**Monday, June 24, 2024**  
**Irving Convention Center**  
**500 W. Las Colinas Blvd. – Junior Ballroom C-D**  
**Irving, Texas 75039**

Attendance: Richard Stewart, Jr. – Board Chair; Board Vice Chair Herb Gears, Michael Basoco, Beth Bowman, David Cole, Tommy DeBeaudry, Stephanie Fenley-Garcia, Colvin Gibson, City Manager Chris Hillman, Cambria Jones, Julia Kang, William Mahoney, Hammond Perot, Joe Philipp, and Sam Reed – Board Members; Mayor Rick Stopfer, Councilman Mark Cronenwett, Assistant City Manager Philip Sanders, Chief Financial Officer Bret Starr, and City Attorney Kuruvilla Oommen, Councilman Al Zapanta – City of Irving; General Manager Tom Meehan and Assistant General Manager Jeremy Pierce – ICC Staff; Carol Boyer, Lori Fojtasek, Maura Gast, Marianne Lauda, Brice Petty, Matt Tungett, and Monty White – ICVB. Guests: ICVB Sales Manager Breanna Gallagher and Marketing Manager Kayla Mansour.

Board Chair Richard Stewart, Jr. called the meeting to order at 11:45 a.m. and inquired if there were any citizen comments; there were none.

**CONSENT AGENDA**

- Approving ICVB Board Meeting Minutes for May 20, 2024
- Accepting ICVB Financial Reports for May 2024
- Reviewing the Hotel Occupancy Tax Collections
- Accepting the Irving Convention Center Financial Reports for April 2024

Stewart asked for a motion to approve the Consent Agenda as presented. With a motion from Board member William Mahoney, and a second from Board member Colvin Gibson, the motion passed unanimously.

**INDIVIDUAL CONSIDERATION**

**OVERVIEW OF BUDGET AND MARKETING PLAN FOR FY 2024-25**

Gast gave an overview presentation. The handout for the presentation is available on the Board portal.

**Key Priorities for the ICVB:**

- Restore financial stability.
- 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 vision, mission, objectives, and goals.

**Five-Year Path to Financial Stability**

- \$2 million General Fund Balance Minimum
- \$5 Million Catastrophic Reserve Fund Minimum
- \$1 Million Technology Fund Minimum
- \$3 Million ICC CIP Reserve Fund Minimum



- TPID Establishment

#### Board Actions Requested

- Approve 2024-25 Budget & Marketing Plan
- Approve ICC Capital Improvement Plan
- Accept Updates to the Strategic Plan
- Accept the Destinations International Code of Ethics

Stewart added the Executive Committee reviewed the budget documents extensively in the Committee meeting on Friday, June 21.

With no further questions or discussion, Stewart asked for a motion to approve the FY 2024-25 Budget and Marketing Plan as presented. With a motion from Board member Sam Reed, and a second from Board member Mahoney, the motion passed unanimously.

#### APPROVE THE ICC CAPITAL IMPROVEMENT PLAN

Gast gave a brief overview of the plan that included:

- Key Goals
- Project Priorities
- Achieve and sustain a minimum balance of \$3 million in the fund.
- Respond nimbly to emergencies.
- 20-Year Capital Improvement Plan

With no further discussion or questions, Stewart asked for a motion to approve the ICC Capital Improvement Plan. On a motion from Mahoney, and a second from Gibson, the motion passed unanimously.

#### ACCEPT THE STRATEGIC PLAN ANNUAL UPDATE

Gast reviewed the Strategic Plan of Four Priorities in Five Years:

- Maximize organizational sustainability and growth.
- Increase community outreach and collaboration.
- Advocate for destination-enhancing development.
- Enhance the visitor experience.

A presentation reviewing each goal and objectives was reviewed. With no further discussion or question, Stewart asked for a motion to accept the Strategic Plan Annual Update. On a motion from Board member Julia Kang, and a second from Reed, the motion passed unanimously.

#### ACCEPT THE DESTINATIONS INTERNATIONAL CODE OF ETHICS

The Destination Marketing Accreditation Program (DMAP) requires that each accredited organization adhere to the Code of Ethics to reinforce the need and demand for transparency and accountability within the profession. Gast reviewed the Code of Ethics and asked for a motion to accept.

On a motion from Mahoney, and a second from Gibson, the Destinations International Code of Ethics was unanimously accepted.

#### ARD CHAIR REPORT

- Gast introduced ICVB Marketing Manager Kayla Mansour and recognized her service to the ICVB for the past 10 years. Mansour received her service award from Stewart, Mayor Rick Stopfer, City Manager Chris Hillman and ICVB Senior Director of Marketing Monty White.
- ICVB Sales Manager Breanna Gallagher was introduced to the Board and Gast shared a brief biography of her industry experience. She is a welcome addition to the ICVB Sales Team.
- Stewart noted the next Board meeting is scheduled for Monday, July 29.

#### COMMITTEE REPORTS

##### Board and Business Development

Committee Chair Sam Reed reported:

- Recap of the June 14 Committee meeting included:
  - An overview of the new Board member orientation that was held on May 31 was given. Two new Board members attended the orientation, and both found it to be very educational and insightful.
  - Discussion was held on the Board Member Self-Evaluation Form. No updates to the form were made at this time and it will be distributed at the August Board meeting.
  - The Former Board Member Luncheon is scheduled for December 9 at the Irving Convention Center.
  - The Committee's Strategic Plan goals were reviewed, and discussion was held on next steps.
- The Next Committee meeting is scheduled for September 13.

##### Community Engagement Committee

Committee Chair Colvin Gibson reported:

- The next Committee meeting is July 9.
- The High Spirited Citizen Luncheon is scheduled for October 25 at the Irving Convention Center.

##### Destination Development Committee

- The next Committee meeting is August 13.

#### CITY REPORT

Councilman Al Zapanta reported:

- The City Council spent time last week going over the FY2024-25 budget and reviewing items to put forward for the final budget presentation.

Mayor Rick Stopfer reported:

- The City is at the height of budget season. Stopfer thanked Gast and team for staying the course and the superb management of the Convention Center facility. The dollars the ICVB generates draw businesses and retain residents, saving taxpayers \$700-800 a year in taxes. He congratulated the team on the budget process. He also thanked the Irving-Las Colinas Chamber Economic Development team. The team works diligently with the City Manager and his team to bring companies to Irving. These two entities do a tremendous amount of work.
- Citizen input is important to the budget process and Hillman tackles every problem and does a tremendous job in leading his team.

- The City has retained the Triple A bond rating and Chief Financial Officer Bret Starr and the finance team do an amazing job in forecasting to have all the bases covered. Irving has a unique budget and is fortunate to maintain the Triple A rating.
- Where other cities are running short on funds, Irving is thriving. Last year reported \$1 billion in permits, including housing and business remodeling and expansion.
- The City is working with *Operation Finally Home* that works to improve or build homes for American veterans, and the City has three Habitat for Humanity homes being constructed.
- The downtown area has ten new owners who purchased buildings and are investing in improvements. Moving forward with the second investment in the downtown area with Weitzman Group.
- DART member cities are considering decreasing contributions. There has been a significant drop in ridership since the pandemic and concerns over cleanliness, safety, and the overall condition of DART services. Several cities will come together to nail down costs and Return-on-Investment. State legislature will be addressed to move forward with equality in participation.
- The City Council held a special meeting to discuss land options, roads, water, parks, new construction and where tax dollars are going and what has been accomplished.

Councilman Mark Cronenwett reported on upcoming City Council agenda items:

- City Council is discussing the Toyota Music Factory construction and signage for the BBQ restaurant on site.
- Texas Poker House development was forwarded to City Council from Planning & Zoning with a recommendation of denial.
- Recommendation for a \$437,000 expenditure for the City to use in clean up on Texas Department of Transportation roadways.
- Great to see the Irving Police Department leading the charge on drones and technical advances.
- A 20-story high rise condominium building near the Ritz-Carlton is under consideration. The Council will review the impact and infrastructure impact on the community.

City Manager Chris Hillman reported:

- The two-day Sparks and Stripes event kicks off on July 3 with a drone show and fireworks on Lake Carolyn, and the parade the morning of July 4.
- The budget priorities are listed on the City's website and Hillman encouraged feedback.
- The *Let's Play Irving* effort addresses three aquatic and recreational centers. A public input session on Mustang Park is scheduled in August.
- Federal disaster funds are available for homeowners and businesses. The application is available online at the City's website.

## BUREAU MANAGEMENT AND STAFF REPORTS

### Bureau Management

Executive Director Maura Gast reported:

- Assistant Executive Director Administration/Finance Susan Rose is on vacation; however, the Hotel Performance and Short-Term Rental April data report is included in the packet.
- Special thanks to Budget and Finance Director Marianne Lauda for her work on the budget preparations, and Senior Marketing Director Monty White for the FY 2024-25 Budget and

Marketing Plan document. The budget process has taken up a lot of time and Gast expressed her thanks for their support.

- Omni Las Colinas General Manager Nydia Hoskins has been promoted to Omni Corporate as the Vice President of People and Culture. She was recognized for her service on the Board at the Executive Committee meeting. Hoskins will make a recommendation to fill her Board position.
- Board member Greg Malcolm and Board member Kim Limon have both been pulled for other duties today at their respective properties.
- The STR Report for April shows:
  - The last six months' performance vs. the previous year flat for Occupancy, and up 6% for Average Daily Rate and RevPAR.
  - A detailed data report will hopefully be available next month for eclipse event activity.

Assistant Executive Director Sales and Services Lori Fojtasek reported:

- Sales has been busy attending trade shows, traveling and planning events.
- Groups: SuperCopa Soccer produced 2,500 room nights, Texas Takeover at the Marriott had 1,450 room nights, Pamm Expo Model and Talent event is a repeat piece of business with 1,127 room nights, and Steubenville returned to the Convention Center for the seventh year and utilized every space and the parking garage with 2,700 room nights.
- Coming soon: Teachers Association is happening at the Gaylord, but Irving is receiving 3,200 overflow room nights; International Municipal Signal Association at the Convention Center has 1,500 room nights and in July there are events that cover several days, i.e., USA Junior Badminton Tournament July 1-9 with 800 athletes and 1,600 family and fans attending, with 90% coming from outside of Texas.

State Trust fund agreement is in place for the Badminton tournament and Gast noted the item has been placed on the City Council agenda.

Marketing and Communications Marketing Director Monty White reported:

- Website sessions in May increased 22% year-over-year with 102,133 total sessions and 91,021 active users.
- May had the second highest blog numbers with 11,806 blog pageviews.
- Staycations Campaign generated 8,300 hotel referrals and a 35% conversion rate.
- Event Micro-Campaigns generated 8,313 website visits.
- Promoted Content Campaign generated an additional 3,200 website visits.
- In May, launched an Entertainment Hub Campaign and in the first month it generated 3,400 website visits.
- Relaunched the Online Travel Agencies campaign in partnership with Expedia and had 5,400 hotel bookings, for 10,786 room nights and generated \$1.5 million in direct hotel revenue.
- Social media added 2,653 new followers, the largest increase this year, bringing total influence to 173,878 followers.

Board member Michael Basoco asked if one online travel agency is doing better than others. White replied TripAdvisor and Expedia tend to perform the best for Irving.



## CONVENTION CENTER MANAGEMENT

General Manager Tom Meehan reported for April 2024:

- The Convention Center has been extremely busy the last few months.
- The building hosted 85 events year to date, compared to 104 prior the year but with 112,719 attendees vs 91,423 prior year.
- YTD Customer Service score is 92.6%.
- Steubenville event hosted 4,200 youth for the Catholic youth conference. Meehan was amazed by the number of buses in front and behind the Convention Center and the different states represented.
- Looking forward to hosting the Badminton Tournament.
- Building projects:
  - Updated all the LED lights in the meeting rooms and Junior Ballroom with new controls and lights. Project should be complete by December or January. It is a challenge to find an open date with rooms not occupied for installation.
  - Outside lighting is complete and the color of lighting can be changed for groups, holidays, etc.
  - The next phase of the new monument sign construction on Hwy 114 is waiting for electrical inspection.
  - New lobby furniture will give guests places to sit and congregate.
- Financial report is included in the packet for April 2024. Meehan was excited to report last year was a record-breaking year, but those records will be broken this year.
- The audit process will begin soon.

In response to a question regarding the Enterprise Rental Car facility in the Convention Center, Meehan reported he has been told it will reopen in two months. The challenge has been staffing for this location.

Gast thanked Hillman for his assistance in getting location access from the Wells Fargo construction site for recent Convention Center photos. A photographer was in town to assist with ICVB Board and staff headshots and took some great outside photos of the Convention Center both daytime and at night, and some drone photos. She also acknowledged ICC Operations David McMillan for his assistance in acquiring lighting for the outside night photos. Photo shoots also took place at the Omni Las Colinas and the Westin Convention Center Hotel for classes in food photography for local restaurants, hotel food and beverage and social media staffs.

## INDUSTRY PARTNERS

The Pavilion at Toyota Music Factory/Live Nation

Board member Tommy DeBeaudry reported:

- There are 91 confirmed promoted events this year and will surpass budgeted amount with 8-10 more coming.
- There are 25 special events confirmed and another dozen pending, with many over multiple days.
- The Jake Paul / Mike Tyson Netflix special has been rescheduled for November 15 at AT&T Stadium and will stream live globally.
- The Pavilion is one of 16 venues with a goal of 70% or more landfill waste and will soon end single-use plastics. This is a big issue with Live Nation corporate. The Pavilion is currently at 75%, including compost.
- Budget is on track.

Stewart asked if the new parking guidelines at Toyota Music Factory and The Pavilion have made an impact. DeBeaudry stated nothing noticeable so far in impact.

#### Hotel Industry Updates

Gast gave a brief overview in the Bureau Management report.

#### Restaurant Industry Update

Board member David Cole reported:

- P.F. Chang's To Go on Highpoint Road and Hwy 161 has closed.
- Michael's Italian in Valley Ranch has closed.
- Cole traveling in July to San Antonio, Texas for the Texas Restaurant Association Show. It is the nation's second largest restaurant show; Chicago holds the number one place.

#### Industry-At-Large Report

Board member Stephanie Fenley Garcia stated no update at this time.

#### PARTNER ORGANIZATIONS & STAKEHOLDERS

Irving-Las Colinas Chamber of Commerce

Chamber President Beth Bowman reported:

- Economic Development successes are a collaborative effort and Bowman expressed her appreciation for the ICVB, City of Irving, Las Colinas Association, and business owners.
- The Economic Development team is working on 100 projects, 18 are corporate headquarters, over 140,000 jobs, \$72 billion in capital expenditures that transitions into tax dollars, and 721,000 square feet of commercial property.
- The pipeline is full. Working to bring other projects home and she thanked Mayor Stopfer and City Council who are actively involved in those projects.
- The unemployment rate for Irving in May was 3.3%, trending below Texas at 3.5% and below the National rate of 3.7%.
- There is a big push for employers mandating their staff back to the office with some pushback from employees. It is quite possible that shift will continue.
- Thanked City Manager Hillman, Mayor Stopfer and Councilman Cronenwett for their assistance in meeting with a commercial real estate broker interested in the Freeport area. Hillman provided a presentation and spoke about the importance of retaining businesses.
- Participated in the Texas Triangle Trade Mission to Panama. Irving delegation represented the business community in diplomatic discussions with both the U.S. and Panama government. To achieve international goal opportunities, it takes a team effort and personal stories that are shared to support economic development.
- Attended the opening of Delucca Gaucho Pizza.

#### Irving Arts and Culture

No report this month.

Las Colinas Association

Board member Hammond Perot reported:

- The 2024 Annual Assessment has been distributed to all Las Colinas property owners. This is the third consecutive year the assessment rate has decreased.
- Repairing lights in partnership with DCURD on Lake Carolyn and the canal. The lights were a substantial investment, and they will be repaired.
- Light Club events were a success and there will be Light Club events for three weeks in the Fall.
- Working with the U.S. Mexico Cultural and Educational Foundation for the Day of the Dead festival in November.
- Staff volunteers for The Great Flag Caper and is a highlight during the year. Each year over 40,000 flags across the community are placed to promote kindness, inclusion, unity, respect, and patriotism.
- Will change out the Flower Clock decorations for the July 4 holiday.
- Met with TxDOT last week on improvements to Hwy 114. It is an ongoing endeavor, possibly 3-4 years away and will take 5-7 years of construction to complete but will have a significant impact on the community.

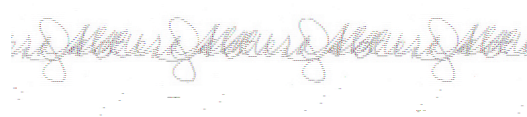
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No report this month.

Stewart added to employee recognition with a shout out to Budget and Finance Director Marianne Lauda and her excellent work not only in budget season, but throughout the year.

With no further discussion, Stewart adjourned the meeting at 1:32 p.m.

Respectfully submitted,



Maura Allen Gast, FCDME

Executive Director



ICVB  
FINANCIAL STATEMENTS

For Period Ending  
June 2024





2201 - ICVB GENERAL  
MONTHLY BALANCE SHEET  
JUNE 2024

**Assets**

Cash and equivalents	619,366.96
Investments	6,606,130.00
Receivables	2,588.00

**Total Assets**

**7,228,084.96**

**Liabilities**

Accounts payables	8,721.77
Unearned revenue	2,369,726.51
Due to other funds	1,417.88

**Total Liabilities**

**2,379,866.16**

**Fund Balance (Budgetary basis)**

Reserve for encumbrances	704,067.66
Unreserved	4,144,151.14

**Total Fund Balance**

**4,848,218.80**

**Total Liabilities and Fund Balance**

**7,228,084.96**



**IRVING CONVENTION AND VISITORS BUREAU - GENERAL FUND**  
**MONTHLY FINANCIAL REPORT**  
**JUNE 2024**

Code	Account	MTD Actual	YTD Actual	Revised Budget	YTD %	Encumbered	Available
<b>REVENUE</b>							
<b>L3 - HOTEL/MOTEL TAX</b>							
	CURRENT YEAR	886,476.73	5,179,945.25	10,089,968.00	51.3%	0.00	4,910,022.75
	PENALTY AND INTEREST	5,656.83	20,476.84	0.00	100.0%	0.00	(20,476.84)
	PRIOR YEAR	26,041.96	101,124.78	0.00	100.0%	0.00	(101,124.78)
	SHORT-TERM RENTALS	24,788.45	159,311.18	0.00	100.0%	0.00	(159,311.18)
	<b>TOTAL HOTEL/MOTEL TAX</b>	<b>942,963.97</b>	<b>5,460,858.05</b>	<b>10,089,968.00</b>	<b>54.1%</b>	<b>0.00</b>	<b>4,629,109.59</b>
<b>M1 - INTERGOVERNMENTAL</b>							
	RECEIPTS FROM FEDERAL GOVMT (ARPA)	0.00	1,350,671.47	2,298,790.00	58.8%	0.00	948,118.53
<b>M4 - INVESTMENT INCOME</b>							
		25,728.82	172,762.89	120,000.00	144.0%	0.00	(52,762.89)
<b>M5 - MISCELLANEOUS</b>							
		0.00	13,498.00	20,000.00	67.5%	0.00	6,502.00
<b>TOTAL REVENUE</b>		<b>968,692.79</b>	<b>6,997,790.41</b>	<b>12,528,758.00</b>	<b>55.9%</b>	<b>0.00</b>	<b>5,530,967.59</b>
<b>EXPENDITURES</b>							
<b>N1 - SALARIES</b>							
		220,868.70	1,947,515.91	3,189,235.00	61.1%	0.00	1,241,719.09
<b>N2 - BENEFITS</b>							
		45,961.04	392,916.49	594,135.00	66.1%	0.00	201,218.51
<b>N4 - SUPPLIES</b>							
		4,059.37	25,578.40	73,110.00	35.0%	0.00	47,531.60
<b>O1 - UTILITIES (COMMUNICATIONS)</b>							
		671.42	13,571.18	27,500.00	49.3%	0.00	13,928.82
<b>O3 - OUTSIDE SERVICES</b>							
	CLOUD BASED SOFTWARE FEES	41,750.51	73,194.24	175,530.00	41.7%	0.00	102,335.76
	FREIGHT	79.79	2,641.56	4,700.00	56.2%	0.00	2,058.44
	MARKETING AND SALES RESOURCES	1,308.63	30,891.36	74,500.00	41.5%	0.00	43,608.64
	MEDIA ADVERTISING	71,175.35	390,460.09	632,567.83	61.7%	230,598.70	11,509.04
	POSTAGE EQUIPMENT RENTAL	662.16	1,986.48	2,650.00	75.0%	662.16	1.36
	PROFESSIONAL SERVICES	12,695.58	1,525,383.27	2,581,150.00	59.1%	434,062.30	621,704.43
	PROPERTY MANAGEMENT SERVICES	348,750.00	1,046,753.00	1,395,000.00	75.0%	0.00	348,247.00
	<b>TOTAL OUTSIDE SERVICES</b>	<b>476,422.02</b>	<b>3,071,310.00</b>	<b>4,866,097.83</b>	<b>63.1%</b>	<b>665,323.16</b>	<b>1,129,464.67</b>
<b>O4 - TRAVEL - TRAINING - DUES</b>							
	TRAVEL AND TRAINING	20,615.45	302,504.09	577,000.00	52.4%	0.00	274,495.91
	MILEAGE REIMBURSEMENT	153.70	1,029.77	3,600.00	28.6%	0.00	2,570.23
	MEMBERSHIP AND DUES	2,050.00	39,682.90	78,990.00	50.2%	0.00	39,307.10
	<b>TOTAL TRAVEL - TRAINING - DUES</b>	<b>22,819.15</b>	<b>343,216.76</b>	<b>659,590.00</b>	<b>52.0%</b>	<b>0.00</b>	<b>316,373.24</b>
<b>O5 - CLAIMS AND INSURANCE</b>							
		0.00	75,925.00	151,850.00	50.0%	0.00	75,925.00
<b>O7 - MISCELLANEOUS EXPENSES</b>							
	ADM COST REIMBURSEMENT	37,718.55	218,434.29	403,600.00	54.1%	0.00	185,165.71
	BUSINESS DEV INCENTIVE PROG	38,350.00	323,188.66	450,000.00	71.8%	0.00	126,811.34
	CONVENTION SERVICES MATERIALS	1,257.88	39,690.98	98,350.00	40.4%	10,944.50	47,714.52
	EVENT SPONSORSHIPS	0.00	121,167.75	167,500.00	72.3%	0.00	46,332.25
	ICVB VOLUNTEER PROGRAM	0.00	0.00	5,000.00	0.0%	0.00	5,000.00
	LOCAL PROGRAMS-PROMOTIONS	36,642.81	285,450.25	440,610.00	64.8%	27,800.00	127,359.75
	<b>TOTAL MISCELLANEOUS EXPENSES</b>	<b>113,969.24</b>	<b>987,931.93</b>	<b>1,565,060.00</b>	<b>63.1%</b>	<b>38,744.50</b>	<b>538,383.57</b>
<b>P1 - CAPITAL EXPENDITURES</b>							
		0.00	0.00	45,000.00	0.0%	0.00	45,000.00
<b>P5 - TRANSFERS OUT</b>							
	TRSF TO ICVB RESERVE FUND	0.00	0.00	500,000.00	0.0%	0.00	500,000.00
	TRSF TO ICC RESERVE / CIP FUND	0.00	0.00	1,919,221.00	0.0%	0.00	1,919,221.00
	TRSF TO POB RISK MITIGATION FUND	0.00	23,139.00	23,139.00	100.0%	0.00	0.00
	TRSF TO HEALTH SELF INSUR FUND	0.00	3,550.00	3,550.00	100.0%	0.00	0.00
	TRSF TO GENERAL DS FUND	0.00	90,306.00	90,306.00	100.0%	0.00	0.00
	<b>TOTAL TRANSFERS OUT</b>	<b>0.00</b>	<b>116,995.00</b>	<b>2,536,216.00</b>	<b>0.0%</b>	<b>0.00</b>	<b>2,419,221.00</b>
<b>TOTAL EXPENDITURES</b>		<b>884,770.94</b>	<b>6,974,960.67</b>	<b>13,707,793.83</b>	<b>50.9%</b>	<b>704,067.66</b>	<b>6,028,765.50</b>

Beginning Fund Balance	4,825,389.06
Revenues	6,997,790.41
Expenditures	(6,974,960.67)
Ending Fund Balance	4,848,218.80

NOTE: EXPENDITURES INCLUDE PAYMENTS MADE FROM HOTEL TAX AND ARPA FUNDS.  
PLEASE REFER TO THE MONTHLY CHECK REGISTER FOR A BREAKDOWN EXPENDITURES BY TYPE.



2204 - ICVB CONV CENTER RESERVE / CIP  
MONTHLY BALANCE SHEET  
JUNE 2024

**Assets**

Cash and equivalents	1,928,143.50
Investments	2,103,000.00
Receivables	8,008,030.34

**Total Assets**

**12,039,173.84**

**Liabilities**

Accounts payables	1,252.19
Unearned revenue	1,866,720.43
Deferred inflow	7,860,820.90

**Total Liabilities**

**9,728,793.52**

**Fund Balance (Budgetary basis)**

Reserve for encumbrances	0.00
Unreserved	2,310,380.32

**Total Fund Balance**

**2,310,380.32**

**Total Liabilities and Fund Balance**

**12,039,173.84**



IRVING CONVENTION AND VISITORS BUREAU - ICC RESERVE / CIP FUND  
MONTHLY FINANCIAL REPORT  
JUNE 2024

Code	Account	MTD Actual	YTD Actual	Revised Budget	YTD %	Encumbered	Available
<b>REVENUE</b>							
<b>M1 - INTERGOVERNMENTAL</b>							
	RECEIPTS FROM FEDERAL GOVMT (ARPA)	0.00	(405.76)	90,137.00	-0.5%	0.00	90,542.76
<b>M4 - INVESTMENT INCOME</b>							
		9,495.12	75,068.88	60,000.00	125.1%	0.00	(15,068.88)
<b>M5 - MISCELLANEOUS</b>							
		25,043.71	225,393.39	333,858.00	67.5%	0.00	108,464.61
<b>M6 - TRANSFER FROM ICVB GENERAL</b>							
		0.00	0.00	1,919,221.00	0.0%	0.00	1,919,221.00
<b>TOTAL REVENUE</b>		<b>34,538.83</b>	<b>300,056.51</b>	<b>2,403,216.00</b>	<b>12.5%</b>	<b>0.00</b>	<b>2,103,159.49</b>
<b>EXPENDITURES</b>							
<b>N4 - SUPPLIES</b>							
		0.00	63,608.46	63,609.00	-100.0%	0.00	0.54
<b>N7 - STRUCTURE MAINTENANCE</b>							
		30,827.19	536,301.94	1,050,425.00	51.1%	0.00	514,123.06
<b>O3 - OUTSIDE SERVICES</b>							
		0.00	28,398.05	28,399.00	100.0%	0.00	0.95
<b>P1 - CAPITAL EXPENDITURES</b>							
		5,275.50	31,048.99	348,229.00	8.9%	0.00	317,180.01
<b>TOTAL EXPENDITURES</b>		<b>36,102.69</b>	<b>659,357.44</b>	<b>1,490,662.00</b>	<b>44.2%</b>	<b>0.00</b>	<b>831,304.56</b>

Beginning Fund Balance	2,669,681.25
Revenues	300,056.51
Expenditures	(659,357.44)
Ending Fund Balance	2,310,380.32

NOTE:

EXPENDITURES INCLUDE PAYMENTS MADE FROM HOTEL TAX AND ARPA FUNDS.

PLEASE REFER TO THE MONTHLY CHECK REGISTER FOR A BREAKDOWN EXPENDITURES BY TYPE.





## Irving Convention and Visitors Bureau

## Check Register

June 2024

Check #	Check Date	Vendor Name Object Description	Check Amount	ARPA	HOT TAX
80063996	6/4/2024	BH DFW PROPERTY LP BUSINESS DEV INCENTIVE PROG	1,105.00		1,105.00
80063997	6/4/2024	CUTTS, SUSAN PROFESSIONAL SERVICES	1,278.00		1,278.00
80063998	6/11/2024	AMERICAN COLLEGE OF EMERGENCY PHYSICIANS BUSINESS DEV INCENTIVE PROG	195.00		195.00
80063999	6/11/2024	AMERICAN EXPRESS TRAVEL RELATED SERVICES CO, INC ACCOUNTS PAYABLE	45,555.06		45,555.06
80064000	6/11/2024	ARIAS, PAOLA PROFESSIONAL SERVICES	200.00		200.00
80064001	6/11/2024	ASHFORD TRS CORPORATION BUSINESS DEV INCENTIVE PROG	400.00		400.00
80064002	6/11/2024	CUTTS, SUSAN PROFESSIONAL SERVICES	909.00		909.00
80064003	6/11/2024	ECO: A COVENANT ORDER OF EVANGELICAL PRESBYTERIANS BUSINESS DEV INCENTIVE PROG	345.00		345.00
80064004	6/11/2024	ELECTRIC POWER RESEARCH INSTITUTE, INC. BUSINESS DEV INCENTIVE PROG	224.00		224.00
80064005	6/11/2024	FEDERAL EXPRESS CORPORATION FREIGHT	23.25		23.25
80064006	6/11/2024	GREENSPRING MEDIA LLC MEDIA ADVERTISING	771.00		771.00
80064007	6/11/2024	INTERGRITY MARKETING GROUP, LLC BUSINESS DEV INCENTIVE PROG	1,068.00		1,068.00
80064008	6/11/2024	IPROMOTEU.COM, INC. MARKETING RESOURCES	862.43		862.43
80064009	6/11/2024	IRVING - LAS COLINAS ROTARY CLUB MEMBERSHIPS, CERTS, & LICENSES	40.00		40.00
80064010	6/11/2024	MANUSAMA, DEBORA CHRISTY PROFESSIONAL SERVICES	2,565.00		2,565.00
80064011	6/11/2024	NORTHSTAR TRAVEL MEDIA, LLC MEDIA ADVERTISING	5,000.00		5,000.00
80064012	6/11/2024	PANADE II, LTD BUSINESS DEV INCENTIVE PROG	945.00		945.00
80064013	6/11/2024	SAGACITY MEDIA INC MEDIA ADVERTISING	5,700.00		5,700.00
80064014	6/11/2024	SCRAPBOOK EXPO INC BUSINESS DEV INCENTIVE PROG	2,245.00		2,245.00
80064015	6/11/2024	SMG BUSINESS DEV INCENTIVE PROG	42,435.17		11,706.00
		PROFESSIONAL SERVICES			15,000.00
		LOCAL PROGRAMS-PROMOTIONS			552.20
		LOCAL PROGRAMS-PROMOTIONS			12,866.78
		LOCAL PROGRAMS-PROMOTIONS			2,310.19
80064016	6/11/2024	SMG OFFICE MACHINERY	34,850.50		5,275.50
		BUILDINGS MAINT			15,307.00
		BUILDINGS MAINT			14,268.00
80064017	6/11/2024	SOCIETY FOR INFORMATION MANAGEMENT BUSINESS DEV INCENTIVE PROG	788.00		788.00



## Irving Convention and Visitors Bureau

## Check Register

June 2024

Check #	Check Date	Vendor Name Object Description	Check Amount	ARPA	HOT TAX
80064018	6/11/2024	SPORTS CLUB LC OWNER LLC MEMBERSHIPS, CERTS, & LICENSES JUNE 2024	1,200.00		1,200.00
80064019	6/11/2024	STAPLES INC OFFICE SUPPLIES OFFICE SUPPLIES	200.11		200.11
80064020	6/11/2024	TUCKER & ASSOCIATES, LLC PROFESSIONAL SERVICES MONTHLY RETAINER / REIMBURSABLES - JUNE 2024	4,068.02		4,068.02
80064021	6/11/2024	VIKING RENTALS LOCAL PROGRAMS-PROMOTIONS TOTAL ECLIPSE AT THE PARK/RESTROOM RENTALS	1,270.00		1,270.00
80064022	6/11/2024	HCD DALLAS CORPORATION BUSINESS DEV INCENTIVE PROG VIZIENT PHARMACY TEAM MEETING/MAY 2024	1,383.00		1,383.00
80064023	6/11/2024	THE MICHAELS COMPANIES, INC. BUSINESS DEV INCENTIVE PROG CONTINUED LEADERSHIP DEVELOPMENT/MAY 2024	264.00		264.00
80064024	6/11/2024	THE RITZ-CARLTON HOTEL COMPANY, L.L.C. BUSINESS DEV INCENTIVE PROG WASHINGTON NATIONALS BASEBALL TEAM/MAY 2024	1,040.00		1,040.00
80064025	6/25/2024	AJR MEDIA GROUP MEDIA ADVERTISING ADVERTISING - TOURTEXAS.COM	495.00		495.00
80064026	6/25/2024	ASHFORD TRS CORPORATION BUSINESS DEV INCENTIVE PROG TEXAS CENTER FOR THE JUDICIARY/JUNE 2024	3,372.00		3,372.00
80064027	6/25/2024	AXXESS TECHNOLOGY SOLUTIONS, INC. BUSINESS DEV INCENTIVE PROG AXXESS AGILE CONFERENCE/APR 2024	2,348.00		2,348.00
80064028	6/25/2024	CONFERENCE DIRECT LLC MEDIA ADVERTISING ADVERTISING	3,250.00		3,250.00
80064029	6/25/2024	CUTTS, SUSAN PROFESSIONAL SERVICES DATA ENTRY SERVICES - JUN 03 - 14, 2024	1,044.00		1,044.00
80064030	6/25/2024	HCD DALLAS CORPORATION BUSINESS DEV INCENTIVE PROG NAFDA ANNUAL & ESPS/JUNE 2024	732.00		732.00
80064031	6/25/2024	IMAGO MEDIA, INC. MEDIA ADVERTISING ADVERTISING	321.50		321.50
80064032	6/25/2024	IPROMOTEU.COM, INC. LOCAL PROGRAMS-PROMOTIONS 2 100 YARD ROLLS OF SATIN RIBBON WITH LOGO LOCAL PROGRAMS-PROMOTIONS 10FT X 10FT POP UP TENT	2,482.50		1,400.00 1,082.50
80064033	6/25/2024	NORTHSTAR TRAVEL MEDIA, LLC MEDIA ADVERTISING ADVERTISING	1,500.00		1,500.00
80064034	6/25/2024	PITNEY BOWES GLOBAL FINANCIAL SERVICES, LLC POSTAGE EQUIPMENT RENTAL POSTAGE EQUIPMENT	662.16		662.16
80064035	6/25/2024	PRICELINE.COM INTERNATIONAL LIMITED MEDIA ADVERTISING ADVERTISING MEDIA ADVERTISING ADVERTISING	12,710.63		10,017.40 2,693.23
80064036	6/25/2024	SMG CLOUD BASED SOFTWARE SUB FEES INSIGHT- CORTEX XDR PRO/HOST LOCAL PROGRAMS-PROMOTIONS CATERING	41,130.71		38,119.00 3,011.71
80064037	6/25/2024	SMG PROPERTY MANAGEMENT SERVICES SUBSIDY	348,750.00		348,750.00
80064038	6/25/2024	STAMATS COMMUNICATIONS, INC. MEDIA ADVERTISING ADVERTISING	23,300.00		23,300.00
80064039	6/25/2024	TARSUS CONNECT, LLC MEDIA ADVERTISING ADVERTISING	5,000.00		5,000.00
80064040	6/25/2024	TEXAS DEPARTMENT OF TRANSPORTATION MEDIA ADVERTISING ADVERTISING - TEXAS HIGHWAYS	760.00		760.00



Irving Convention and Visitors Bureau

Check Register

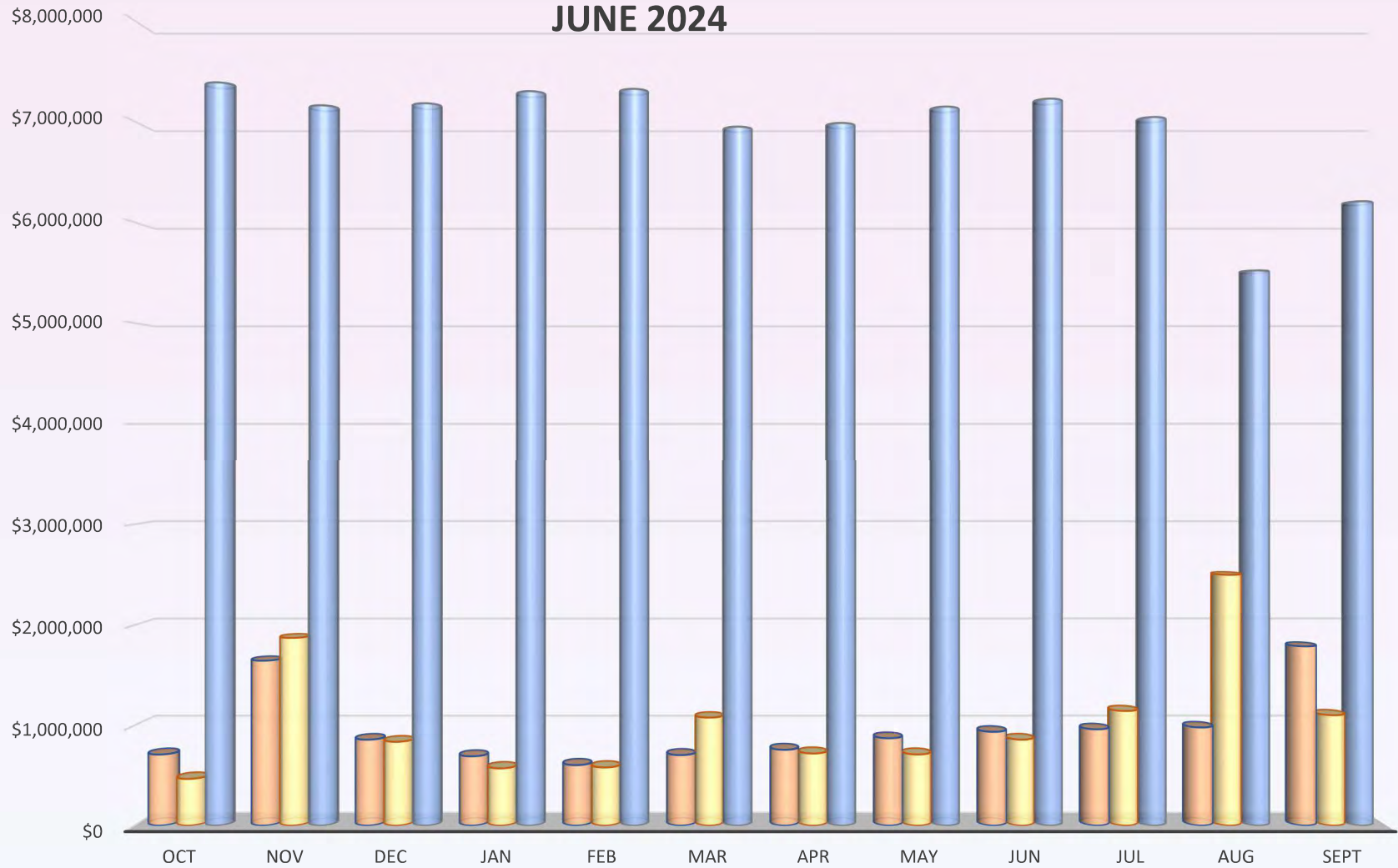
June 2024

Check #	Check Date	Vendor Name Object Description	Check Amount	ARPA	HOT TAX
80064041	6/25/2024	TEXAS MONTHLY LLC MEDIA ADVERTISING                      ADVERTISING	4,000.00		4,000.00
80064042	6/25/2024	THE RITZ-CARLTON HOTEL COMPANY, L.L.C. BUSINESS DEV INCENTIVE PROG                      DETROIT TIGERS BASEBALL CLUB/JUNE 2024 BUSINESS DEV INCENTIVE PROG                      PETROLEUM ALLIANCE OF OKLAHOMA/JUNE 2024	3,985.00		1,125.00 2,860.00
80064043	6/25/2024	TIM WACKEL PROFESSIONAL SERVICES                      MEET THE BUREAU KEYNOTE SPEAKER - JUNE 2024	2,000.00		2,000.00
80064044	6/25/2024	TRIPADVISOR, LLC MEDIA ADVERTISING                      ADVERTISING	8,367.22		8,367.22
Total Number of Invoices			59	623,140.26	0.00
Total Number of Checks			49	0%	100%

# Irving Convention and Visitors Bureau

## FY24 Cash Flow

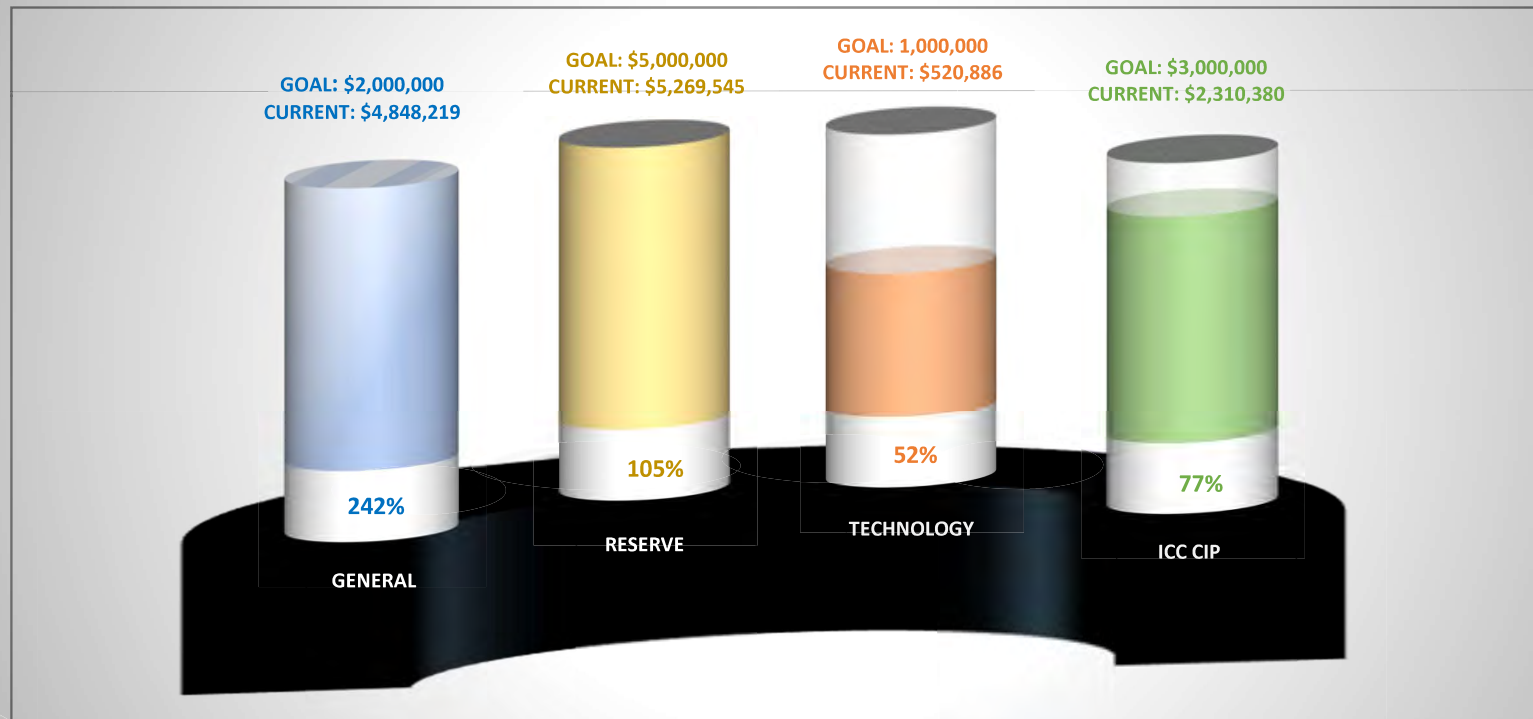
### JUNE 2024



	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEPT
REVENUE	\$708,541	\$1,644,623	\$856,435	\$690,373	\$602,765	\$703,059	\$756,238	\$871,180	\$935,451	\$959,589	\$977,976	\$1,786,298
EXPENSES	\$465,372	\$1,872,395	\$835,916	\$570,831	\$580,004	\$1,077,493	\$719,332	\$709,309	\$857,146	\$1,142,000	\$2,500,000	\$1,100,000
ENDING CASH	\$7,387,796	\$7,160,024	\$7,180,543	\$7,300,085	\$7,322,846	\$6,948,412	\$6,985,318	\$7,147,189	\$7,225,494	\$7,043,083	\$5,521,059	\$6,207,357



## FUND BALANCES JUNE 2024



*Travel with no regrets*  
-Oscar Wilde





ICVB  
HOTEL OCCUPANCY TAX COLLECTIONS

For Period Ending  
April 2024

**IRVING CONVENTION AND VISITORS BUREAU**  
**HOTEL OCCUPANCY TAX**  
**2023 - 2024**

<b>LUXURY &amp; FULL SERVICE</b>		<b>OCT 2023</b>	<b>NOV 2023</b>	<b>DEC 2023</b>	<b>JAN 2024</b>	<b>FEB 2024</b>	<b>MAR 2024</b>	<b>APR 2024</b>
1	Atrium Hotel and Suites DFW Airport	14,869.42	14,305.10	11,347.26	19,151.44	15,414.01	18,186.42	16,875.07
2	Dallas Marriott Hotel Las Colinas	64,649.51	50,400.58	38,624.53	50,056.38	59,345.37	52,881.65	67,710.40
3	DFW Airport Marriott	46,689.76	30,654.42	31,237.75	52,960.52	53,801.07	60,640.25	47,502.12
4	<b><i>Doubletree by Hilton DFW Airport North</i></b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
5	Embassy Suites DFW Airport South	30,654.69	27,063.61	22,944.15	23,240.12	23,506.78	29,568.79	28,990.94
6	Embassy Suites by Hilton Dallas Las Colinas	N/A	N/A	N/A	1,229.73	13,082.90	19,178.16	18,882.98
7	Hilton Garden Inn DFW Airport South	17,166.41	13,217.25	11,125.02	12,988.26	11,860.70	14,501.54	15,310.31
8	Hilton Garden Inn Las Colinas	17,416.62	15,171.21	11,455.48	14,633.97	15,838.29	16,598.67	19,117.94
9	Holiday Inn Irving Las Colinas	12,213.80	7,257.80	7,018.51	8,213.43	8,963.82	10,102.26	12,174.55
10	NYLO Las Colinas Tapestry Collection	22,632.98	16,049.37	12,778.34	17,970.18	16,923.33	17,509.07	21,295.35
11	Omni Las Colinas Hotel	64,128.09	53,537.47	33,722.72	49,441.68	49,109.24	48,752.45	58,532.84
12	<b><i>Sheraton DFW Airport Hotel</i></b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
13	Texican Court	20,342.95	14,425.37	11,523.70	14,937.60	15,167.66	16,714.10	18,330.26
14	The Ritz-Carlton Dallas, Las Colinas	84,092.96	47,416.32	37,568.48	37,137.78	45,422.87	76,827.98	84,427.67
15	Westin DFW Airport	24,903.26	37,904.38	26,850.93	42,846.94	54,361.74	38,051.34	61,197.51
16	Wyndham DFW Airport Hotel	3.11	2.85	1,375.77	3,933.68	3,449.46	8,478.47	11,108.25
<b>TOTAL LUXURY &amp; FULL SERVICE</b>		<b>419,763.56</b>	<b>327,405.73</b>	<b>257,572.64</b>	<b>348,741.71</b>	<b>386,247.24</b>	<b>427,991.15</b>	<b>481,456.19</b>
16	Westin Irving Convention Center Las Colinas	61,354.33	47,685.92	35,717.68	50,725.59	55,046.71	50,230.20	63,200.48

Westin pays 9% tax which is applied to bond payments. The 9% has been converted to the ICVB's share of the tax (57% of 5%) in order to compare with payments from other hotels. Amount is not included in the totals.

ALL SUITE / EXTENDED STAY		OCT 2023	NOV 2023	DEC 2023	JAN 2024	FEB 2024	MAR 2024	APR 2024
1	<b><i>Candlewood Suites DFW Airport North</i></b>	<b>6,709.76</b>	<b>6,353.47</b>	<b>5,814.22</b>	<b>5,886.05</b>	<b>5,171.97</b>	<b>6,348.85</b>	<b>0.00</b>
2	Comfort Suites DFW Airport North	6,379.11	5,175.08	5,143.93	5,219.40	4,729.39	6,173.74	6,173.74
3	Comfort Suites Las Colinas	1,459.78	1,409.89	1,328.14	1,069.65	799.20	1,358.42	1,618.18
4	<b><i>Country Inn &amp; Suites by Carlson DFW Airport South</i></b>	<b>4,276.63</b>	<b>3,382.41</b>	<b>3,242.22</b>	<b>2,792.54</b>	<b>3,009.03</b>	<b>4,586.23</b>	<b>0.00</b>
5	Element Dallas Las Colinas	17,921.03	13,989.73	12,596.90	14,251.09	14,336.56	16,082.70	17,830.78
6	Element DFW Airport North	10,915.30	8,361.34	6,679.62	9,036.70	8,936.64	10,898.86	11,125.88
7	Extended Stay America Dallas DFW Airport North	1,546.03	447.65	1,487.23	1,446.09	1,342.11	1,772.29	1,403.95
8	Extended Stay America Dallas Las Colinas	1,884.59	1,391.84	1,198.46	637.25	1,015.35	1,648.28	1,396.99
9	Extended Stay Deluxe Green Park	2,196.69	1,125.88	1,765.20	1,005.45	1,012.01	618.42	1,214.86
10	Extended Stay Deluxe Las Colinas	1,533.36	1,123.17	1,154.28	1,064.96	476.84	1,198.27	1,383.51
11	Hawthorne Suites Irving DFW Airport South	2,310.62	2,084.23	2,263.43	1,451.11	1,025.97	1,756.04	2,235.26
12	Holiday Inn Express Hotel & Suites DFW Airport North	14,419.09	11,982.45	11,693.47	12,774.18	11,452.10	14,969.25	15,405.37
13	Holiday Inn Express Hotel & Suites DFW Airport South	9,579.29	8,284.60	8,246.87	9,079.73	7,948.48	8,526.95	10,461.21
14	Holiday Inn Express Hotel & Suites Irving Las Colinas	9,460.58	7,158.68	6,523.82	6,324.12	8,388.64	8,731.87	9,385.57
15	Home Towne Studios Dallas Irving	2,195.82	2,842.68	1,927.78	1,813.19	2,082.52	2,207.65	2,264.36
16	Homewood Suites by Hilton DFW Airport North	7,911.03	6,610.68	4,885.03	5,279.82	6,535.16	8,442.08	9,032.37
17	Homewood Suites by Hilton Las Colinas	11,923.42	8,212.33	8,177.66	9,847.38	8,704.25	10,938.66	11,501.05
18	Hyatt House Dallas Las Colinas	11,523.03	9,764.42	8,628.07	7,088.56	5,999.35	11,303.11	6,173.88
19	Residence Inn Dallas DFW Airport North Irving	7,451.85	5,824.01	3,847.71	6,508.17	6,512.30	7,184.13	8,919.68
20	Residence Inn Dallas Las Colinas	9,504.56	7,471.72	6,808.96	8,435.24	7,404.76	8,476.31	10,885.55
21	Soka Suites Dallas Las Colinas	8,193.27	5,635.31	7,983.45	7,702.34	6,886.39	7,919.94	9,099.08
22	Sonesta ES Suites Dallas Las Colinas	4,112.99	4,488.53	4,223.27	4,781.83	4,003.10	5,307.66	4,238.07
23	Sonesta Simply Suites Dallas Las Colinas	3,161.59	2,578.53	2,154.15	2,216.73	2,746.82	3,143.00	3,057.98
24	Springhill Suites Dallas DFW Airport East Las Colinas	6,843.88	6,807.99	6,306.16	7,574.71	8,258.02	10,340.95	10,450.10
25	Staybridge Suites DFW Airport North	6,294.68	4,610.07	4,788.10	5,079.48	5,395.31	6,758.61	7,510.81
26	TownePlace Suites Dallas DFW Airport North Irving	9,921.30	7,156.45	5,307.43	7,584.97	8,328.93	9,316.41	10,273.39
27	TownePlace Suites Dallas Las Colinas	9,570.93	7,687.28	6,439.33	7,279.45	7,759.71	8,841.54	9,545.62
28	Woodspring Suites Signature	2,347.95	1,380.35	1,832.30	1,719.76	810.96	1,945.76	1,624.78
<b>TOTAL ALL SUITE / EXTENDED STAY</b>		<b>191,548.16</b>	<b>153,340.77</b>	<b>142,447.19</b>	<b>154,949.95</b>	<b>151,071.87</b>	<b>186,795.98</b>	<b>184,212.02</b>

BUDGET SERVICE		OCT 2023	NOV 2023	DEC 2023	JAN 2024	FEB 2024	MAR 2024	APR 2024
1	Arya Inn & Suites	898.50	1,015.64	845.27	878.39	824.91	977.79	226.71
2	Budget Inn & Suites	41.48	38.87	33.16	16.01	30.85	15.86	34.47
3	<b>Budget Suites of America Las Colinas</b>	<b>622.54</b>	<b>174.98</b>	<b>897.26</b>	<b>0.00</b>	<b>540.18</b>	<b>1,006.54</b>	<b>0.00</b>
4	Clarion Inn & Suites	2,080.31	2,055.40	1,968.83	1,786.96	1,676.19	2,885.81	0.68
5	<b>Crossroads Hotel &amp; Suites</b>	<b>1,136.56</b>	<b>967.61</b>	<b>1,028.91</b>	<b>1,172.90</b>	<b>1,227.57</b>	<b>1,447.93</b>	<b>0.00</b>
6	Days Inn	5,039.57	4,319.24	4,619.71	4,816.05	4,692.49	5,826.61	5,478.27
7	Days Inn DFW Airport North	3,605.10	2,401.20	1,998.82	2,134.65	1,889.83	3,189.47	3,420.65
8	Delux Inn	934.32	928.36	774.04	736.47	668.52	774.60	819.49
9	Delux Suites Motel	15.61	35.90	67.41	121.63	163.81	201.87	145.08
10	Gateway Inn	283.29	382.73	268.04	213.01	232.47	309.42	314.27
11	Magnuson Extended Stay & Suites Airport Hotel	862.89	625.13	604.44	664.15	621.70	847.76	893.81
12	<b>Motel 6 Dallas DFW South</b>	<b>1,742.57</b>	<b>1,534.44</b>	<b>1,637.56</b>	<b>1,629.14</b>	<b>1,454.67</b>	<b>1,682.66</b>	<b>0.00</b>
13	Motel 6 Dallas Irving	2,932.01	2,782.59	2,778.98	2,725.41	2,654.71	3,235.70	3,198.41
14	<b>Motel 6 DFW North</b>	<b>4,487.78</b>	<b>3,788.14</b>	<b>3,898.01</b>	<b>4,225.53</b>	<b>3,391.68</b>	<b>4,585.35</b>	<b>0.00</b>
15	Motel 6/Budget Inn Irving Loop 12	825.53	845.02	812.61	763.31	768.87	895.25	1,043.05
16	<b>OYO Hotel DFW Airport North</b>	<b>474.31</b>	<b>448.10</b>	<b>363.68</b>	<b>446.04</b>	<b>488.99</b>	<b>550.44</b>	<b>0.00</b>
17	OYO Hotel DFW Airport South	3,282.49	2,940.75	3,031.58	2,272.76	2,260.41	2,345.51	2,338.07
18	Quality Inn & Suites DFW Airport South	3,758.37	3,281.45	3,797.62	3,288.67	2,214.55	3,131.13	3,558.65
19	Red Roof Inn & Suites Irving DFW South	3,179.63	2,363.39	3,039.72	2,967.65	2,615.27	3,921.23	3,990.63
20	Red Roof Inn Dallas DFW Airport North	4,317.65	3,582.26	3,640.49	4,212.99	3,540.41	4,133.46	4,236.65
21	Studio 6 / Motel 6 DFW Airport East	2,563.55	2,390.72	2,575.33	2,733.16	2,042.75	2,567.21	2,564.39
22	Super 8 Hotel DFW South	2,370.31	1,903.72	2,515.67	2,454.78	1,787.63	2,355.83	2,757.70
23	Super 8 Motel DFW North	2,511.85	2,264.86	2,237.35	2,216.78	1,930.52	2,731.23	2,928.71
<b>TOTAL BUDGET SERVICE</b>		<b>47,966.22</b>	<b>41,070.50</b>	<b>43,434.49</b>	<b>42,476.44</b>	<b>37,718.98</b>	<b>49,618.66</b>	<b>37,949.69</b>

LIMITED SERVICE		OCT 2023	NOV 2023	DEC 2023	JAN 2024	FEB 2024	MAR 2024	APR 2024
1	aLoft Las Colinas	14,924.22	11,907.75	9,357.47	11,789.12	13,117.89	13,257.84	16,412.89
2	Best Western Plus DFW Airport Suites North	5,539.73	4,298.70	3,667.05	4,088.94	3,962.93	5,149.84	5,812.91
3	Courtyard Dallas DFW Airport North Irving	16,616.43	13,375.45	10,711.34	15,228.38	14,134.25	15,622.65	17,051.87
4	Courtyard Dallas DFW Airport South Irving	11,863.33	8,530.46	7,488.38	9,922.34	9,065.95	10,618.66	11,923.36
5	Courtyard Dallas Las Colinas	13,341.38	9,434.91	7,057.71	11,291.79	12,782.75	12,146.92	14,893.44
6	<b>Fairfield Inn &amp; Suites Dallas DFW Airport South Irving</b>	<b>9,317.22</b>	<b>7,622.20</b>	<b>7,236.72</b>	<b>9,667.56</b>	<b>8,322.49</b>	<b>10,699.20</b>	<b>0.00</b>
7	Fairfield Inn & Suites Dallas Las Colinas	1,515.50	348.65	595.81	971.85	749.55	4,009.81	344.85
8	Fairfield Inn Dallas DFW Airport North Irving	10,736.86	7,907.51	6,416.22	8,657.27	8,380.20	9,973.65	10,888.62
9	Hampton Inn Dallas Irving Las Colinas	12,106.31	9,434.47	8,101.79	9,589.49	10,057.58	11,714.97	13,056.81
10	Home2 Suites by Hilton DFW Airport North	11,119.48	8,989.19	6,773.67	9,691.43	9,465.85	11,074.18	12,095.70
11	Home2 Suites by Hilton DFW Airport South Irving	10,656.75	8,871.21	7,693.49	8,296.18	8,704.85	9,612.63	10,430.68
12	Hyatt Place Dallas Las Colinas	10,382.04	7,444.64	7,573.60	7,798.07	8,447.36	9,616.40	10,379.05
13	La Quinta Inn & Suites DFW Airport North	6,939.56	3,422.96	2,293.63	2,054.97	3,730.07	8,058.39	9,521.41
14	La Quinta Inn & Suites DFW Airport South	9,913.74	7,568.70	5,947.77	7,709.05	6,986.82	9,210.62	10,415.23
15	La Quinta Inn Hotel & Suites Las Colinas	5,699.99	4,529.29	4,673.58	4,134.27	4,639.26	5,250.74	5,751.00
16	Quality Inn & Suites DFW Airport	6,252.72	5,358.53	5,537.90	6,015.34	4,894.44	6,589.04	7,340.60
17	Residence Inn Dallas DFW Airport South Irving	12,639.44	8,633.72	7,672.09	10,282.50	7,502.15	11,180.75	9,818.76
18	Wingate Inn by Wyndham Dallas Las Colinas	5,234.94	3,978.39	2,642.90	2,522.66	1,232.42	4,253.46	5,050.23
19	Wingate Inn by Wyndham DFW Airport North	5,048.26	4,477.61	4,114.52	4,704.12	4,467.20	5,111.02	5,155.82
<b>TOTAL LIMITED SERVICE</b>		<b>179,847.90</b>	<b>136,134.34</b>	<b>115,555.64</b>	<b>144,415.33</b>	<b>140,644.01</b>	<b>173,150.77</b>	<b>176,343.23</b>

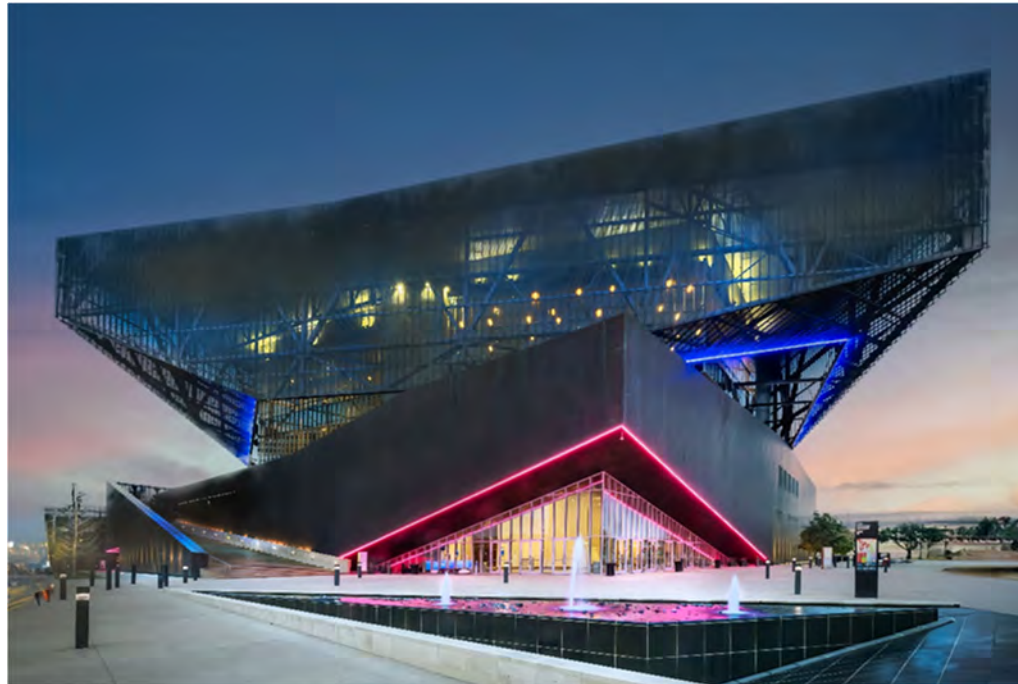
<b>TOTAL SHORT TERM RENTALS</b>		<b>24,448.10</b>	<b>22,411.77</b>	<b>17,968.66</b>	<b>22,187.60</b>	<b>21,233.80</b>	<b>26,272.79</b>	<b>24,788.45</b>
Number of locations		28	34	25	27	23	33	33

SUMMARY	OCT 2023	NOV 2023	DEC 2023	JAN 2024	FEB 2024	MAR 2024	APR 2024
ACTUAL GRAND TOTAL	863,573.94	680,363.11	576,978.62	712,771.03	736,915.90	863,829.35	904,749.58
BUDGET	801,730.00	649,100.00	558,854.00	760,219.00	861,938.00	966,503.00	936,361.00
DIFFERENCE	61,843.94	31,263.11	18,124.62	(47,447.97)	(125,022.10)	(102,673.65)	(31,611.42)
	7.7%	4.8%	3.2%	-6.2%	-14.5%	-10.6%	-3.4%

CUMULATIVE YEAR TO DATE							
ACTUAL	863,573.94	1,543,937.05	2,120,915.67	2,833,686.70	3,570,602.60	4,434,431.95	5,339,181.53
BUDGET	801,730.00	1,450,830.00	2,009,684.00	2,769,903.00	3,631,841.00	4,598,344.00	5,534,705.00
DIFFERENCE	61,843.94	93,107.05	111,231.67	63,783.70	(61,238.40)	(163,912.05)	(195,523.47)
	7.7%	6.4%	5.5%	2.3%	-1.7%	-3.6%	-3.5%

COLLECTED PRIOR YEAR	840,709.00	635,339.08	581,679.64	679,603.66	733,012.08	841,867.12	824,970.07
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Date Distributed: June 17, 2024

# Monthly Financial Summary

For Period Ending May 31, 2024

	October	November	December	January	February	March	April	May	June	July	August	September	Total	
Event Income														
Direct Event Income														
Rental Income	174,950	78,969	68,325	145,400	192,724	229,870	250,820	205,875	115,000	162,500	210,500	199,000	2,033,933	
Service Income	204,624	53,686	39,231	97,704	191,746	85,145	166,883	194,485	15,600	11,600	15,400	19,000	1,095,105	
Service Expenses	(306,191)	(149,542)	(101,844)	(169,548)	(268,625)	(150,319)	(259,637)	(268,997)	(129,200)	(106,450)	(127,611)	(127,250)	(2,165,215)	
Total Direct Event Income	73,383	(16,887)	5,712	73,556	115,845	164,696	158,066	131,363	1,400	67,650	98,289	90,750	963,822	
Ancillary Income														
F & B Concessions	31,705	5,828	4,624	19,977	39,501	1,482	20,604	49,190	7,000	4,000	8,500	6,000	198,412	
F & B Catering	603,360	411,399	141,229	470,176	582,198	128,399	515,013	481,472	392,160	259,920	174,800	340,860	4,500,987	
Parking: Self Parking	85,628	28,196	27,010	26,018	85,185	41,472	58,779	59,869	21,320	9,430	16,400	4,920	464,227	
Electrical Services	54,092	8,030	5,315	5,833	25,430	58,905	22,950	17,315	19,950	8,000	2,050	21,000	248,870	
Audio Visual	7,745	(7,746)	0	1	(1)	-	(1,308)	(0)	-	-	-	-	(1,309)	
Internet Services	9,253	4,399	4,350	1,442	3,766	6,211	2,359	13,880	250	1,350	150	1,600	49,011	
Total Ancillary Income	791,783	450,106	182,528	523,447	736,079	236,470	618,397	621,726	440,680	282,700	201,900	374,380	5,460,197	
Total Event Income	865,166	433,219	188,240	597,003	851,924	401,166	776,463	753,090	442,080	350,350	300,189	465,130	6,424,020	
Other Operating Income	201,505	180,315	57,155	73,920	135,803	93,524	141,690	141,220	104,628	104,628	104,628	104,624	1,443,640	
ICVB Operating Subsidy			348,000			350,000			348,750			348,250	1,395,000	
Adjusted Gross Income	1,066,671	613,534	593,395	670,923	987,728	844,690	918,153	894,309	895,458	454,978	404,817	918,004	9,262,660	7,117,205
Operating Expenses														
Employee Salaries and Wages	280,814	266,613	253,076	302,746	241,855	266,507	281,543	289,678	311,001	310,082	310,082	384,720	3,498,717	
Benefits	67,010	65,376	70,824	66,393	65,127	56,186	60,769	71,004	77,968	77,968	77,968	77,068	833,664	
Less: Event Labor Allocations	(62,070)	(47,615)	(32,575)	(41,583)	(60,092)	(52,480)	(68,307)	(66,668)	(56,500)	(56,500)	(56,500)	(56,500)	(657,390)	
Net Employee Wages and Benefits	285,754	284,374	291,325	327,556	246,890	270,213	274,005	294,014	332,469	331,550	331,550	405,288	3,674,992	
Contracted Services	70,219	67,926	70,816	70,007	69,296	66,935	71,548	70,575	79,312	79,312	79,312	79,312	874,569	
General and Administrative	61,033	36,631	67,542	61,206	55,266	36,679	37,600	78,987	55,717	48,921	60,444	260,465	860,489	
Operations	52,582	55,247	30,042	57,992	40,016	43,659	57,928	40,668	63,670	63,045	63,045	65,241	633,135	
Repair & Maintenance	46,564	51,162	45,595	53,365	57,107	67,008	56,190	78,042	73,583	102,668	72,083	73,587	776,954	
Supplies	12,352	15,770	6,406	12,047	15,928	23,087	17,655	18,412	20,033	19,833	19,833	42,763	224,120	
Insurance	9,729	103,115	9,729	10,329	9,729	12,585	9,729	9,729	14,326	9,729	115,000		323,458	
Utilities	54,518	52,608	49,438	53,151	50,864	46,785	48,142	60,922	47,302	47,302	47,302	48,929	607,263	
Other	307	747	577	149	322	293	70	1,254	625	1,425	625	4,532	10,927	
ASM Global Management Fees	80,766	66,332	36,435	67,634	77,001	39,718	70,545	71,242	54,775	44,865	32,977	50,490	692,784	
Total Operating Expenses	673,824	733,912	607,905	713,436	622,419	606,962	643,413	723,845	737,215	753,248	716,901	1,145,608	8,678,691	
Net Income (Loss) From Operations	392,847	(120,378)	(14,510)	(42,513)	365,309	237,728	274,740	170,464	158,242	(298,270)	(312,084)	(227,604)	583,969	1,978,969

ASM - Irving Convention Center  
Financial Statements Monthly Highlights  
For the Month Ending May 31, 2024

	Current Actual	Current Budget	Variance	Prior YTD Actual
Attendance	32,754	12,663	20,091	31,078
Events	24	12	12	27
Event Days	44	33	11	45
Direct Event Income	131,363	133,000	(1,637)	53,822
Ancillary Income	621,726	337,260	284,466	564,403
	<hr/>	<hr/>	<hr/>	<hr/>
Total Event Income	753,089	470,260	282,829	618,225
Other Operating Income	141,220	107,167	34,053	143,083
	<hr/>	<hr/>	<hr/>	<hr/>
Adjusted Gross Income	894,309	577,427	316,882	761,308
Indirect Expenses	(723,845)	(679,466)	(44,379)	(612,201)
	<hr/>	<hr/>	<hr/>	<hr/>
Net Income (Loss) From Operations	<u>170,464</u>	<u>(102,039)</u>	<u>272,503</u>	<u>149,107</u>

ASM - Irving Convention Center  
Financial Statements Year to Date Highlights  
For the Eight Months Ending May 31, 2024

	Year to Date Actual	Year to Date Budget	Variance	Prior YTD Actual
Attendance	185,697	123,222	62,475	162,831
Events	124	99	25	149
Event Days	285	259	26	267
Direct Event Income	705,727	936,446	(230,719)	674,181
Ancillary Income	4,160,537	3,387,440	773,097	3,487,988
Total Event Income	4,866,264	4,323,886	542,378	4,162,169
Other Operating Income	1,025,130	857,336	167,794	779,540
Adjusted Gross Income	5,891,394	5,181,222	710,172	4,941,709
Indirect Expenses	(5,325,707)	(5,620,517)	294,810	(4,821,194)
Net Income (Loss) From Operations	565,687	(439,295)	1,004,982	120,515

ASM - Irving Convention Center  
Balance Sheet  
May 31, 2024

**ASSETS**

**Current Assets**

Cash	\$ 2,794,779
Accounts Receivable	1,181,469
Prepaid Assets	171,515
Inventory	101,621
	<hr/>

Total Current Assets		4,249,384
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		<hr/> <b>\$ 4,249,384</b> <hr/>
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**LIABILITIES AND EQUITY**

**Current Liabilities**

Accounts Payable	\$ 833,170
Accrued Expenses	21,711
Deferred Income	0
Advance Ticket Sales/Deposits	2,130,814
Other Current Liabilities	0
	<hr/>

Total Current Liabilities		2,985,695
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**Long-Term Liabilities**

Long Term Liabilites	0
	<hr/>

Total Long-Term Liabilities		0
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Total Liabilities		2,985,695
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**Equity**

Net Funds Received	17,021,632
Retained Earnings	(16,323,632)
Net Income (Loss)	565,689
	<hr/>

Total Equity		1,263,689
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		<hr/> <b>\$ 4,249,384</b> <hr/>
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ASM - Irving Convention Center  
Income Statement  
For the Eight Months Ending May 31, 2024

	Current Month Actual	Current Month Budget	Variance + (-)	Year to Date Actual	Year to Date Budget	Variance + (-)	Year to Date Prior Year
<b>EVENT INCOME</b>							
Direct Event Income							
Rental Income	205,875	190,000	15,875	1,346,933	1,385,697	(38,764)	1,209,528
Service Revenue	194,485	15,500	178,985	1,033,502	122,900	910,602	656,024
Service Expenses	(268,997)	(72,500)	(196,497)	(1,674,708)	(572,151)	(1,102,557)	(1,191,371)
Total Direct Event In	131,363	133,000	(1,637)	705,727	936,446	(230,719)	674,181
Ancillary Income							
F & B Concessions	49,190	32,250	16,940	172,915	152,084	20,831	218,275
F & B Catering	481,472	261,440	220,032	3,333,247	2,823,843	509,404	2,715,868
Parking	59,869	33,770	26,099	412,155	252,218	159,937	384,951
Electrical Services	17,315	5,600	11,715	197,870	70,545	127,325	139,756
Audio Visual	0	0	0	(1,308)	0	(1,308)	4,681
Internet Services	13,880	4,200	9,680	45,658	27,950	17,708	24,457
Total Ancillary Inco	621,726	337,260	284,466	4,160,537	3,387,440	773,097	3,487,988
Total Event Income	753,089	470,260	282,829	4,866,264	4,323,886	542,378	4,162,169
<b>OTHER OPERATING INCOME</b>							
Other Income	141,220	107,167	34,053	1,025,130	857,336	167,794	779,540
Total Other Operatin	141,220	107,167	34,053	1,025,130	857,336	167,794	779,540
Adjusted Gross Inco	894,309	577,427	316,882	5,891,394	5,181,222	710,172	4,941,709
<b>INDIRECT EXPENSES</b>							
Salaries & Wages	289,678	276,053	(13,625)	2,182,831	2,190,339	7,508	1,801,967
Payroll Taxes & Ben	71,004	105,029	34,025	522,686	840,232	317,546	492,398
Labor Allocations to	(66,668)	(29,333)	37,335	(431,389)	(234,664)	196,725	(78,543)
Net Salaries and Ben	294,014	351,749	57,735	2,274,128	2,795,907	521,779	2,215,822
Contracted Services	70,575	73,192	2,617	557,321	585,536	28,215	510,835
General and Adminis	78,987	40,031	(38,956)	434,944	373,754	(61,190)	370,217
Operating	40,668	49,379	8,711	378,128	396,282	18,154	357,398
Repairs & Maintenan	78,042	48,324	(29,718)	455,030	453,168	(1,862)	306,354
Operational Supplies	18,412	15,916	(2,496)	121,656	118,578	(3,078)	139,761
Insurance	9,729	9,729	0	174,674	78,874	(95,800)	72,041
Utilities	60,922	43,885	(17,037)	416,429	391,070	(25,359)	396,082
Other	1,254	625	(629)	3,721	5,000	1,279	37,638
ASM Management F	71,242	46,636	(24,606)	509,676	422,348	(87,328)	415,046
Total Indirect Expens	723,845	679,466	(44,379)	5,325,707	5,620,517	294,810	4,821,194

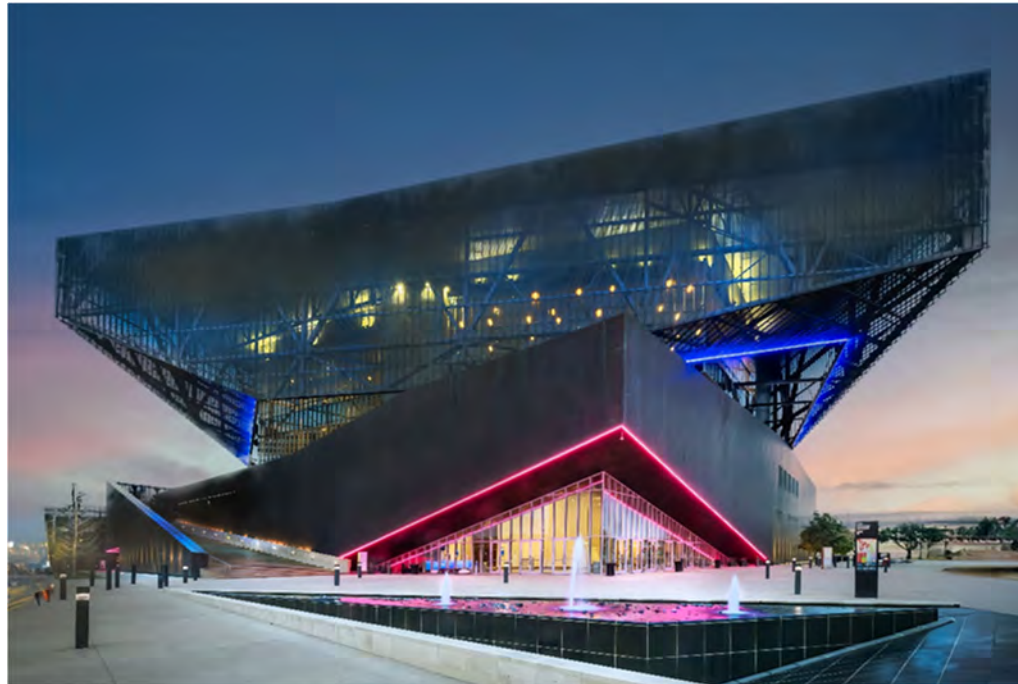


ASM - Irving Convention Center  
Income Statement  
For the Eight Months Ending May 31, 2024

	Current Month Actual	Current Month Budget	Variance + (-)	Year to Date Actual	Year to Date Budget	Variance + (-)	Year to Date Prior Year
Net Income (Loss)	170,464	(102,039)	272,503	565,687	(439,295)	1,004,982	120,515

May 2024						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
28 <b>Sneaker Exit</b> De finite 2 Rooms	29	30 <b>Breakfast with the Stars</b> De finite 2 Rooms  <b>IES 2024 Quality Summit</b> De finite 5 Rooms  <b>DFW Airport Concessio ...</b> De finite 9 Rooms	1	2 <b>Hall of Fame Dance Competition 2024</b> De finite 5 Rooms  <b>Dallas Regional Cham...</b> De finite 9 Rooms	3 <b>Richardson High School Prom</b> De finite 3 Rooms	4 <b>Arlington High School ...</b> De finite 3 Rooms
5 <b>Building Professional Institute</b> De finite 2 Rooms  <b>Hall of Fame Dance Co ...</b> De finite 4 Rooms	6 <b>IISD - Salute to Service</b> De finite 2 Rooms	7 <b>The 4th Annual Oilfield Water Markets Conference</b> De finite 5 Rooms	8 <b>Trampoline &amp; Tumbling 2024 Elite Challenge</b> De finite 4 Rooms	9	10 <b>Lindsey Wilson College Residence Class</b> De finite 5 Rooms  <b>The City of Irving's In ...</b> De finite 7 Rooms	11 <b>Sam Houston High Sch...</b> De finite 3 Rooms
12 <b>Trampoline &amp; Tumblin...</b> De finite 3 Rooms	13	14 <b>DFW Minority Supplier Showcase</b> De finite 19 Rooms  <b>Irving City Council Budget Retreat</b> De finite 3 Rooms	15	16 <b>Texas Frightmare Weekend</b> De finite 16 Rooms	17	18
19 <b>Texas Frightmare Wee...</b> De finite 15 Rooms	20 <b>LR Network X Americas</b> De finite 20 Rooms  <b>ICVB Board of Directo...</b> De finite Jr. Ballroom - C+D	21	22	23	24	25 <b>Universal Academy</b> De finite 3 Rooms

May 2024						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
26	27 Memorial Day	28	29	30	31	1
<div><div>Farooqi Wedding</div><div>Definite</div><div>5 Rooms</div></div>			<div><div>DynaTen Meeting</div><div>Definite</div><div>7 Rooms</div></div>	<div><div>New Grad Event</div><div>Definite</div><div>16 Rooms</div></div>		
				<div><div>Tattoo Fest</div><div>Definite</div><div>4 Rooms</div></div>		



Date Distributed: July 17, 2024

# Monthly Financial Summary

For Period Ending June 30, 2024

	October	November	December	January	February	March	April	May	June	July	August	September	Total	
Event Income														
Direct Event Income														
Rental Income	174,950	78,969	68,325	145,400	192,724	229,870	250,820	205,875	137,256	174,150	224,500	199,500	2,082,339	
Service Income	204,624	53,686	39,231	97,704	191,746	85,145	166,883	194,485	85,842	12,850	15,900	19,000	1,167,097	
Service Expenses	(306,191)	(149,542)	(101,844)	(169,548)	(268,625)	(150,319)	(259,637)	(268,997)	(194,102)	(113,350)	(130,561)	(127,250)	(2,239,968)	
Total Direct Event Income	73,383	(16,887)	5,712	73,556	115,845	164,696	158,066	131,363	28,996	73,650	109,839	91,250	1,009,468	
Ancillary Income														
F & B Concessions	31,705	5,828	4,624	19,977	39,501	1,482	20,604	49,190	13,674	4,000	8,500	6,000	205,085	
F & B Catering	603,360	411,399	141,229	470,176	582,198	128,399	515,013	481,472	517,664	266,760	174,800	340,860	4,633,331	
Parking: Self Parking	85,628	28,196	27,010	26,018	85,185	41,472	58,779	59,869	28,755	9,430	16,400	4,920	471,662	
Electrical Services	54,092	8,030	5,315	5,833	25,430	58,905	22,950	17,315	15,224	8,000	2,050	21,000	244,144	
Audio Visual	7,745	(7,746)	0	1	(1)	-	(1,308)	(0)	1,684	-	-	-	375	
Internet Services	9,253	4,399	4,350	1,442	3,766	6,211	2,359	13,880	2,584	1,350	150	1,600	51,345	
Total Ancillary Income	791,783	450,106	182,528	523,447	736,079	236,470	618,397	621,726	579,585	289,540	201,900	374,380	5,605,942	
Total Event Income	865,166	433,219	188,240	597,003	851,924	401,166	776,463	753,090	608,581	363,190	311,739	465,630	6,615,411	
Other Operating Income	201,505	180,315	57,155	73,920	135,803	93,524	141,690	141,220	140,670	107,132	107,132	107,128	1,487,196	
ICVB Operating Subsidy			348,000			350,000			348,750			348,250	1,395,000	
Adjusted Gross Income	1,066,671	613,534	593,395	670,923	987,728	844,690	918,153	894,309	1,098,001	470,322	418,871	921,008	9,497,606	7,117,205
Operating Expenses														
Employee Salaries and Wages	280,814	266,613	253,076	302,746	241,855	266,507	281,543	289,678	260,659	305,462	305,462	380,100	3,434,515	
Benefits	67,010	65,376	70,824	66,393	65,127	56,186	60,769	71,004	61,623	75,668	75,668	75,668	811,319	
Less: Event Labor Allocations	(62,070)	(47,615)	(32,575)	(41,583)	(60,092)	(52,480)	(68,307)	(66,668)	(65,064)	(66,500)	(66,500)	(66,500)	(695,953)	
Net Employee Wages and Benefits	285,754	284,374	291,325	327,556	246,890	270,213	274,005	294,014	257,218	314,630	314,630	389,268	3,549,881	
Contracted Services	70,219	67,926	70,816	70,007	69,296	66,935	71,548	70,575	72,856	79,312	79,312	79,312	868,113	
General and Administrative	61,033	36,631	67,542	61,206	55,266	36,679	37,600	78,987	74,519	48,921	60,444	263,093	881,919	
Operations	52,582	55,247	30,042	57,992	40,016	43,659	57,928	40,668	27,323	63,045	63,045	66,247	597,794	
Repair & Maintenance	46,564	51,162	45,595	53,365	57,107	67,008	56,190	78,042	66,014	102,668	72,083	73,587	769,385	
Supplies	12,352	15,770	6,406	12,047	15,928	23,087	17,655	18,412	10,933	19,833	19,833	43,338	215,595	
Insurance	9,729	103,115	9,729	10,329	9,729	12,585	9,729	9,729	9,729	24,108	19,511	130,000	358,022	
Utilities	54,518	52,608	49,438	53,151	50,864	46,785	48,142	60,922	69,026	58,002	58,002	58,002	659,460	
Other	307	747	577	149	322	293	70	1,254	5,128	1,425	625	115	11,013	
ASM Global Management Fees	80,766	66,332	36,435	67,634	77,001	39,718	70,545	71,242	66,264	44,245	37,193	50,490	707,869	
Total Operating Expenses	673,824	733,912	607,905	713,436	622,419	606,962	643,413	723,845	659,010	756,190	724,679	1,153,453	8,619,050	
Net Income (Loss) From Operations	392,847	(120,378)	(14,510)	(42,513)	365,309	237,728	274,740	170,464	438,991	(285,868)	(305,808)	(232,445)	878,556	2,273,556

ASM - Irving Convention Center  
Financial Statements Monthly Highlights  
For the Month Ending June 30, 2024

	Current Actual	Current Budget	Variance	Prior YTD Actual
Attendance	21,410	6,700	14,710	35,017
Events	17	8	9	17
Event Days	32	29	3	35
Direct Event Income	28,996	76,450	(47,454)	48,039
Ancillary Income	579,585	376,240	203,345	561,346
	<hr/>	<hr/>	<hr/>	<hr/>
Total Event Income	608,581	452,690	155,891	609,385
Other Operating Income	140,670	107,167	33,503	108,308
	<hr/>	<hr/>	<hr/>	<hr/>
Adjusted Gross Income	749,251	559,857	189,394	717,693
Indirect Expenses	(659,010)	(695,424)	36,414	(744,831)
	<hr/>	<hr/>	<hr/>	<hr/>
Net Income (Loss) From Operations	90,241	(135,567)	225,808	(27,138)
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>



ASM - Irving Convention Center  
Financial Statements Year to Date Highlights  
For the Nine Months Ending June 30, 2024

	Year to Date Actual	Year to Date Budget	Variance	Prior YTD Actual
Attendance	207,107	129,922	77,185	197,848
Events	141	107	34	166
Event Days	317	288	29	302
Direct Event Income	734,728	1,012,896	(278,168)	722,227
Ancillary Income	4,740,118	3,763,680	976,438	4,049,335
Total Event Income	5,474,846	4,776,576	698,270	4,771,562
Other Operating Income	1,165,799	964,503	201,296	887,849
Adjusted Gross Income	6,640,645	5,741,079	899,566	5,659,411
Indirect Expenses	(5,984,716)	(6,315,941)	331,225	(5,566,035)
Net Income (Loss) From Operations	655,929	(574,862)	1,230,791	93,376

ASM - Irving Convention Center  
Balance Sheet  
June 30, 2024

**ASSETS**

**Current Assets**

Cash	\$ 3,313,788
Accounts Receivable	1,161,444
Prepaid Assets	140,927
Inventory	102,967

Total Current Assets	4,719,126
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<b>Total Assets</b>	<b>\$ 4,719,126</b>
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**LIABILITIES AND EQUITY**

**Current Liabilities**

Accounts Payable	\$ 895,813
Accrued Expenses	187,031
Deferred Income	0
Advance Ticket Sales/Deposits	1,933,602
Other Current Liabilities	0

Total Current Liabilities	3,016,446
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**Long-Term Liabilities**

Long Term Liabilites	0
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Total Long-Term Liabilities	0
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Total Liabilities	3,016,446
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**Equity**

Net Funds Received	17,370,382
Retained Earnings	(16,323,632)
Net Income (Loss)	655,930

Total Equity	1,702,680
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<b>Total Liabilities &amp; Equity</b>	<b>\$ 4,719,126</b>
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ASM - Irving Convention Center  
Income Statement  
For the Nine Months Ending June 30, 2024

	Current Month Actual	Current Month Budget	Variance + (-)	Year to Date Actual	Year to Date Budget	Variance + (-)	Year to Date Prior Year
<b>EVENT INCOME</b>							
Direct Event Income							
Rental Income	137,256	112,000	25,256	1,484,189	1,497,697	(13,508)	1,374,128
Service Revenue	85,842	10,100	75,742	1,119,344	133,000	986,344	725,076
Service Expenses	(194,102)	(45,650)	(148,452)	(1,868,805)	(617,801)	(1,251,004)	(1,376,977)
Total Direct Event In	28,996	76,450	(47,454)	734,728	1,012,896	(278,168)	722,227
Ancillary Income							
F & B Concessions	13,674	10,750	2,924	186,587	162,834	23,753	282,377
F & B Catering	517,664	322,240	195,424	3,850,909	3,146,083	704,826	3,148,307
Parking	28,755	22,550	6,205	440,910	274,768	166,142	426,338
Electrical Services	15,224	20,450	(5,226)	213,094	90,995	122,099	163,116
Audio Visual	1,684	0	1,684	376	0	376	4,680
Internet Services	2,584	250	2,334	48,242	28,200	20,042	24,517
Total Ancillary Inco	579,585	376,240	203,345	4,740,118	3,763,680	976,438	4,049,335
Total Event Income	608,581	452,690	155,891	5,474,846	4,776,576	698,270	4,771,562
<b>OTHER OPERATING INCOME</b>							
Other Income	140,670	107,167	33,503	1,165,799	964,503	201,296	887,849
Total Other Operatin	140,670	107,167	33,503	1,165,799	964,503	201,296	887,849
Adjusted Gross Inco	749,251	559,857	189,394	6,640,645	5,741,079	899,566	5,659,411
<b>INDIRECT EXPENSES</b>							
Salaries & Wages	260,659	280,553	19,894	2,443,493	2,470,892	27,399	2,047,582
Payroll Taxes & Ben	61,623	105,029	43,406	584,309	945,261	360,952	558,551
Labor Allocations to	(65,064)	(29,333)	35,731	(496,453)	(263,997)	232,456	(120,765)
Net Salaries and Ben	257,218	356,249	99,031	2,531,349	3,152,156	620,807	2,485,368
Contracted Services	72,856	73,192	336	630,177	658,728	28,551	585,908
General and Adminis	74,519	46,104	(28,415)	509,462	419,858	(89,604)	462,270
Operating	27,323	50,004	22,681	405,452	446,286	40,834	440,620
Repairs & Maintenan	66,014	49,824	(16,190)	521,043	502,992	(18,051)	389,676
Operational Supplies	10,933	16,366	5,433	132,589	134,944	2,355	166,958
Insurance	9,729	9,729	0	184,403	88,603	(95,800)	71,999
Utilities	69,026	43,885	(25,141)	485,453	434,955	(50,498)	446,143
Other	5,128	625	(4,503)	8,848	5,625	(3,223)	37,816
ASM Management F	66,264	49,446	(16,818)	575,940	471,794	(104,146)	479,277
Total Indirect Expens	659,010	695,424	36,414	5,984,716	6,315,941	331,225	5,566,035

ASM - Irving Convention Center  
Income Statement  
For the Nine Months Ending June 30, 2024

	Current Month Actual	Current Month Budget	Variance + (-)	Year to Date Actual	Year to Date Budget	Variance + (-)	Year to Date Prior Year
Net Income (Loss)	90,241	(135,567)	225,808	655,929	(574,862)	1,230,791	93,376

June 2024						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
26 <b>Farooqi Wedding</b> Definite 5 Rooms	27 Memorial Day	28	29 <b>DynaTen Meeting</b> Definite 7 Rooms	30 <b>New Grad Event</b> Definite 16 Rooms  <b>Tattoo Fest</b> Definite 4 Rooms	31	1
2 <b>Tattoo Fest</b> Definite 4 Rooms	3	4 <b>Elevate IT</b> Definite 3 Rooms	5	6	7 <b>Paradise Spas June Expo</b> Definite 2 Rooms	8  <b>World Wide Dreambuild...</b> Definite 3 Rooms
9 <b>Paradise Spas June Expo</b> Definite Exhibit Hall A (all)	10 <b>ServiceNow Tasting /M...</b> Definite 2 Rooms  <b>Pri-Med Access 2024</b> Definite 6 Rooms	11	12  <b>Linehaul Summit, LLC</b> Definite 17 Rooms	13	14	15 <b>Texas USAG Annual Aw...</b> Definite 2 Rooms
16	17 <b>CB DFW State of Hispa...</b> Definite 10 Rooms  <b>Texas Health - THLE Meeting</b> Definite 4 Rooms	18	19 June tenth <b>QuikTrip Spring Meeting</b> Definite 6 Rooms  <b>Steubenville Lone Star 2024</b> Definite 13 Rooms	20	21	22
23 <b>Steubenville Lone Star...</b> Definite 12 Rooms	24 <b>ICVB Board of Directo...</b> Definite Jr. Ballroom - C+D	25 <b>DFW Airport</b> Definite 14 Rooms  <b>Meet the Bureau</b> Definite 3 Rooms	26  <b>Quest Trust 4th Annual Expo</b> Definite 12 Rooms	27	28	29

June 2024						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
30	1	2	3	4 Independence Day	5	6
Badminton US Junior Open De finite 3 Rooms						

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

Name: Dixie Morton Caraway  
Address: 420 Gilbert Rd  
City: Irving State: TX Zip: 75061  
Phone: 972-790-8232 Email: theworriedwriter85@gmail.com

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)
Shady Grove Cementary	She has been the main Adminstrator for the	1970-
	collection of funds for the upkeep of the cemetary	current
	and the coordination of the grave site for the	
	community	
Ben Washington Baptist	Her effort for 85 years Mother to the Church and	1940
	the preserversion of the church history.	current
West Irving Community	Aid in the efforts clean up and other projects	1970-1988

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

- She was Nominated for the Oldest member of the Irving Chapter of the NAACP award
- She was the President of the Socialites club for their contributionsf to the children of
- bearcreek community for providing lunches and any needs of the community for over 17 year
- 
- 

Additional information:

- Contributor of the Exhibit for "Im Every Women " - donations to the Jackie Townsell house
- A member for the West Irving Community - Yellow Building and the efforts to support the neec
- 
- 

Number of years nominee has resided in Irving: 90  
Nominated by: Phyllis Franklin Date: 04/07/2024  
Email: theworriedwriter85@gmail.com Phone: 972-898-2993  
Return to: Irving Convention and Visitors Bureau  
c/o Diana Pfaff  
500 W. Las Colinas Blvd.  
Irving, TX 75039  
dpfaff@irvingtexas.com

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

**Name:** Karen Cooperstein  
**Address:** 6729 Barcelona  
**City:** Irving **State:** TX **Zip:** 75039  
**Phone:** 972-953-8314/214-632-1814 **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)
*see notes		

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

- \*see notes

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- 
- 

**Additional Information:**

- \*see notes

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Number of years nominee has resided in Irving: 20

Nominated by: Debbi Haacke Date: 05/30/2024

Email: dh@dhaacke.com Phone: 972-402-0002

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



Karen Cooperstein

**Please list nominee's civic affiliations in Irving, and note if affiliations are past or present:**

Past ICVB Director and Chair; past first female President of Rotary Club; past position on Irving Animal Services?; past Board of Directors, The Family Place; check with Carter Holston, NEC, re Operation Finally Home

**Please list their major volunteer accomplishments within their affiliations, and note if affiliations are past or present:**

Founder and director of Coop's Kids - many fundraisers with top radio sports hosts; Catholic Charities' food drives - weekly during Covid; organized 3-5 food drives for Irving Cares during Covid; Honorary Chair, Shriners' Hospital Treasure Street, 2023

**Please list nominee's honors and awards:**

Not sure about actual awards

**Additional Information about the nominee:**

Endless volunteer hours for LCA events, various civic leaders, Greater Irving Chamber - whatever organization needs help. Check with Maura Gast re coordination of work sessions and panels for various tradeshows - Economic Development Council / Women's program at Byron Nelson, etc. Check with Chuck Cooperstein regarding foster parent to 11? dogs, failed foster parent to 3 of them. In recent years, her love of alpacas has resulted in countless hours and weekends away from family and friends to encourage people of all ages to learn about husbandry (not sure this is the right word since alpacas are not for food), agriculture, sheering, breeding programs; volunteer at Alpaca Owners' Association's shows. All around cheerleader for any person or business who needs marketing, business and strategic expertise

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

Name: Chuck Cooperstein  
Address: 6729 Barcelona  
City: Irving State: TX Zip: 75039  
Phone: 214-632-1814 Email: coopmavs@aol.com

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)
Coop's Kids Foundation	Co-Founded with wife Karen, raises and distributes funds that primarily benefit non profits assisting children.	
Talk of the Town	Fundraising event with the voices of the Mavs, Stars, Rangers & Cowboys, where Chuck served as lead emcee.	
Majority of Irving Non Profits	There are few if any nonprofits in Irving where Chuck hasn't served as a gala emcee, celebrity golfer, speaker, and/or anything asked of him on behalf of many, including the ICVB.	

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

- For the approximately three decades Chuck has been a resident of Irving, he has used
- his local celebrity status for the greater good by serving as emcees for countless fundraising
- events; provided autographed sports memorabilia; participated in charity golf tournaments;
- and has served as a key note speaker for local and client events. He's been very giving with
- his time and talent. Chuck and Karen also serve as foster parents for numerous dogs.

**Additional information:**

- Chuck has received the Katie Award for play-by-play broadcasting from the Press Club
- of Dallas and was named the 2022 Texas Sports Broadcaster of the Year by the National
- Sports Media Association.
- 

Number of years nominee has resided in Irving: \_\_\_\_\_

Nominated by: Diana Pfaff Date: 7-8-24

Email: \_\_\_\_\_ Phone: \_\_\_\_\_

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

## CITY OF IRVING/IRVING CONVENTION &amp; VISITORS BUREAU HIGH SPIRITED CITIZEN AWARD

## NOMINEE BIOGRAPHY

Name:

Address:

City:

Irving

State: TX

Zip:

Phone:

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)
IPAL	Coach / Volunteer	2018-present
USA Boxing	Referee / Judge	2021-present
Irving YMCA	Volunteer	2015-2020

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

- HISD & Region 10 Teacher of the Year
- Scholar commendation from UTA
- Smith Haberman National Teacher of the Year
- Irving YMCA Volunteer of Baccalaureate Organizing Team
- All Pro Dad facilitator 2022

Additional information:

- 29 yr employee HISD
- HISD Campus Operations - been visiting front students at their home 84% retention rate
- 1989 Man of the Year Central American Refugee Committee

Number of years nominee has resided in Irving:

Nominated by:

Date:

Email:

Phone:

Return to:

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

+ David Cole

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

Name: Michael Crotty  
 Address: 3206 Coronado St.  
 City: Irving State: TX Zip: 75062  
 Phone: 626. 627. 8843 Email: Crotty Michael 37@gmail.com

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)
IPAL	Coach/Volunteer	2018 - present
USA Boxing	Referee/Judge	2021 - present

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

- USD & Region 10 Teacher of the year
- Scholar Commendation from OTA
- Smith Harkruman National Teacher of the year
- Certificate of Appreciation City of Los Angeles, CA.
- Community Enhancement for working with homeless 1987

Additional information:

- ITSD 28 years as teacher, Principal, Asst Principal
- ITSD - Campus Operations, Attendance & Discipline
- 1989 Committee for Central American Refugees May of Year Award

Number of years nominee has resided in Irving: 28

Nominated by: Sgt. Harvey Robledo Date: 10.04.23

Email: ROBERALCADA@CITYOFIRVING.ORG Phone: 214.906.6172

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



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

**Name:** Juan Carlos "J.C." Gonzalez  
**Address:** 2037 Durham Street  
**City:** Irving **State:** TX **Zip:** 75062  
**Phone:** 214-789-6509 **Email:** jc.gonzalez@wellsfargo.com

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 Hispanic Chamber	Board Chair	2016-2017
Greater Hispanic Chamber	Young Professional Chair	2015
Mayor's Star Council	Member	2016
DISD Enterprise Board	Advisory Board	2016-2021
Regional Hispanic Contractors	Executive Board	2020
Prism North Texas	Board Vice Chair	2010-2016

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

- Irving Hispanic Chamber - Volunteer of the year (2021)
- Regional Hispanic Chamber - Volunteer of the year (2017)
- Texas Rangers Foundation - Community Hero Award (2016)
- Dallas Business Journal - "40 under 40" Award (2016)
- City of Dallas - Unity Award (2017)

**Additional information:**

- Parkland Foundation - Community First Award (2020)
- City of Irving - Townsell Award (2018)
- JC supports 12 Chambers of Commerce across the United States
- JC also supports small businesses in Texas, Oklahoma and New Mexico

**Number of years nominee has resided in Irving:** 10 years  
**Nominated by:** Sam Reed, Jr. **Date:** April 18, 2024  
**Email:** sreed@alphagraphics.com **Phone:** 214-675-6420  
**Return to:** Irving Convention and Visitors Bureau  
c/o Diana Pfaff  
500 W. Las Colinas Blvd.  
Irving, TX 75039  
dpfaff@irvingtexas.com

## Juan Carlos "J.C." González

Vice President / Senior Small Business Banking Relationship Manager  
Regional Business Relationship Management  
Wells Fargo & Company



Juan Carlos González, better known as J.C. González, has been in the financial and banking industry since 1997. With over 25 years of experience in business and community development, he guides small business owners in Texas, Colorado, and New Mexico to overcome obstacles and scale their organizations. Throughout his career, he has served on various boards, including the Irving Hispanic Chamber of Commerce as Board Chairman, Greater Dallas Hispanic Chamber of Commerce as Young Professionals Chair, Mayor's Star Council, Dallas Independent School District's Minority/Women Enterprise Advisory Board, Regional Hispanic Contractors Association's Executive Board, and Prism Health North Texas as Board Vice-Chair.

J.C. received the Wells Fargo Service Award for his work with the Irving Hispanic Chamber of Commerce and Regional Hispanic Contractors Association, and the Volunteer of the Year Awards from both organizations. He was recognized as the "Héroe de la Comunidad" (Community Hero) by the Texas Rangers Foundation and Dallas Business Journal's 40 Under 40. Other awards include the Unity Award from the City of Dallas, Townsell Award from the City of Irving, Community First Award from Parkland Foundation, and the President's Choice Award from the Irving Hispanic Chamber of Commerce.

Wells Fargo & Company is an American multinational financial services company headquartered in San Francisco, California, with central offices throughout the United States. It is the world's fourth-largest bank by market capitalization and the fourth largest bank in the U.S. by total assets. Wells Fargo provides banking, investment, mortgage products and services, consumer, and commercial finance through 7,600 locations and more than 13,000 ATMs.

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

**Name:** Nancy Payne  
**Address:** 230 Wellington Rd  
**City:** Irving **State:** TX **Zip:** 75063  
**Phone:** 214-417-6472 **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)

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

- Keep Irving Beautiful

- 
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- 
- 

**Additional information:**

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- 
- 

**Number of years nominee has resided in Irving:** 25

**Nominated by:** Debbi Haacke **Date:** 05/13/2024

**Email:** dh@dhaacke.com **Phone:** 972-402-0002

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

**Nancy Payne**

**Please list nominee's civic affiliations in Irving, and note if affiliations are past or present:**

I believe Nancy volunteered with the Irving Green Club. Fatema Biviji may have some details regarding this organization and Nancy's possible work. She may be reached at [fatema@biviji@gmail.com](mailto:fatema@biviji@gmail.com).

The Valley Ranch Green Club is dedicated to protecting and enhancing Valley Ranch's natural resources and wildlife for a more beautiful environmentally sustainable, and marketable community now and in the future. Partners with organizations like the Natural Wildlife Federation to certify our community as a Community Wildlife Habitat.

**Please list their major volunteer accomplishments within their affiliations, and note if affiliations are past or present:**

Please see attached description of her work with the Valley Ranch Green Club

**Additional Information about the nominee:**

Nancy may be recognized by DFW Community Associations Institute on 1 June 2024 for her work.

Nancy Payne is an enthusiastic and self-motivated business professional, combining an MBA and extensive management experience with a passion for the environment. She has focused on improving urban communities by bringing Nature closer to all - designing and installing habitat landscapes that attract birds, butterflies and other pollinators with native plants and water features.

Using her skills as a Summa Cum Laude MBA graduate, Nancy has devoted her last two decades to building Habitat Landscapes that attract birds, butterflies and other pollinators using native plants and water features. She has spent countless hours with Valley Ranch association management, landscapers, residents, commercial and retail owners to educate and motivate them to beautify our surroundings. With 50-year old live oaks throughout our community, Valley Ranch has experienced a loss of ground cover under them. She has worked closely with landscapers to select different trees, native ground covers and shrubs to minimize erosion into our flood-controlled canals.

In her many walks around the area, she counted existing and lost trees. She realized that the loss of more than 20% of our large tree canopy affected the aesthetics and value of our properties. What did she do? She spent hours reading, consulting about and editing our Valley Ranch's Architectural Guidelines and Compliance Standards. Her idea of a multi-year beautification project has resulted in a commitment from the Valley Ranch Association to invest in 150 new trees in the next 3 years.

[Note that this commitment is anticipated by the fall, but I wanted to include the very real possibility while the Community Engagement Committee reviews this application. I will be happy to confirm this with ICVB later this fall.]



## **We would like to nominate Nancy Payne, Chair of the Valley Ranch Green Club to receive an Irving High Spirited Citizen Award.**

She, along with other Valley Ranch volunteers formed the Valley Ranch Green Club in 2015, dedicated to protecting and improving the natural resources and wildlife in Valley Ranch. Their focus is on educating residents, increasing the use of native plants and trees, helping pollinators and wildlife, and certifying our community as a Wildlife Habitat Community with the National Wildlife Federation. Since 2015, the group has worked in partnership with other organizations to accomplish all their projects: the Valley Ranch Association staff, IFCD3, and LandCare. The group has also sought and received guidance from the National Wildlife Federation, Texas Bluebird Society, Native American Seed Company. It has applied for and received additional funding from U.S. Fish and Wildlife Services (USFWS) and Pollinator.org. The Valley Ranch Green Club volunteers have tirelessly helped to improve our community with the following accomplishments:

- Installed 8 pollinator beds along the canal walkways, and 8 pollinator beds along the Water Circle walkway. These beds are filled with native blooming perennials that attract butterflies and other pollinators for our residents to enjoy on their walks. The volunteers monitor these beds and occasionally help LandCare pull weeds.
- Planted native pollinator-friendly perennials in several key parks in Valley Ranch: Canyon Crest Park, Campion Park, Saddlehorn Park, and The Hollows.
- Converted a 4-acre parcel of land along the Trinity River Elm Fork spillway from Bermuda grass to a native wildflower and grass prairie. This area is not only beautiful, but now provides habitat and food to countless wildlife, songbirds, and pollinators. This area used to require weekly mowing. Now, it only requires mowing once a year, saving the Valley Ranch Association money. During the first 3 years, the dedicated volunteers logged over 400 hours per year pulling out invasive weeds! This year, the weeds are under control and the area requires only approximately 5-10 volunteer hours a week during the growing season.
- Installed 4 bluebird houses along the Trinity River Elm Fork spillway. The volunteers also monitor these houses weekly and clean them out as needed. For the past 2 years, several bluebird families have fledged in these houses.
- Hosted a yearly native plant sale in Valley Ranch as part of EarthFest / Ladybug Release Festival. Since 2016 (excluding covid years) Valley Ranch residents have purchased/planted over 1,400 perennials for pollinators - over 250 plants planted per year! At this event volunteers also provide education on how to plant native nectar-producing, shelter, and host plants for pollinators, as well as the importance of providing fresh water for wildlife. This yearly plant sale is something many residents look forward to.
- Helped certify 125 residences and the Valley Ranch Elementary School as NWF Wildlife Habitat. For each certification the volunteers provide education on how to garden for wildlife/pollinators and help with native plant selections.
- Partnered with our Valley Ranch Association Boards and staff to suggest better practices for nature/conservation and wildlife. For example: we no longer clean under the bridges during the nesting season (Feb-Sept) to protect nesting swallowtails. We now choose native trees over non-native trees, and we have switched strategy on how to protect our trees by not over-pruning them – now we plant groundcover and native bird and pollinator-friendly shrubs under the shade of our trees. We use organic landscape practices in all our pollinator beds and parks, and we mulch our beds to prevent weeds and conserve water.

We believe Nancy Payne is deserving of the recognition associated with Irving's High Spirited Citizen Award.

## Valley Ranch Green Club Team Adds TBS Nestboxes

by Radhika Lekkala



Spring Is Here!

We installed 4 bluebird houses (purchased from Texas Bluebird Society) in January, with the predator guards in place as well. We have been monitoring the birdhouses weekly. The poles were turning around and just as we were wondering how to stop the poles from turning around, we saw 2 bluebirds - a male and a female going in and out of the birdhouse. So we decided to leave the poles alone and just enjoy and celebrate the arrival of the bluebirds. Location -> Lakeview Park across from the Ranchview High School. Photographer: Arjun Jenigiri

Hello there - Good Morning!

I am writing to you from Valley Ranch/Irving. The Valley Ranch Green Club in conjunction with our HOA installed 4 bluebird nestboxes this past January. I wanted to take a few minutes to share the fine news that we see a bluebird couple starting to make a nest in one of the nestboxes. We are mighty thrilled. :)

I am attaching a picture (left) that my 8 year old son, Arjun, took yesterday afternoon. He is an aspiring ornithologist and a budding wildlife photographer. Nancy Payne is a member of TBS and the Valley Ranch Green Club and she has allowed him to be a part of the process - right from the installation of the birdhouses to monitoring and sharing updates and he is also on the hook to clean up the nestboxes after the end of each brood, and at the end of the nesting season. :)



Nancy Payne and Arjun Jenigiri install nestbox at Valley Ranch.



Will they choose this nestbox?  
Photographer: Arjun Jenigiri.

Hi, my name is Arjun, I am 8 years old. I love birds and I want to learn more about them.

One of our neighbors, Ms. Nancy wanted to install some bluebird houses. Ms. Nancy asked me if I would like to help her. I really wanted to do it. Ms. Nancy sent us a video on how to install bluebird houses. Mr. DC, Ms. Nancy, my dad, my mom, and I met. Mr. DC screwed the blue birdhouses to the pole and made and attached the predator guards to the pole. Ms. Nancy and I carried the bluebird house poles, my dad hammered the pole into the ground and me and Ms. Nancy held the pole. We installed 4 bluebird houses. It was so cool! I really hoped bluebirds would come to our houses. My mom suggested that every time we come here I should check on the bluebird houses and log about them on my google doc. I shared my doc with my principal, Mr. Vijay and Ms. Nancy. One of my observations was that the houses kept on turning around, every time I went there I turned them to the east.

One day I was turning the 3rd birdhouse, then I saw a bird on the 4th birdhouse, so I silently walked away. I was 75% sure it was a bluebird because I could not see its color, from a distance I saw it fly. It landed on the 1st birdhouse. I thought I saw some blue so I looked closer and then I realized that it was a bluebird. I was so excited!!!!!!!!!!!!!!!!!!!!!!

I told Ms. Nancy and she was so excited, we were all excited. The next day I saw a female. I also saw a male going inside the birdhouse. I was sure they would make a nest!!!!!!!!!!!!!!

**Maura Gast**

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**From:** xcolvin@aol.com  
**Sent:** Monday, July 8, 2024 9:37 PM  
**To:** xcolvin@aol.com; Carol Boyer; Maura Gast  
**Subject:** Additional Scope Data Provided to Colvin Gibson by Debbi Haacke 7/8/24 Nomination of Nancy Payne ---PLEASE ADD TO FILE

Additional Scope Data Provided to Colvin Gibson by Debbi Haacke 7/8/24  
RE: Nomination of Nancy Payne

NANCY PAYNE WAS THE INITIAL CHAIR OF THE VALLEY RANCH GREEN CLUB.  
SHE HAS SERVED IN EITHER A LEADERSHIP OR AS CHAIR FOR 10 YEARS.

HER SERVICE TO THE CLUB IS VOLUNTEER AND SHE RECEIVES NO  
COMPENSATION,

WHILE HER VOLUNTEER HOURS HAVE NOT BEEN TABULATED; THE  
EFFORTS HAVE RESULTED IN RAISING GRANT FUNDS,

THE PROVISION OF QUALITATIVE AND QUANTITATIVE BENEFITS. A \$5,000  
GRANT IS ONE EXAMPLE. ALSO, SHE WILL TYPICALLY

PUT IN MORE THAN 80 HOURS IN A SINGLE BEAUTIFICATION PROJECT.

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

**Name:** Delia Watley  
**Address:** 2116 Cay Court  
**City:** Irving **State:** TX **Zip:** 75060  
**Phone:** 817-714-2429/972-600-6130 **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)
*see notes		

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

- \*see notes

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•  
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•

**Additional information:**

- \*see notes

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•  
•

Number of years nominee has resided in Irving: 22

Nominated by: Annette French Date: 6/14/24

Email: french.annette@gmail.com Phone: 214-676-4883

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

Delia Watley

**Please list nominee's civic affiliations in Irving, and note if affiliations are past or present:**

Outside of her daytime job as a Program Director of Irving ISD, Delia Watley proudly serves in a voluntary capacity, as Education Chair for the Irving Chapter of the NAACP, a member and/or supporter of the League of Women Voters, Irving Hispanic Chamber of Commerce, and the Irving Schools Foundation. She also volunteers with Chase and Proyecto Immigrante.

**Please list their major volunteer accomplishments within their affiliations, and note if affiliations are past or present:**

Founded the first 4H Club in Irving. -past Expert Reviewer for the Barbara Bush Reading Resource Library - past & present Facilitated voter registration drives in Irving as well as recruited high school students to serve as poll workers. -past and present Most notably, she has shared on her own time and dime, a Telling Stories through History series for the community-at-large. She spoke at churches and private rooms, about her family history documented from slavery. Her family is referenced and shared in a book from the Library of Congress. Both events were well attended, and all participants won prizes for remembering key details and facts in the pop quiz afterwards! What a fun and memorable event.

**Please list nominee's honors and awards:**

Barbara Bush Dyer Perl Literacy Award Work force Solutions Trailblazer Award 4H Volunteer of the Year Award. XPRIZE award recipient for registering the most web tool users in a single day.

**Additional Information about the nominee:**

She has been a guest speaker, moderator, and presenter on several occasions to various organizations and events, including state and national conferences. She participated in the Big BANG Conference in Dallas to "promote humanity, human agency, and shared connectness in our digital world", representing Irving. it was a social impact conference, and she was better able to connect and work with workforce systems for immigrants.



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

Name: SAEED PURCEL  
 Address: 1700 JABIR ST  
 City: Irving State: TX Zip: 75061  
 Phone: 472-399-9484 Email: imamsaeed@irvingmasjid.org

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)
NTFB	- WEEKLY FOOD DISTRIBUTION	2022-2024
ISLAMIC CENTER OF IRVING	- Organizing volunteers	2022-2024
	- Maintaining social media posts	2022-2024
	- Attended NTFB trainings	2022-2024
	- Ensured timely food distribution	2022-2024
	- Distributed more than 400k(lb)	2022-2024
	- Put the community first before his health	2022-2024

2 years

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

- .
- .
- .
- .
- .

**Additional information:**

- Imam Saeed is a graduate of Irving Citizens Academy.
- He has lead Outreach program of the Islamic Center of Irving.
- AS a lead for the Prison outreach program he has helped inmates getting information about Islam and spiritualism.

7 years

Number of years nominee has resided in Irving: 7

Nominated by: YASIR ARAFAT Date: 2/26/2024

Email: yar.arafat1@gmail.com Phone: 469-845-5462

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

Saeed Purcel

**Please list their major volunteer accomplishments within their affiliations, and note if affiliations are past or present:**

- Owner - Bro Saeed Consulting - 2023 to present. personal Da'wah effort. led discussion groups and taught classes of various design. Designed, implemented and taught a new Muslim program called Islaam 101 in concert with Building Blocks of Islam (is a Trustee).
- Saeed is the Vice Chair for the Civil Service Commission of Irving.
- Teaches Islamic Studies to every demographic at the Islamic Center of Irving.
- Islamic Advice for individuals and couples.
- Provides personal advice, and couples advice privately.
- Does independent referrals for Social Services help.
- Has a private consultancy for community outreach and DEI, specifically as it relates to the Muslim community.
- Baylor, Scott & White Health - Faith Community Health. Connector - January 2020-April 2021
- New York State Chaplain Task Force Inc - Chaplain. Served as Muslim Chaplain to provide support and counseling to Muslim inmates in both Federal and State facilities across North Texas.
- North American Imams Federation - Member of Executive Committee 2015-2017. Secretary for Committee. Clergy Management, Executive Leadership.
- The Building Blocks of NJ - Strategic Advisor Hybrid 2005-2013. Served on Board of Trustees, and the Da'wah Committee. Community Outreach and Guest Lecturing.
- Imaam - weekly Khutbah in inner city store-front masjid with high public contact requiring special patience.
- Congressional Medal for Volunteer Service; published poet; audio engineer and music producer; amateur genealogist; studies Tai Chi.



# BOARD REPORTS

BOARD CHAIR,  
BOARD COMMITTEES,  
CITY OF IRVING

**IRVING**  
CONVENTION &  
VISITORS BUREAU





# MEMO

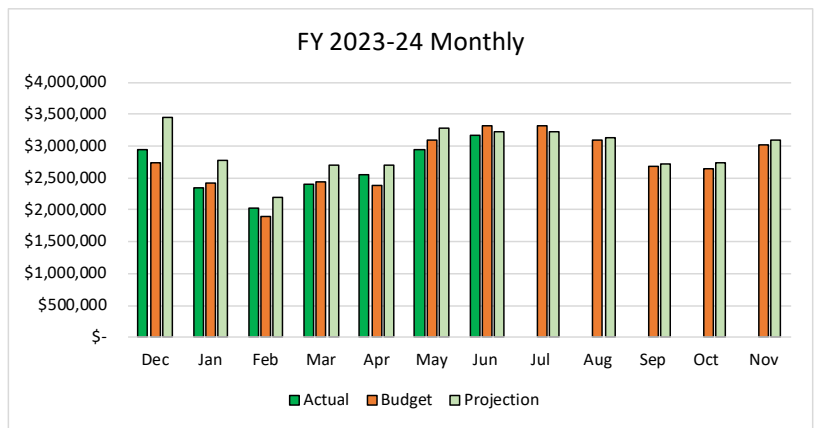
To: Chris Hillman, City Manager  
 From: Bret W. Starr, Chief Financial Officer  
 Date: June 21, 2024  
 Subject: Hotel Occupancy Tax Collections Report – June 2024

As shown in the table and graph below, total Hotel Occupancy Tax (HOT) collections for June 2024 (for April sales) were \$3,177,361, \$142,694 or 4.3% below the projected budget of \$3,320,055. This is the seventh month of collections for FY 2023-24. The FY 2023-24 budget projection was held constant from the prior year with monthly projections and allocations based on collection patterns for the prior two years and revenue and occupancy forecasts by Tourism Economics as of July 2023. Collections for the month include \$120,757 in prior period collections, penalties, and interest. Collections from short term rentals (STR) account for \$78,199 or 2.46% of the total. HOT collections are above prior year to date collections by \$1,344,513 or 9.07%.

FY2023-24 HOT Cash Flow Projections vs Actuals

Updated on 6/14/2024

Month	FY 2023-24 Budget	FY 2023-24 Actual	FY 2023-24 Projection	Percent Difference
Dec	2,732,911	2,945,599	3,440,478	7.8%
Jan	2,421,711	2,350,197	2,765,699	-3.0%
Feb	1,902,384	2,028,755	2,202,779	6.6%
Mar	2,447,005	2,395,047	2,693,255	-2.1%
Apr	2,387,992	2,554,732	2,697,599	7.0%
May	3,100,340	2,942,472	3,285,494	-5.1%
Jun	3,320,055	3,177,361	3,220,371	-4.3%
Jul	3,311,442	-	3,217,633	0.0%
Aug	3,088,302	-	3,123,190	0.0%
Sep	2,683,347	-	2,722,241	0.0%
Oct	2,638,029	-	2,744,470	0.0%
Nov	3,019,447	-	3,083,991	0.0%
	33,052,964	18,394,165	35,197,200	-38.8%



ICVB has engaged Tourism Economics, an Oxford Economics company, to prepare a custom forecast of key indicators for the City of Irving. The analysis relies on historical data developed in Tourism Economics' prior research on the Dallas tourism economy, Smith Travel Research hotel data, economic forecasts prepared by Oxford Economics, and assumptions on the future path of tourism sector recovery. They will be preparing semi-annual estimates of key lodging measures (supply, demand, room revenue, occupancy, ADR, RevPAR) over the next several years.

Their latest report was presented to the ICSV Board in March 2024 and included hotel data collected through January 2024. This report projected an increase in revenues for FY 2023-24 from the July 2023 projections. The budget is being held at the same amount as the FY 2022-23 budget. The next update is scheduled to be presented to the ICSV Board in summer 2024.

Key assumptions from the report include:

- US economy is experiencing a slowdown this year.
- Slower consumer spending plays a role for 2024 travel.
- Corporate travel and group demand continue growth but at a slower rate during the slowdown.
- Leisure travel holds levels through most of 2024 with growth resuming after the slowdown.
- International continues to recover growth in 2024 and 2025.

Key data points from the report include:

- Hotel performance in Irving continues to recover.
  - STR hotel room revenue in the fiscal year ending September 2024 is expected to be 8.4% above the fiscal year ending September 2019.
  - The current forecast anticipates STR hotel room revenue in the fiscal year ending September 2025 will recover to 14.8% above the fiscal year ending September 2019. Room revenue is expected to be 8.5% above 2019 levels in 2024.
  - It may take until beyond 2026 for Revenue Per Available Room (RevPAR) to recover to its historical average due to the increased costs of labor and goods.
- Consumer spending and the normalization of room demand will both play a role.
  - Recent national trends have shown large urban centers are growing year-over-year demand while all other market types are flat or declining.

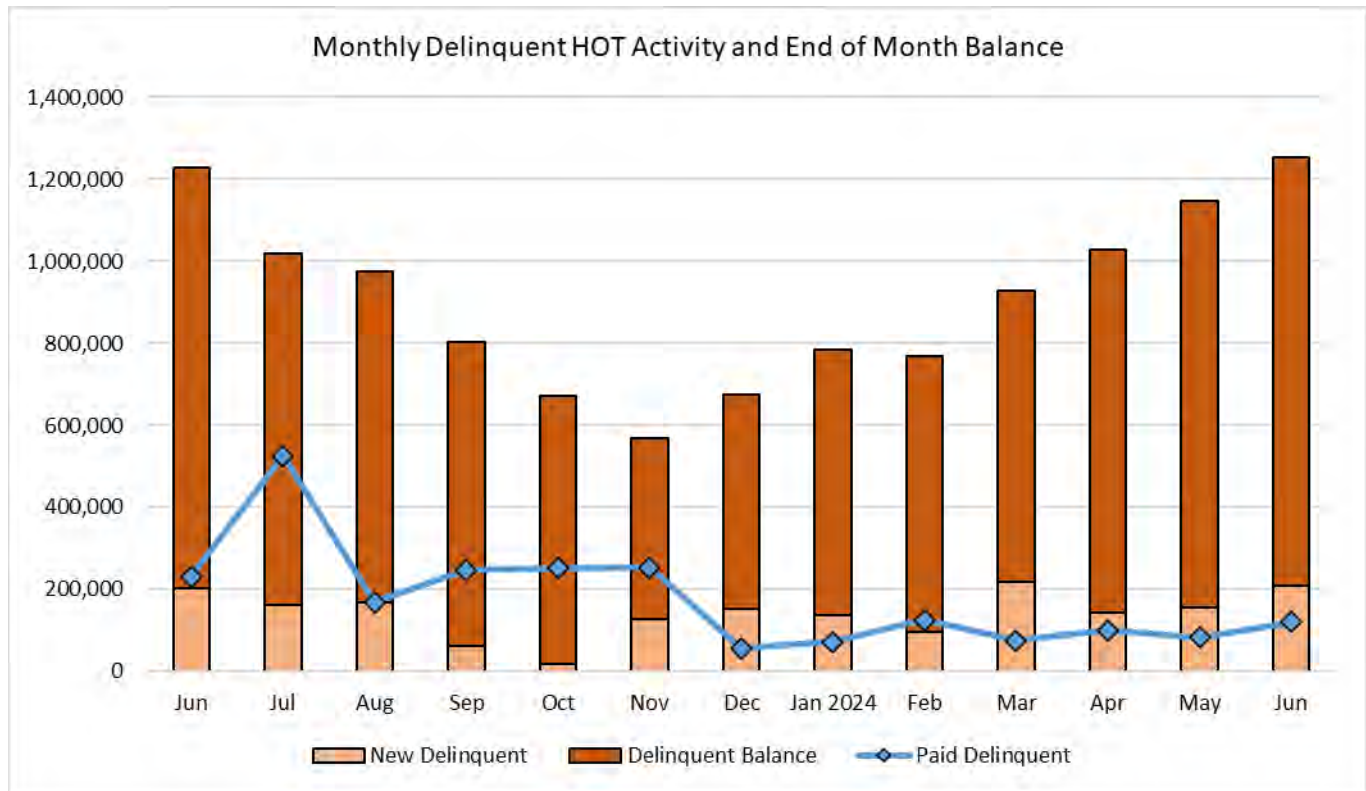
Recovery has been accompanied by inflation.

- It may take until beyond 2026 for RevPAR to recover to its historical average.
- Bookings for groups (defined as 10 or more rooms) is moving toward 2019 levels.
- Room demand will continue to normalize in 2024; international and group demand have room to continue growth.

Based on past history through recessions and other cycles, the Irving market will remain vulnerable, due to its dependence on business travel. Staff will remain highly conservative in its projections as projections for recession, no matter how mild, continue.

For June 2024 the outstanding delinquent collections balance, including penalty and interest, was \$1,255,051 of which \$207,825 is newly delinquent for the month with the remainder outstanding from prior months. Two properties have had significant outstanding balances due from prior months. On June 8, 2023, Council authorized the city's tax collection contractor, Linebarger, to file suit for the recovery of unpaid taxes, penalties, interest, and legal

fees associated with collection efforts. In the second half of 2023, the two delinquent properties made small weekly payments to reduce the amount outstanding, which has been offset by increased new unpaid taxes for the last six months. The chart below shows total delinquent amounts for June 2024, the delinquent amounts added in the current month, and the amount collected on prior delinquent amounts. Monthly balances and collections are shown for the prior twelve months as a reference.



The HOT revenue budget of \$33.05 million for FY 2023-24 represents the total 9 percent city HOT assessed. Of the city's 9 percent tax, 2 percentage points are allocated to the Convention Center Complex Fund to repay debt issued for the purchase of the land for the Convention Center, Convention Center hotel, and entertainment venue, as well as the construction costs of the Convention Center. An additional 2 percentage points are allocated to the construction and maintenance of the Entertainment Venue in the Convention Center complex.

The remaining 5 percentage points are allocated to the operations of the Irving Convention and Visitors Bureau (ICVB), Irving Arts Center (IAC), and Museums, as well as to preservation and redevelopment efforts and debt service for the Convention Center. Revenue is distributed to each area as follows: 57.0 percent to the ICVB, 35.5 percent to the IAC, 4.0 percent to debt service, 2.5 percent to Museums, and 1.0 percent to historic preservation. State law further limits how much HOT revenues can be spent on the arts, so the IAC distribution may be reduced marginally to comply with required maximums, with any excess funds dedicated to the Museum fund.





### City Holiday/No Trash Collection

In observance of Independence Day, there will be no residential trash, curbside recycling or brush collection on Thursday, July 4. In addition, the following facilities will be closed:

- City Hall
  - Heritage Aquatic Center
  - Hunter Ferrell Landfill
  - Irving Animal Care Campus
- Irving Archives and Museum
  - Irving public libraries
  - North Lake Natatorium
  - Recreation centers

All offices and services will resume normal business hours Friday, July 5. Visit [CityofIrving.org](http://CityofIrving.org) for more information. ■



page 4

The City of Irving has started Year 7 of its Road to the Future Overlay Program, focusing on prepaving 25 streets across the city.

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# IRVING CITY Spectrum

JULY 2024 / VOL 31 / NO 07

[CityofIrving.org](http://CityofIrving.org)

## Money, Assistance Still Available for Those Impacted by May's Severe Weather

Help is still available for residents affected by the May 2024 severe weather. Because Dallas County was declared a federal disaster area, Irving residents and business owners might be eligible to receive money for repairs, food and more.

The deadline to apply is July 16. For more information, visit [DisasterAssistance.gov](http://DisasterAssistance.gov).

The next time disaster strikes, don't get caught off guard. Take steps to prepare for an emergency.

- Register with Oncor as a Critical Care or Chronic Condition customer. Visit [Oncor.com](http://Oncor.com) for information.



- Save these numbers.
  - Irving Police Nonemergency – (972) 273-1010
  - Irving Water Utilities – (972) 721-2281
  - Oncor – (888) 313-6862 or (888) 313-4747
  - Atmos Energy – (866) 322-8667
  - Home and Auto Insurance Information
- Follow the City of Irving on social media for important news and updates [@TheCityofIrving](https://twitter.com/TheCityofIrving)
- Check the city website often at [CityofIrving.org](http://CityofIrving.org) and visit [CityofIrving.org/WeatherResources](http://CityofIrving.org/WeatherResources) for more preparedness tips. ■

### IRVING SPARKS & STRIPES JULY 3RD FIREWORKS, JULY 4TH PARADE

Irving is ready to celebrate Independence Day with a Sparks & Stripes two-day event beginning Wednesday, July 3 with fireworks and drones from 7 to 10 p.m. at the Levy Event Plaza, 501 E. Las Colinas Blvd. The evening's entertainment will include live music starting at 7:10 p.m. by Brad Thompson & the Undulating Band followed by the Andy Timmons Band at 8:15 p.m. on the Las Colinas Stage. Fireworks and drone show will light up the sky at 9:25 p.m. over Lake Carolyn. There will be food vendors on-site, as well as activities. Admission and activities are free.



The annual parade will take place on Thursday, July 4 at 9 a.m. in the Heritage District, with the sounds of marching bands, floats and all things red, white and blue! Immediately following the parade, join the fun at Heritage Park from 10 a.m. to 1 p.m. for live music, games, a pie-eating contest and loads of fun!

Visit [IrvingEvents.org](http://IrvingEvents.org) for more information. ■

## 2024 Irving Resident Survey Results Online

Special thanks to the 5,011 residents who responded to the 2024 Resident Survey! Starting July 17, residents can view the survey results online at [CityofIrving.org/Survey](http://CityofIrving.org/Survey).

- The top five service areas respondents ranked as "excellent/good" were:
1. Irving Fire Department
  2. Library Services
  3. Irving Arts and Culture
  4. Solid Waste Services
  5. Parks and Recreation



The City of Irving uses the information collected to make informed decisions related to service levels, budget allocation and future planning. ■

## Take Advantage of Irving's Hiring Incentive

Attracting the best and brightest candidates to the City of Irving is a top priority. Now, new full-time employees can earn an additional \$3,000 — more for mission-critical positions — if hired by July 31.

Eligible new hires will receive:

- \$1,000 after the first 30 days.
- \$1,000 after the first six months.
- \$1,000 after the first year.

Incentive payments are made as long as there are no attendance or disciplinary issues. For more information, visit [CityofIrving.org/Jobs](http://CityofIrving.org/Jobs). ■

CITY OF IRVING  
**HIRING INCENTIVE**

New Full-Time Employees Can Earn up to \$3-\$5K as a Hiring Incentive!

[CityofIrving.org/Jobs](http://CityofIrving.org/Jobs)

SCAN ME

## Irving Elects New City Council Member

Irving residents elected Luis Canosa to single-member district Place 4 during the runoff election held June 15. Irving operates under a council-manager form of government where council sets city policy and the city manager is responsible for organizational operations. Residents elect a mayor and eight council members to serve the city. All council members are elected for three-year terms. Elected officials are under a mixed system of single-member districts and at-large seats.

Council meetings are held at least once a month on Thursdays, beginning at 7 p.m. Meeting dates are posted online at [CityofIrving.org/Agendas](http://CityofIrving.org/Agendas). For more information, call the City Secretary's Office at (972) 721-2493. All of the City Council meetings can be viewed live on Irving Community Television Network's cable Channel 95 – Spectrum, Channel 31 – Frontier Communications and at [ICTN.tv](http://ICTN.tv). ■



Irving City Council	
Mayor – Rick Stopfer*	Place 5 – Mark Cronenwett
Place 1 – John Bloch	Place 6 – Al Zapanta
Place 2 – Brad M. LaMorgese*	Place 7 – Kyle Taylor
Place 3 – Abdul Khabeer	Place 8 – Dennis Webb*
Place 4 – Luis Canosa	*At-Large Districts

### SEEKING RESIDENT INPUT ON BUDGET

Planning for the city's Fiscal Year 2024-25 (FY25) budget is underway. The City of Irving Budget Team is looking for resident suggestions, feedback and opinions on what should be considered for the FY25 budget. Adoption of the budget is set for Sept. 12 and the city's budget year runs from Oct. 1, 2024 to Sept. 30, 2025.

**Ask the Budget Fiscal Friends (BFFs)**  
Contact the Budget Team and let them know what the city should focus on for the upcoming annual budget or ask a question about any aspect of the FY25 budget by emailing [AskTheBFFs@CityofIrving.org](mailto:AskTheBFFs@CityofIrving.org).

To learn more about the city's budget, visit [CityofIrving.org/Budget](http://CityofIrving.org/Budget) and click on the "FY24 Budget Executive Summary" tab for an overview of the current fiscal year budget. ■



### City of Irving Fiscal Year 2024-25 **BUDGET INPUT OPPORTUNITY**

Ask the Budget  
Fiscal Friends (BFFs)

Email [askthebffs@cityofirving.org](mailto:askthebffs@cityofirving.org)











Is your neighborhood association registered with the city? Visit [CityofIrving.org/Neighborhood-Services](http://CityofIrving.org/Neighborhood-Services) for the registration form and more information on the benefits for neighborhoods. Completed applications are due back to Neighborhood Services, 825 W. Irving Blvd, Irving, Texas 75060 or via email at [thanson@cityofirving.org](mailto:thanson@cityofirving.org) by Friday, Aug. 23 at 5 p.m. ■

As the hottest months of the year and the July 4 weekend approach, pet owners should take precautions to ensure their animals' safety.

Fireworks and celebrations can be stressful and dangerous for pets. The American Society for the Prevention of Cruelty to Animals advises keeping pets indoors during fireworks displays. Loud noises can cause anxiety and panicked behavior. Keep pets in a secure room with the windows closed and with background noise, such as music or television. Also keep them a safe distance from fireworks and sparklers.

Owners should ensure that pets have up-to-date ID tags or a microchip in case they run away.

- Ensure unlimited access to fresh, clean water. During hot months, pets will increase their intake of water to stay hydrated.
- Go on walks during cooler hours. Avoid walking a pet on hot surfaces, such as asphalt and concrete to avoid damaging paw pads.
- Don't leave a pet in the car. Temperatures inside can quickly rise to deadly levels and leave your pet susceptible to heat stroke.



Visit [CityofIrving.org/3424/Pet-Tips](http://CityofIrving.org/3424/Pet-Tips) for more tips on how to keep furry friends protected year-round. ■



# Cottonwood and Hackberry Creek Wastewater Microtunneling Project Nears Completion



After 17 months of construction, the joint \$26.7 million Cottonwood and Hackberry Creek Wastewater Microtunneling project between the City of Irving's Capital Improvement Program and Water Utilities departments is nearing completion.

The project, which runs along Riverside Drive between Las Colinas Boulevard East and W. Northwest Highway, is part of the city's 2017 Wastewater Master Plan and will improve wastewater service for all residential and commercial properties north of State Highway 114. The project includes installing 4,900 linear feet of 60-inch wastewater pipe using a trenchless method called microtunneling. This method of pipeline replacement is more efficient as it helps cut down on the duration of construction, as well as the noise level and debris clean-up of the project.

The microtunneling project will replace two 36-inch wastewater mains in the flood plain with a 60-inch main to increase capacity. The existing mains have exceeded their life expectancy and have failed many times in the past resulting in numerous repairs. The new 60-inch pipe is made from a higher-quality material, is better protected from the frequent flooding of the Elm Fork Trinity River and is expected to last more than 50 years.

Completion of the Cottonwood and Hackberry Creek Wastewater Microtunneling project is expected in August.

Visit [CityofIrving.org/IrvingInvests](https://www.cityofirving.org/IrvingInvests) for more information on the city's ongoing infrastructure initiatives. ■



## Year 7 of Irving's Summer Overlay Project Kicks Off



The City of Irving has begun Year 7 of the Road to the Future Overlay Program. This year, the city's Traffic and Transportation Department Streets Division will focus on 25 streets for overlay (repaving) across the city. Walnut Hill Lane is the first project this year, running 2.11 miles from Walnut Hill Lane to Story Road.

Crews will mill and overlay the roads, removing existing asphalt down to the street's base. Then, an asphalt crew will follow behind, laying and paving new asphalt. The process is completed in a few weeks, weather permitting.

**The following streets are included in the 2024 Summer Overlay Project:**

- Britain Road — Grauwlyer Road to State Highway 183
- Buckingham Drive — Kings Country Drive to south end
- Collins Drive — Fifth Street to south end
- Croydon Street — Doncaster Street to Windsor Street
- Cypress Drive — Lane Street to Grauwlyer Road
- Darrell Court — Rolston Road to end
- Del Rancho Drive — Grauwlyer Road to Lane Street
- Doncaster Street — Coker Street to Northgate Drive
- Drake Street — Northgate Drive to Windsor Street
- Flintridge Drive — Country Club Drive to Homs Drive
- Gilbreath Circle — Lane Street to Del Rancho Drive
- Grand Turk Court — Collins Drive to east end
- Grauwlyer Road — O'Connor Road to Britain Road
- Green Oaks Drive — Grauwlyer Road to north end
- Hill N Dale Drive — Country Club Drive to Buckingham Drive



- Jimmydee Drive — Story Road to Rolston Road
- Kevin Court — Rolston Road to end
- Kings Country — Country Club Drive to Buckingham Drive
- Lane Street — Britain Road to Shoaf Drive
- Old Mill Circle — Woodenrail Lane to Crossbend
- Rolston Road — Rock Island Road to Fifth Street
- Royal Lane — Freeport Parkway to 1200 ft
- Union Bower Road — River Hill Road to River Hill Road
- Walnut Hill Lane — MacArthur Boulevard to Story Road
- Windsor Street — Addington Street to Northgate Drive

Drivers are reminded to drive slowly, stay alert and look out for crews, pedestrians and other drivers. Do not text and drive, and be patient when driving in work zones.

For a full list of street projects, visit [CityofIrving.org/Road2Future](http://CityofIrving.org/Road2Future). ■

# City Offers Home Rehabilitation Assistance

Irving administers programs, funded by the U.S. Department of Housing and Urban Development (HUD), that provide financial assistance to qualified homeowners for home repairs through partially forgivable loans. Qualified repairs include accessibility issues, air conditioner repair or replacement, home exterior issues, and emergency and major repairs.

Applicants must qualify under HUD income guidelines.

- **Accessibility:** Available to seniors and homeowners with special needs, the program helps correct structural issues related to mobility and health, such as ramp construction and bathroom retrofits with ADA-compliant fixtures.
- **Emergency Repair:** Assists homeowners with emergency repairs for problems that occurred without warning within the past two weeks, require immediate action and are detrimental to life, health or safety.
- **Air Conditioner Repair or Replacement:** Provides assistance with air conditioner or heating issues.
- **Exterior Improvement:** Assists homeowners who have been given notices of violation from Code Enforcement but do not have the financial resources to address the code violations.



- **Major Repair:** Assists homeowners with repair needs for some or all of the home's major systems, depending on need and available funding. This is not designed as a complete home renovation program.

Major systems include:

- o Electrical systems
- o Plumbing systems, including water and sewer lines
- o Roof repairs or replacement
- o Heating, ventilation and air conditioning (HVAC)
- o Pier and beam foundation stabilization, approved on a case-by-case basis

Visit [CityofIrving.org/Home-Repair](http://CityofIrving.org/Home-Repair) for more information and to apply. ■





# BUREAU MANAGEMENT AND STAFF REPORTS



## ICVB Memorandum

Date: July 18, 2024  
To: Maura Gast, FCDME, Executive Director  
From: Lori Fojtasek, Vice President, Sales & Services  
RE: Sales & Services Department Board Report for June 2024

### Convention Sales Activities

Leads Generated	June	YTD
Irving CVB – Hotel Leads	131	1172
Irving Convention Center Leads	XX	225

### June

Room Nights Generated	Monthly Goal	June 2024 Actuals	June 2023 Actuals	FY 2023-24 Annual Goal	FY 2023-24 YTD Actuals	FY 2022-23 YTD Actuals	June Convention Center	Convention Center YTD
Definite Room Nights	11944	19207	12442	143318	106656	105685	7258	28473
Lost Room Nights		74670	51710		506582	335476	41008	277742

### Travel & Activity

June	Organization	Event	Location
10-13	Cvent	Cvent Connect	San Antonio, TX
24-28	Irving Convention & Visitors Bureau	Austin Sales Calls & Client Luncheon	Austin, TX



# Customer Services Activity

## June Servicing & Inventory

Groups Served	
June	16 groups
YTD	106 groups

**Event Location:**            **Hotels:** 10            **Irving Convention Center:** 5            **Other:** 1

Service Type	# of Groups Served	Total Inventory Utilized
Proclamations/Flags/Welcomes	0	Mayoral/Council Appearance/Letter
Name Badge/Lanyard Services	7	3010Badges/ 3210Lanyards
Pens	10	3965
Bags	3	1510
Promotional Materials	7	1660 Restaurant/ 860 TMF/ 528 Water Street/ 1870 Travelers Guides
Staffing Services	6	926 hours (877 hours for USA Badminton)

### Proclamations/Welcomes/Flags:

#### Past

- Mayor/Proclamation - Marine Corps League/State Conference, Oct. 6, 2023, Mayor Stopfer
- Welcome Back/Ribbon Cutting - Great American Franchise Expo, March 2, 2024, Deputy Mayor Pro Tem Dennis Webb
- Mayor Welcome - SER Jobs for Progress, April 4, 2024, Mayor Stopfer
- Welcome - North Texas Business Alliance, April 15, 2024, Mayor Stopfer
- Welcome Back - North Texas Teen Book Festival, April 27, Councilman Phil Riddle
- Mayor Welcome/Ribbon Cutting - DFW Minority Supplier, May 15, 2024, Mayor Stopfer

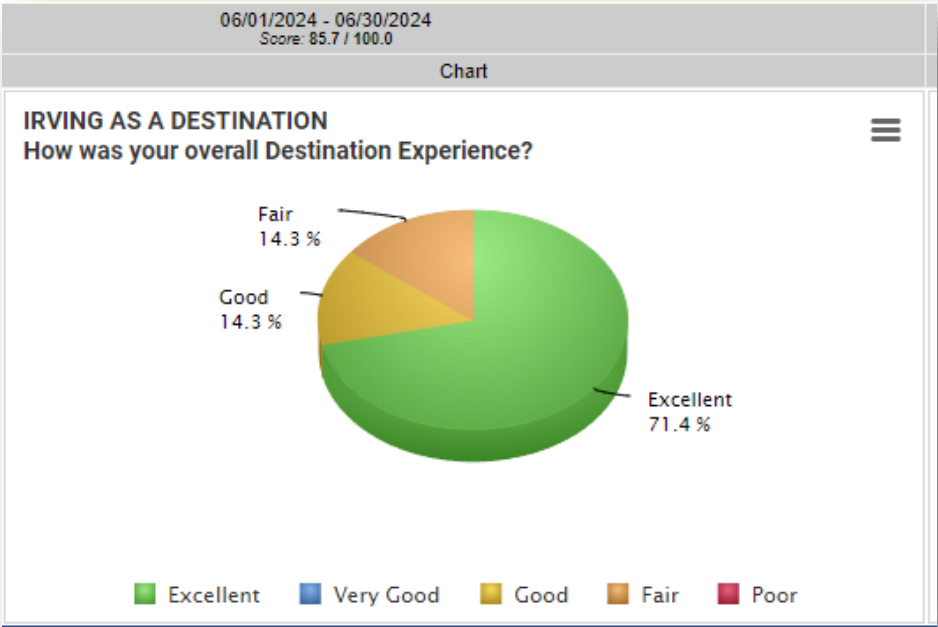
#### Upcoming

- Mayor/Proclamation – National Association of Latino Healthcare Executives, September 12, 2024, Mayor Stopfer

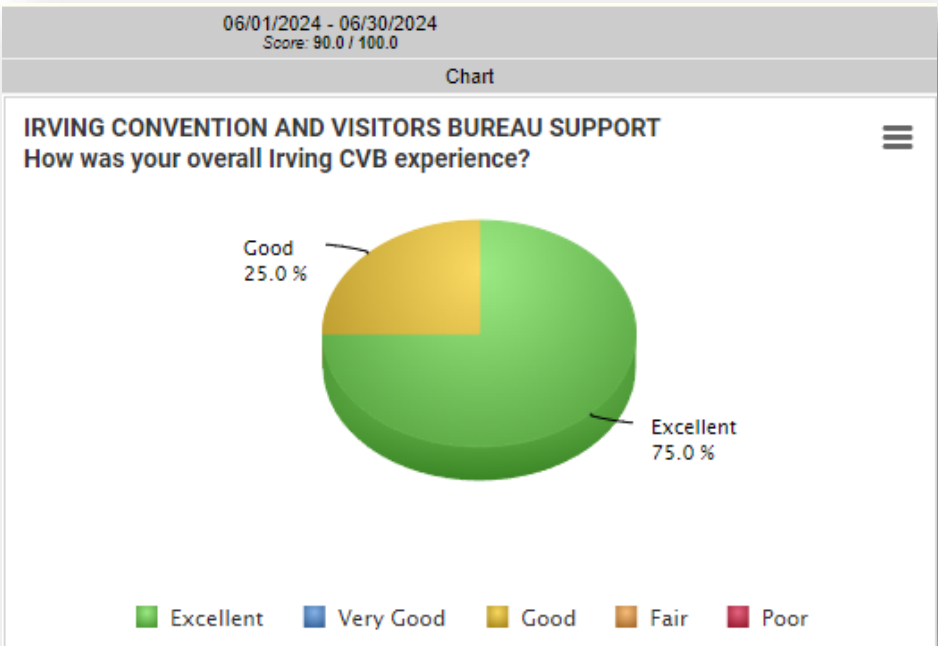


# Customer Service Satisfaction Survey Results

1. How was your overall destination experience?



2. How was your overall Convention and Visitors Bureau Experience?



## Definite Bookings July 2024 – September 2024

Customer	Meeting	Arrival	Departure	Attendees	Requested Rooms
Texas State Youth Conference	Texas State Youth Conference	7/4/2024	7/6/2024	300	210
USA Rice Federation	2024 USA Rice July Business Meetings	7/8/2024	7/10/2024	120	323
MUFON Mutual UFO Network Inc.	MUFON Symposium 2024	7/9/2024	7/15/2024	700	775
Auto Body Association of Texas	2024 Texas Auto Body Trade Show - Texican Court Room Block	7/10/2024	7/13/2024	750	228
Auto Body Association of Texas	2024 Texas Auto Body Trade Show - Westin ICC Room Block	7/10/2024	7/13/2024	750	134
International Municipal Signal Association	IMSA Forum & Expo 2024 - Contracted Guest Room Blocks	7/11/2024	7/19/2024	700	1540
Gainwell Technologies	GWT ITO Build Meeting - July 2024	7/14/2024	7/18/2024	21	105
American College of Emergency Physicians	ACEP 2024 Corporate Council Meeting	7/15/2024	7/16/2024	150	164
Combined Agents of America	Combined Agents of America	7/15/2024	7/19/2024	300	590
Guardant Health	Guardant Health - 2024 Launch Dallas	7/15/2024	7/17/2024	85	276
Family Reunion	Pat Brown Family Reunion	7/19/2024	7/21/2024	400	200
Missionary Families of Christ	Missionary Families of Christ	7/23/2024	8/1/2024	600	860
Missionary Families of Christ	Missionary Families of Christ	7/23/2024	8/1/2024	600	860
Apostolic Affiliation Inc.	Apostolic Affiliation 2024	7/23/2024	7/28/2024	300	150
RELX	2024 Finance Leadership Team Offsite	7/23/2024	7/26/2024	21	66
Vizient, Inc.	Vizient, Inc. 2024 Matt Yarbrough All Team Meeting	7/24/2024	7/25/2024	35	70

Customer	Meeting	Arrival	Departure	Attendees	Requested Rooms
Society of Government Meeting Professionals	SGMP North Texas Chapter Awareness Meeting	7/25/2024	7/25/2024	30	0
America's National Teenager Scholarship	America's National Teenager Scholarship	7/25/2024	7/28/2024	250	224
North Texas Sewing and Quilt Expo	North Texas Sewing and Quilt Expo 2024	7/26/2024	8/7/2024	4000	471
McKesson Corporation	#16616-Board, Committee & Shareholders Meeting July 2024	7/27/2024	7/31/2024	20	85
Michaels Stores, Inc.	Michaels FLM - Fall 2024	7/28/2024	8/1/2024	250	795
American Council of Engineering Companies of Texas	2024 Leadership Academy - DFW Area	8/1/2024	8/2/2024	35	32
eWomenNetwork	eWomenNetwork - ICON 2024	8/4/2024	8/10/2024	400	939
automatik	automatik Car Launch 2024	8/4/2024	9/16/2024	500	4805
StopAfib.org	Get In Rhythm. Stay In Rhythm. Atrial Fibrillation Patient Conference 2024	8/5/2024	8/11/2024	170	291
Vizient, Inc.	Vizient, Inc. 2024 CEO Networks OK-AR	8/7/2024	8/8/2024	26	25
Wedding Account	Chodavadia Wedding	8/8/2024	8/11/2024	275	115
Cocina Sabrosa	National Tradeshow-Hispanic Grocery and Restaurant Industry	8/19/2024	8/23/2024	800	257
TexSom	2024 TEXSOM Conference - Westin ICC - Vendor Room Block	8/19/2024	8/27/2024	500	322
TexSom	2024 TEXSOM Conference - Texican Court Room Block	8/19/2024	8/28/2024	500	409
Cocaine Anonymous World Services Office, Inc.	Cocaine Anonymous World Service Conference 2024	8/21/2024	9/3/2024	200	447
Wedding Account	Binita and Miraj Patel Wedding	8/26/2024	9/1/2024	1000	558
VidSummit	2024 VidSummit	9/1/2024	9/6/2024	3000	1364

Customer	Meeting	Arrival	Departure	Attendees	Requested Rooms
VidSummit	2024 VidSummit	9/1/2024	9/6/2024	3000	1364
National Rifle Association of America NRA	NRA Board of Directors Meeting - Fall 2024	9/2/2024	9/8/2024	200	478
Dallas Security Traders Association	2024 DSTA Annual Convention	9/3/2024	9/6/2024	150	324
Brigham Young University Athletics	BYU Football at SMU	9/4/2024	9/6/2024	175	128
State Freedom Caucus	State Freedom Caucus Network Event	9/4/2024	9/8/2024	250	520
American Athletic Conference	AAC Officials SFA @ UNT	9/6/2024	9/7/2024	10	20
Lion Street	Lion Street Indaba 2024	9/7/2024	9/10/2024	285	606
Consero	Corporate Learning and Development Forum-US2409CLD1	9/7/2024	9/10/2024	175	290
National Association of Railroad Trial Counsel	National Association of Railroad Trial Counsel - September 2024 Meeting	9/8/2024	9/13/2024	50	250
International Conference of Police Chaplains	2024 Region 7 Training TX 98880	9/8/2024	9/12/2024	100	160
ASSA ABLOY Opening Solutions - Americas Division	Data Center Event Sep2024	9/9/2024	9/11/2024	150	300
Roofing Contractors Association of Texas	RCAT 2024 Conference and Tradeshow	9/10/2024	9/14/2024	400	480
National Association of Latino Healthcare Executives	NALHE 2024 Annual Summit	9/11/2024	9/13/2024	200	220
The Aquaponics Association	13th Annual Aquaponics Conference	9/12/2024	9/14/2024	300	300
Consero	Energy General Counsel Forum	9/17/2024	9/20/2024	125	280
American Athletic Conference	AAC Officials Wyoming @ UNT	9/20/2024	9/21/2024	10	20
Boston Scientific	93774 - Fellows Cadaver Lab & Workshop	9/20/2024	9/21/2024	40	45
American Heart Association	AHA Strategic Networks Annual Meeting 2024	9/21/2024	9/26/2024	300	990

Customer	Meeting	Arrival	Departure	Attendees	Requested Rooms
Texas Trial Lawyers Association	Trial Advocacy College of Texas (TACT) 2024	9/22/2024	9/25/2024	75	146
American Society of Cataract and Refraction Surgery	ASCRS Business Summit	9/25/2024	9/29/2024	200	555
University of Arkansas Athletics	University of Arkansas Football Team Travel	9/26/2024	9/28/2024	152	152
CoHEsion	CoHEsion Summit 2024	9/27/2024	10/2/2024	400	1088
Arthur Murray Dance Studio	Arthur Murray Fall Dance September 2024	9/27/2024	9/28/2024	200	200
American Athletic Conference	AAC Officials Tulsa @ UNT	9/27/2024	9/28/2024	10	20

\*\*Highlighted items above are Target Industries for Irving

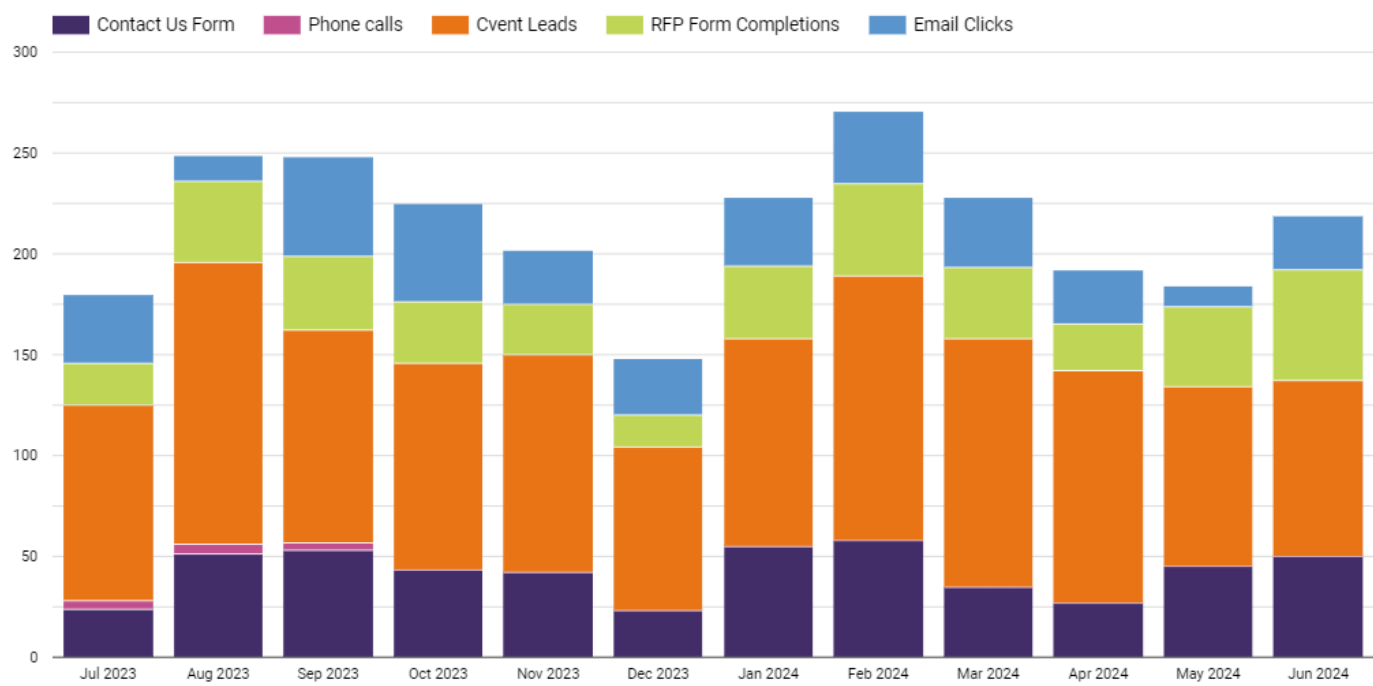


# Marketing Communications

**To:** Maura Gast, Executive Director  
**From:** Diana Pfaff, VP Marketing Communications | Monty White, Senior Director of Marketing  
**Date:** July 19, 2024  
**Re:** June Board Report

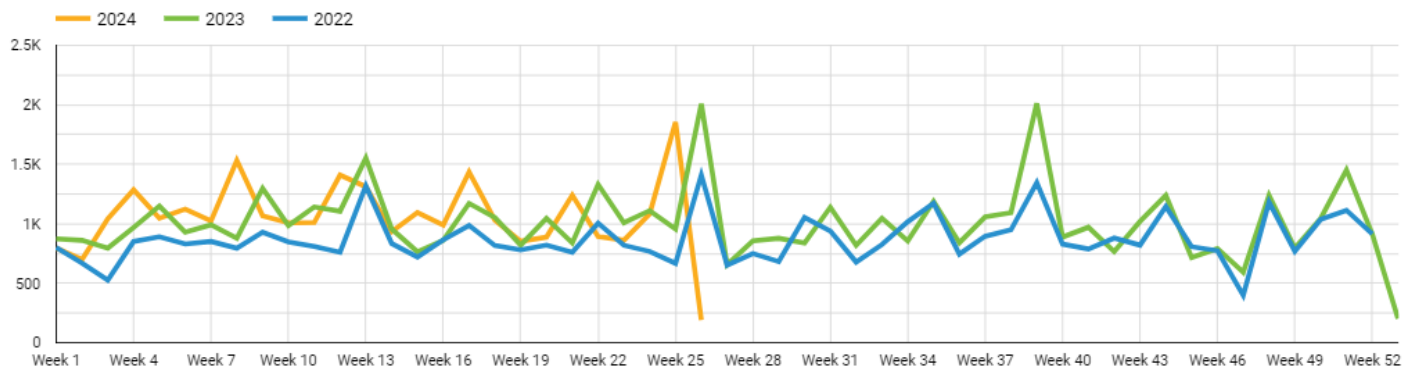
## Marketing Prospects

There were **219 prospects** in June. Of those, 87 came from Cvent, and 132 came from the website.

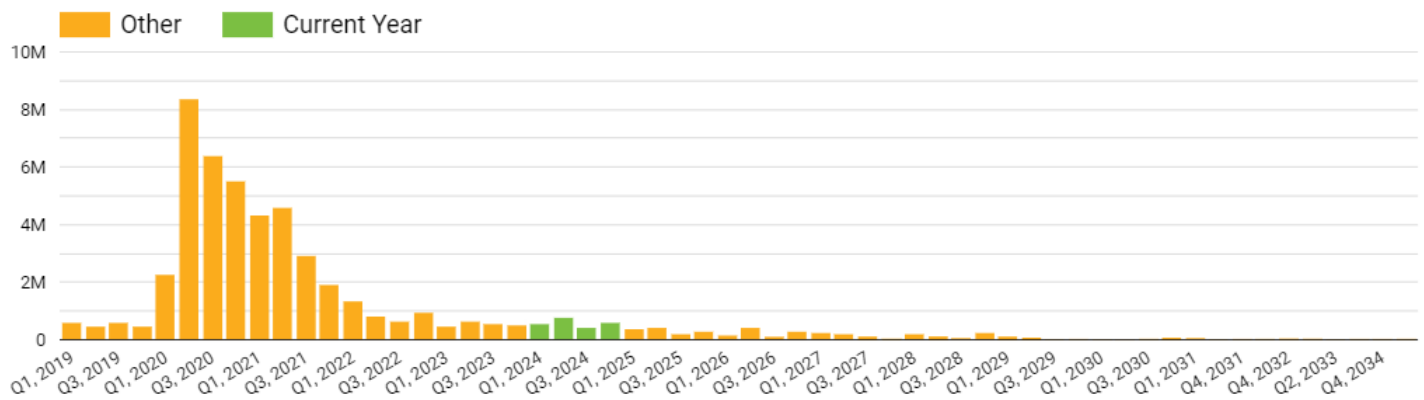




Aggregated Weekly Definite Volume of 200+ DMOs



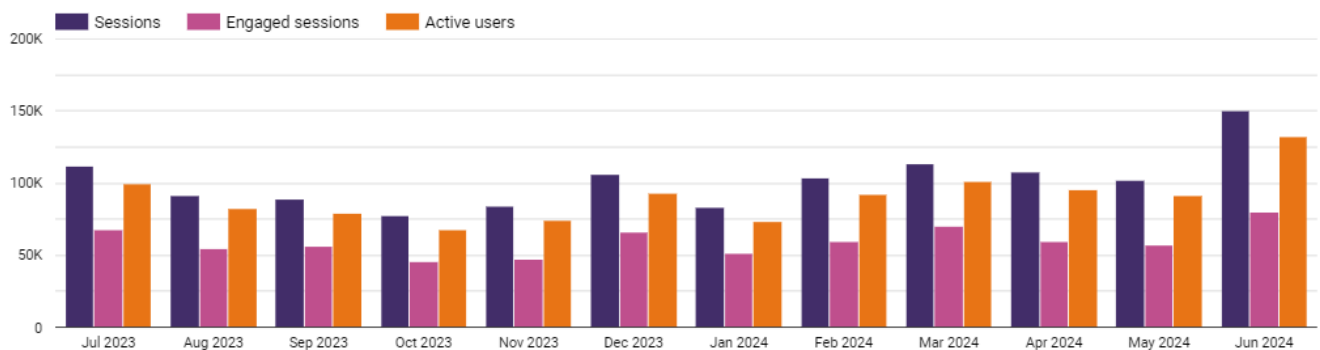
Aggregated Quarterly Cancellation Volume of 200+ DMOs

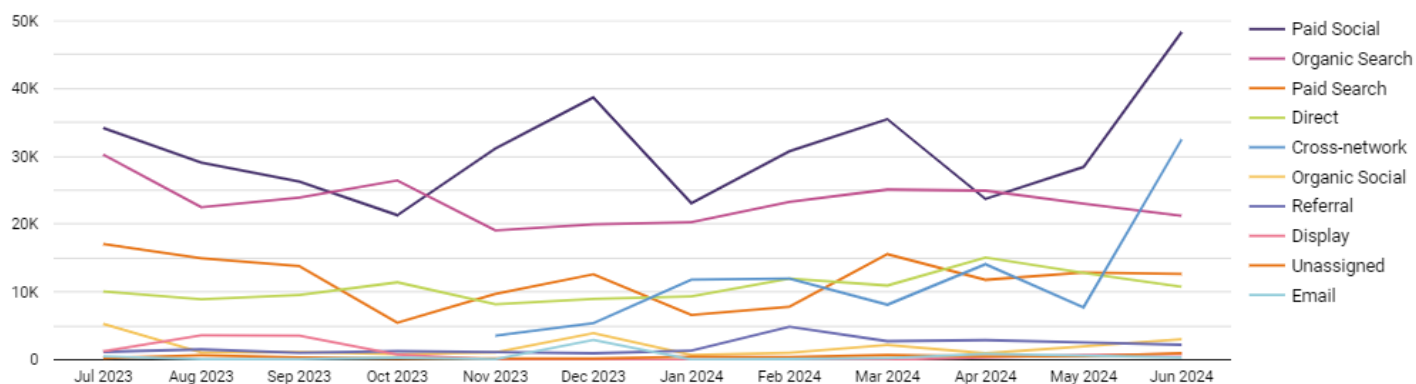


## Website Traffic and Engagement

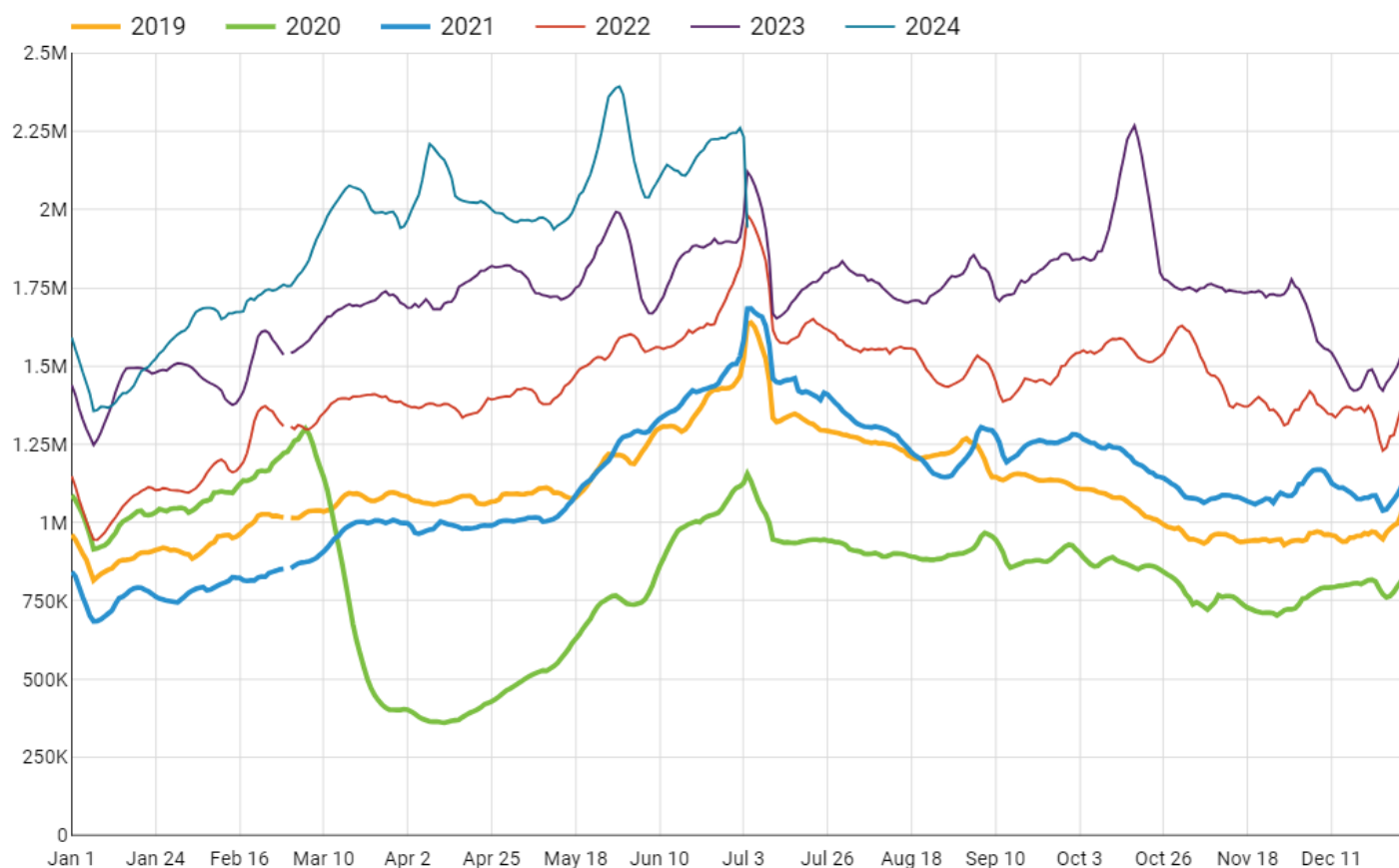
In June, sessions increased by 43% year over year, with **150,330 total sessions**, the highest number this year. This included **80,082 engaged sessions** from **132,438 active users** who triggered **1,266,621 events**.

Sessions / Engaged Sessions / Active Users





Aggregated data from Simpleview shows that overall website sessions continue to exceed previous years.

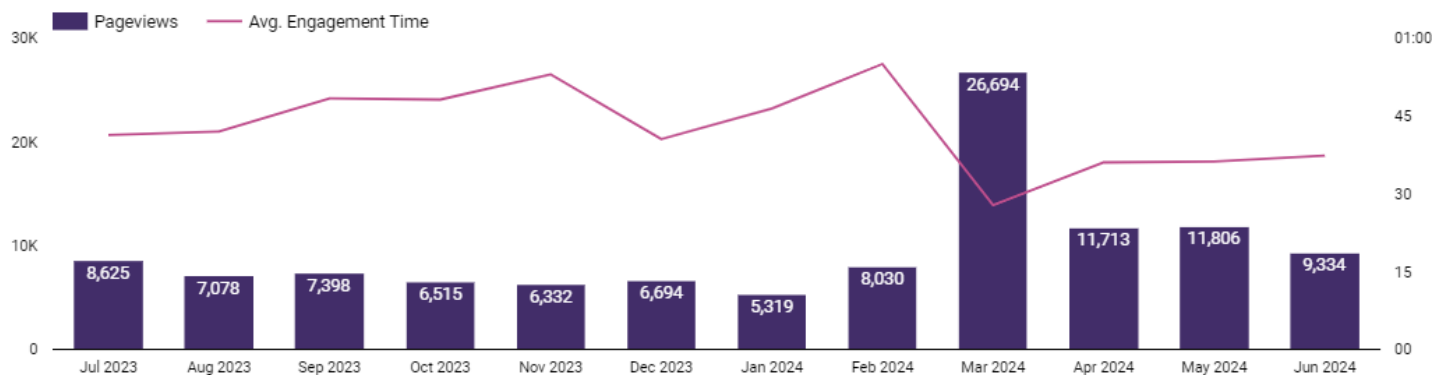


## Blog Traffic

In June, there were **9,334 blog pageviews**. The top five posts were:

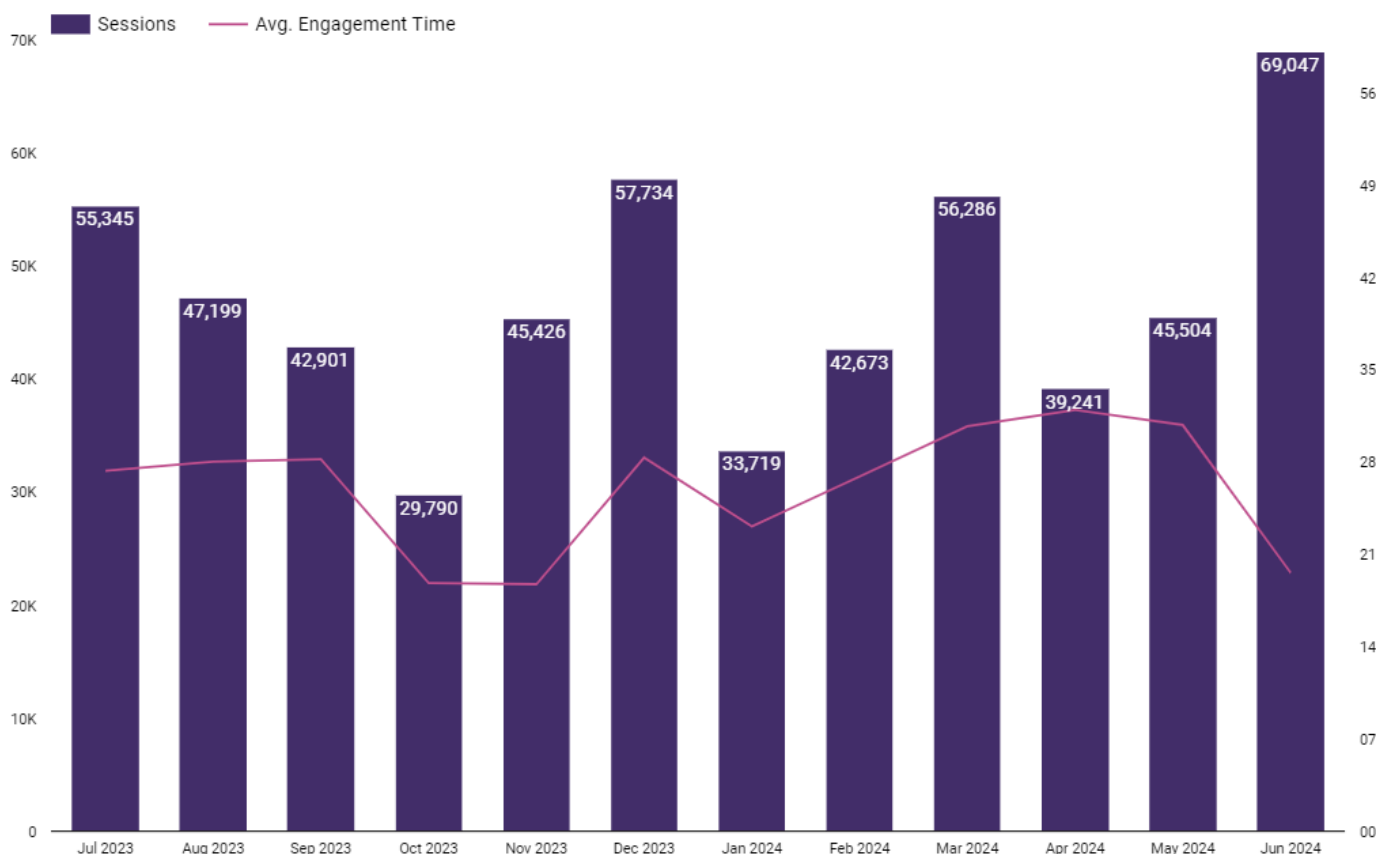
1. Irving Launchpad to DFW Fun Entertainment – 1,465 pageviews
2. Five Ways to Have Fun at Lake Carolyn – 1,229 pageviews
3. A Guide to Water Street in Irving – 1,110 pageviews
4. Five Brunch Spots in Irving You Need to Try this Sunday – 404 pageviews
5. Seven Days a Week Happy Hour Run Down in Irving – 291 pageviews

## Blog Pageviews



## Paid Search (SEM)

Paid search had **69,047 sessions** in June.



## Staycations Campaign:

The Staycations Campaign performed well in June, generating **9,585 hotel referrals**. This campaign utilizes multiple platforms, including Google via Performance Max, resulting in a 40% conversion rate.

## Event Micro-Campaigns:

The Event and Micro-Campaign, which leveraged existing demand from the Irving Convention Center and local events, generated **14,571 website visits**.

Evergreen Promotions:

The Promoted Content Campaign, which highlights local businesses through the ICVB blog and social media, generated **21,238 impressions** and **3,425 website visits**.

DFW Entertainment Hub Campaign:

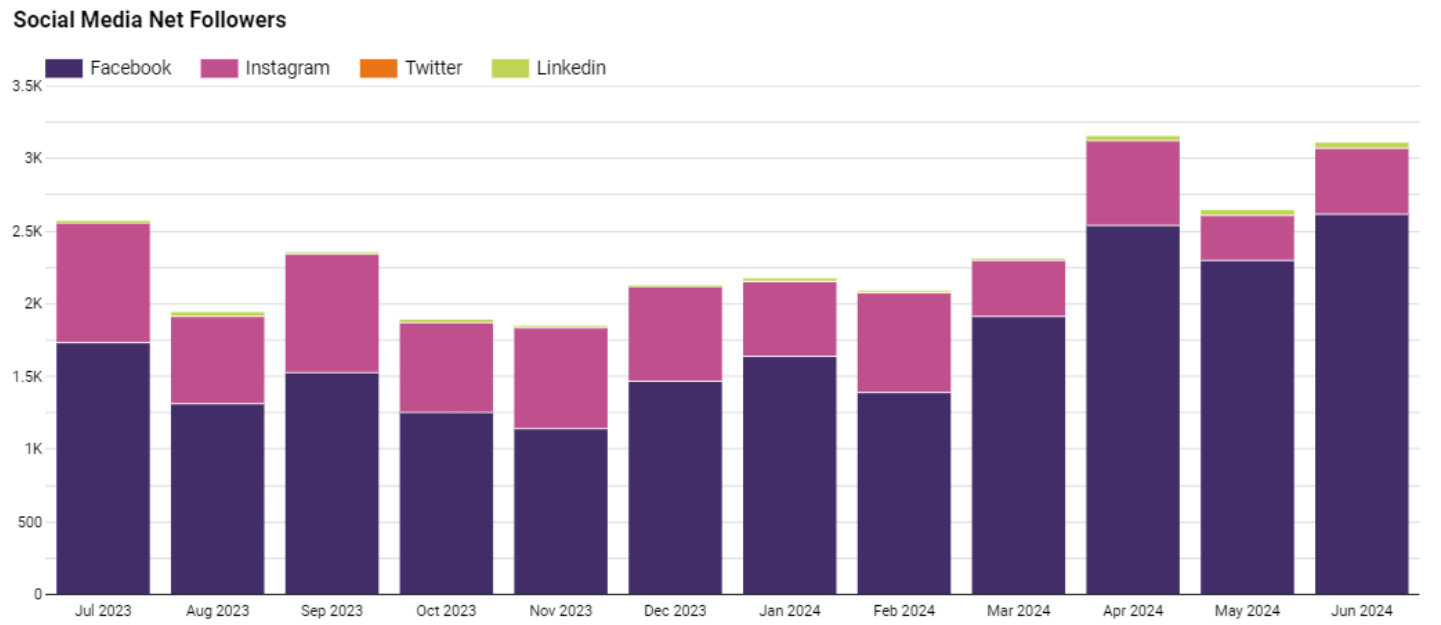
The recently launched DFW Entertainment Hub campaign, which promotes Irving as a launchpad for travelers to explore DFW, generated **12,545 website visits** in June.

OTA Advertising:

The OTA campaign, in partnership with Expedia, has produced **99,763 hotel bookings** for **18,582 room nights** and generated **\$2.6 million in direct hotel revenue**.

Social Media

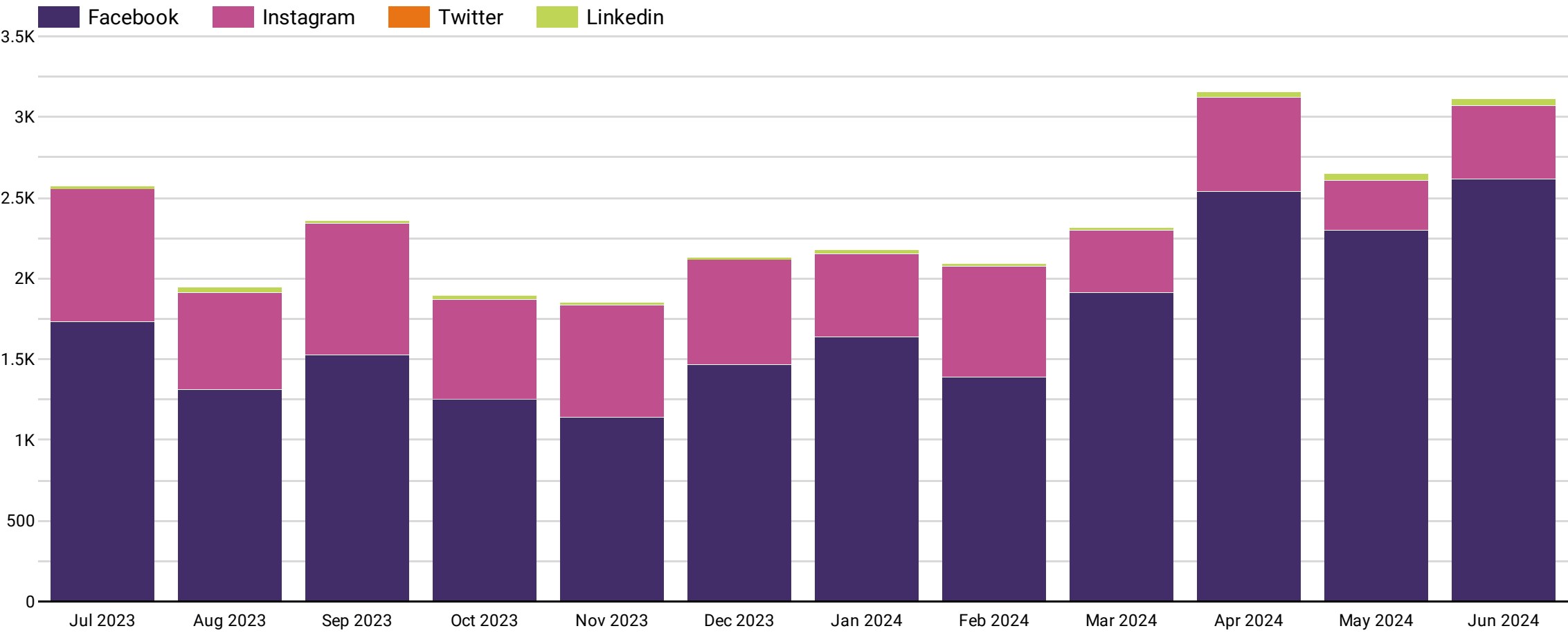
June saw the addition of **3,112 new social media followers**, the second-largest increase this year. This brought the total influence to 176,606 followers.



Social Media Breakdown

Organization	Facebook Followers	Instagram Followers	Twitter Followers	Linkedin Followers	Total Followers
CVB	118,299	21,558	5,764	1,128	146,749
CC	23,527	3,297	2,429	604	29,857
Grand Total	141,826	24,855	8,193	1,732	176,606

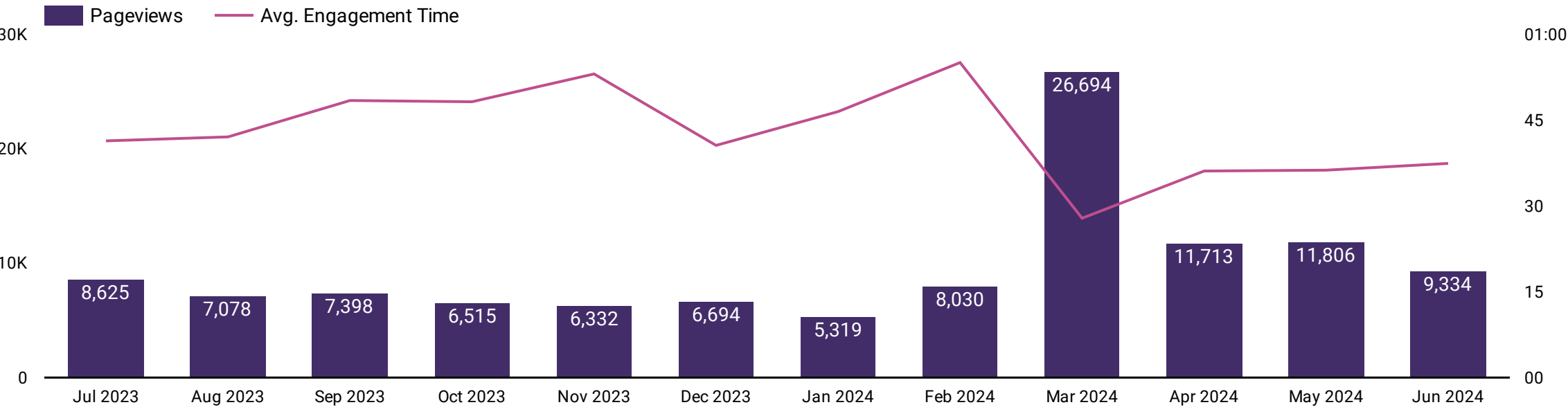
Social Media Net Followers



Social Media Breakdown

Organization	Facebook Followers	Instagram Followers	Twitter Followers	Linkedin Followers	Total Followers
CVB	118,293	21,558	5,764	1,128	146,743
CC	23,523	3,297	2,429	604	29,853
Grand Total	141,816	24,855	8,193	1,732	176,596

Blog Pageviews



Blog List

	Page path	Pageviews
1.	/blog/stories/post/irving-launchpad-to-dfw-fun-entertainment/	1,465
2.	/blog/stories/post/five-ways-to-have-fun-at-lake-carolyn/	1,229
3.	/blog/stories/post/a-guide-to-water-street-in-irving/	1,110
4.	/blog/stories/post/5-brunch-spots-in-irving-you-need-to-try-this-sunday/	402
5.	/blog/	401
6.	/blog/stories/post/7-days-a-week-a-happy-hour-run-down-in-irving/	291
7.	/blog/stories/post/where-to-cool-off-this-summer-at-irving-facilities/	215
8.	/blog/stories/post/discover-your-perfect-daycation-in-irving-texas-with-resortpass/	197
9.	/blog/stories/post/a-guide-to-dfw-international-airport-restaurants/	163
10.	/blog/stories/post/top-5-picnic-spots-in-irving-and-las-colinas/	144

# Social Media Overview

Organization: CVB (1) ▾

Jun 1, 2024 - Jun 30, 2024 ▾

## Total All Platforms

Total Followers

146,743

Facebook Instagram Twitter LinkedIn



Total Impressions

3,911,537

↑ 839,985 from previous year

Facebook Instagram Twitter LinkedIn



Total Engagements

283,179

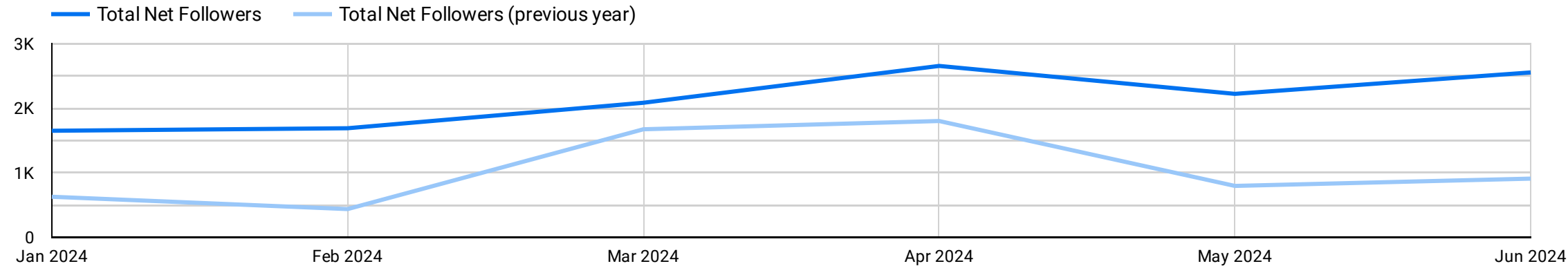
↑ 174,080 from previous year

Facebook Instagram Twitter LinkedIn Engagement



## By Platform compared to year over year change

	Facebook	YoY Δ	Instagram	YoY Δ	Twitter	YoY Δ	Linkedin	YoY Δ
Followers	118,293		21,558		5,764		1,128	-
Impressions	3,159,626	979,346 ↑	747,119	-143,737 ↓	1,912	1,889 ↑	2,880	2,487 ↑
Engagements	111,304	76,115 ↑	171,161	97,272 ↑	90	87 ↑	624	606 ↑
Net Followers	2,155	1,719 ↑	380	-101 ↓	-1	11 ↑	23	17 ↑



# Social Media Overview

Organization: CC (1) ▾

Jun 1, 2024 - Jun 30, 2024 ▾

## Total All Platforms

Total Followers

29,853

Facebook Instagram Twitter LinkedIn



Total Impressions

435,285

↓ -392,249 from previous year

Facebook Instagram Twitter LinkedIn



Total Engagements

31,302

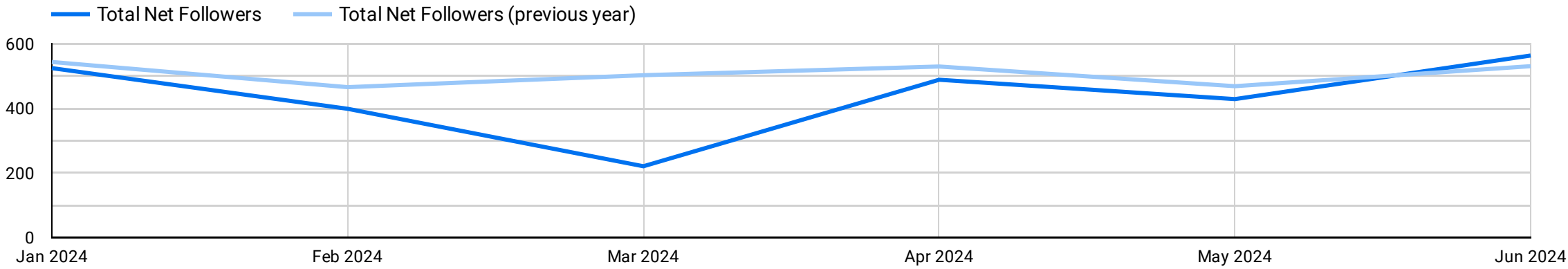
↓ -37,298 from previous year

Facebook Instagram Twitter LinkedIn Engagement



## By Platform compared to year over year change

	Facebook	YoY Δ	Instagram	YoY Δ	Twitter	YoY Δ	Linkedin	YoY Δ
Followers	23,523		3,297		2,429		604	-
Impressions	287,802	-435,574 ↓	144,253	40,156 ↑	185	174 ↑	3,045	2,995 ↑
Engagements	13,784	-46,178 ↓	17,035	8,399 ↑	2	0	481	481 ↑
Net Followers	463	39 ↑	71	-38 ↓	10	15 ↑	20	17 ↑





visitirvingtx

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**IRVING**  
TEXAS

1,724 posts

21.7K followers

1,172 following

Visit Irving, Texas

@visitirvingtx

We snap and share photos in Irving, TX for those who appreciate travel, events & everything awesome. Use #VisitIrving to... more

🔗 [linktr.ee/visitirvingtx](https://linktr.ee/visitirvingtx)

100K accounts reached in the last 30 days. View insights



Eat



Live Music



Stay



Press



Calendar



Drink

POSTS

REELS

SAVED

TAGGED





irvingtxcc

Following ▾

Message



450 posts

3,310 followers

6,148 following

Irving Convention Center

Convention Center

Copper-Clad, Silver LEED Certified, Award Winning, 275,000 Square Feet Meetings & Events Venue.

Use #IrvingTxCC to be... more

[linktr.ee/IrvingTxCC](https://linktr.ee/IrvingTxCC)

Followed by [lizzieluxury\\_treats](#), [irvinglibrary](#), [irving\\_police\\_athletic\\_league](#) + 107 more



Our Team



Irving



Events

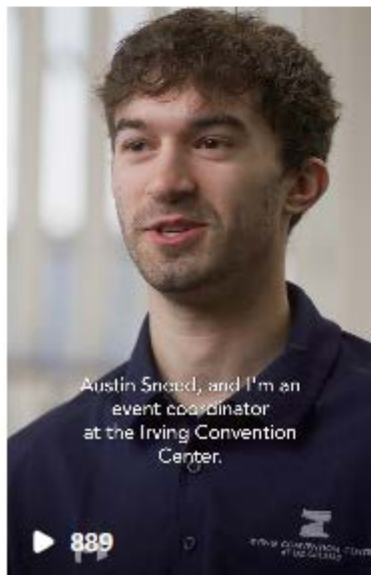


Calendar

POSTS

REELS

TAGGED





**DATE:** July 15, 2024  
**TO:** Maura Gast, Executive Director  
**FROM:** Susan Rose, VP Finance & Administration  
**RE:** Hotel Performance and Short Term Rental Data – May Data

### **Hotel Performance**

Irving's hotel occupancy rate for May was 71.7%, an increase of 1.1% from last year. The Average Daily Rate (ADR) was \$128.33 an increase of 0.8% from last year and Revenue Per Available Room (RevPAR) was \$91.97 and increase of 1.9% from last year.

The hotel occupancy for Texas was 66.0%, an increase of 3.7% and the hotel occupancy for the US was 65.7%, an increase of 1.5%.

### **Short Term Rental**

For the month of May, there were 703 available listings in Irving. The occupancy rate was 54.7%, down 2.14% from last year and the ADR was \$216.42, an increase of 8.5% over last year.

For the hotel comparable subset, the occupancy rate was 50.1%, a decrease of 14.7% from last year and the ADR was \$113.41, an increase of 1.6% from last year.

There are zeros listed in the Supply/Demand/Revenue YOY Change YTD and it should be noted that this section of the report is still being modified with the vendor. It is expected that numbers will be included in future reports.

# Hotel Performance Summary

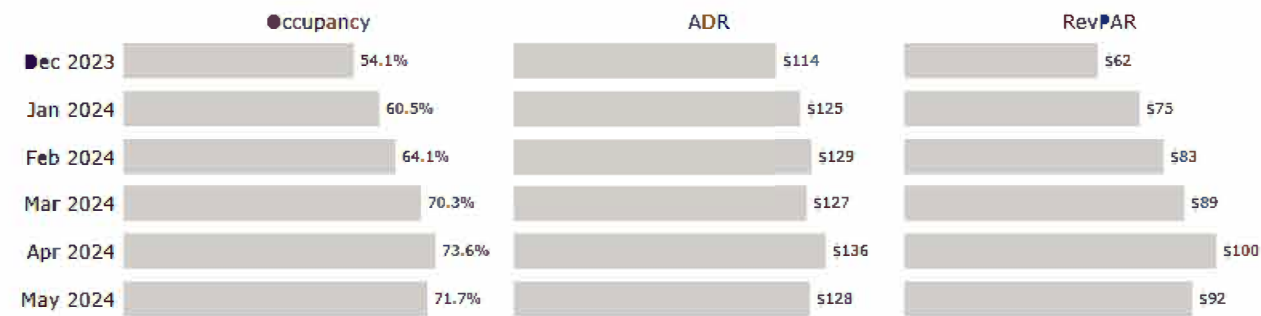
Irving, TX | May 2024



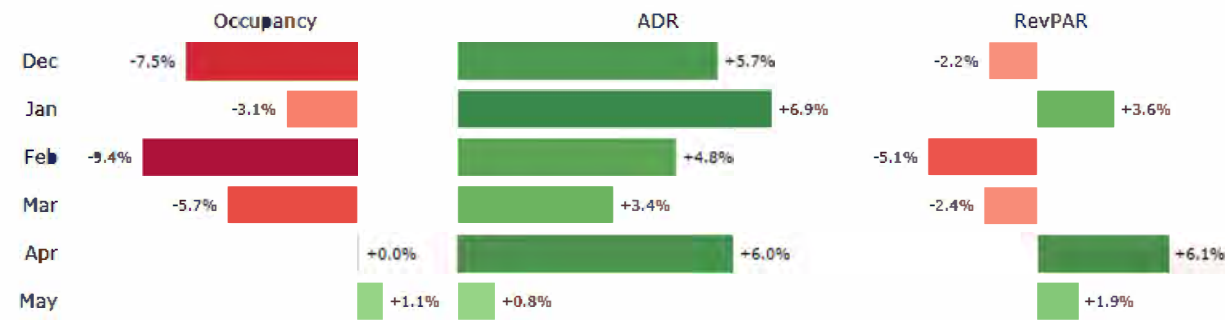
Month: May 2024  
Location: Irving, TX  
Compare to: Previous Year  
Based On: Calendar Year

	Occupancy	ADR	RevPAR	Supply	Demand	Revenue
	71.7%	\$128.33	\$91.97	397.0K	284.5K	\$36.5M
Change vs. Previous Year	▲ 1.1%	▲ 0.8%	▲ 1.9%	▼ -0.8%	▲ 0.3%	▲ 1.1%
YTD Calendar Year	68.1%	\$129.16	\$87.91	1.9M	1.3M	\$170.0M
YTD Change vs. Previous Year	▼ -3.3%	▲ 4.3%	▲ 0.8%	▼ -0.4%	▼ -3.7%	▲ 0.5%

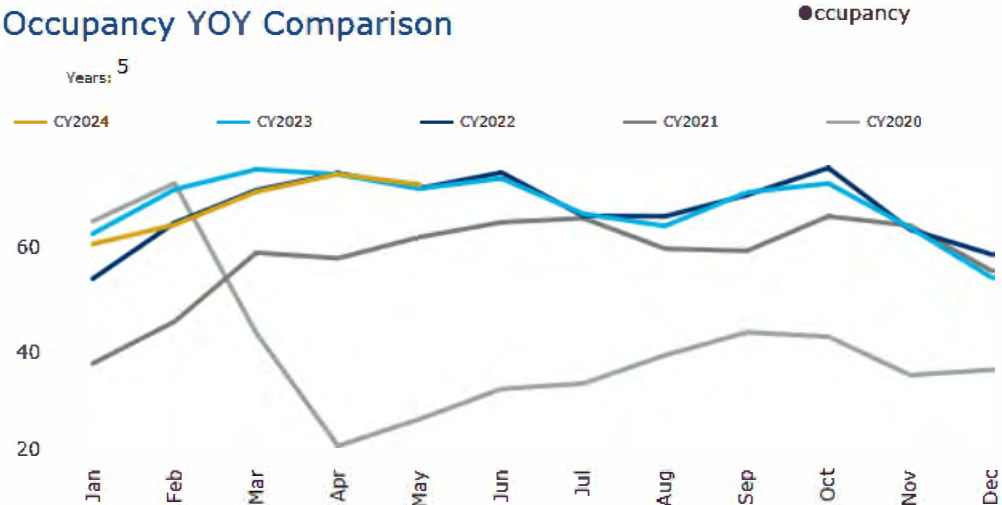
## Last Six Months Performance



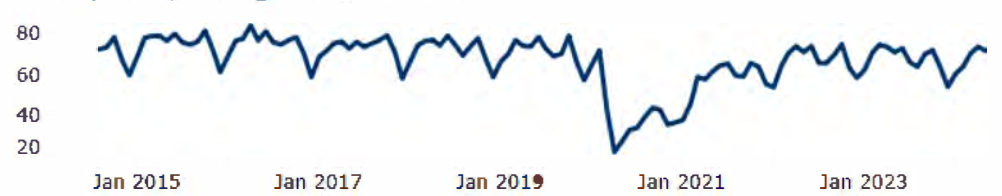
## Last Six Months Performance vs. Previous Year



## Occupancy YOY Comparison



## Occupancy Long Term Trend



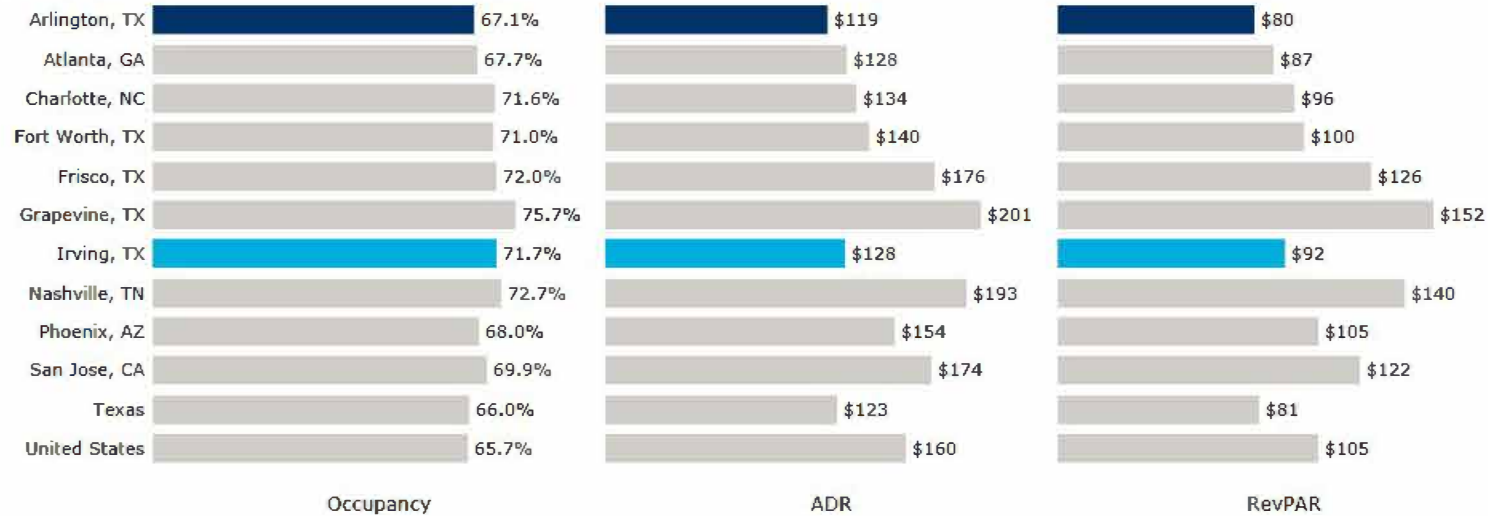
# Competitive Markets Hotel Performance

Irving, TX vs. Comp. Markets



Month: May 2024 | Report Month: | Compare to Previous Year: | Markets All | Supply Total: | Measures Summary:

## May 2024, Comp. Markets Hotel KPIs



## May 2024, Comp. Markets Hotel Performance vs. Previous Year

	Occ	YOY	ADR	YOY	RevPAR	YOY	Total Supply	YOY	Demand	YOY	Revenue	YOY
Arlington, TX	67.1%	▼ -0.3%	\$119	▲ 13.5%	\$80	▲ 13.2%	254.1K	▲ 12.1%	170.5K	▲ 11.8%	\$20.2M	▲ 26.9%
Atlanta, GA	67.7%	▲ 1.4%	\$128	▼ -0.1%	\$87	▲ 1.3%	3.5M	▲ 1.3%	2.4M	▲ 2.7%	\$304.0M	▲ 2.5%
Charlotte, NC	71.6%	▲ 3.4%	\$134	▲ 3.5%	\$96	▲ 6.9%	1.3M	▲ 0.1%	951.9K	▲ 3.5%	\$127.5M	▲ 7.1%
Fort Worth, TX	71.0%	▲ 0.7%	\$140	▲ 1.2%	\$100	▲ 1.9%	527.6K	▲ 1.6%	374.6K	▲ 2.3%	\$52.6M	▲ 3.5%
Frisco, TX	72.0%	▲ 8.5%	\$176	▲ 1.1%	\$126	▲ 9.7%	132.8K	▲ 0.0%	95.6K	▲ 8.5%	\$16.8M	▲ 9.7%
Grapevine, TX	75.7%	▲ 3.6%	\$201	▼ -0.7%	\$152	▲ 2.9%	148.4K	▲ 0.1%	112.4K	▲ 3.7%	\$22.6M	▲ 3.0%
Irving, TX	71.7%	▲ 1.1%	\$128	▲ 0.8%	\$92	▲ 1.9%	397.0K	▼ -0.8%	284.5K	▲ 0.3%	\$36.5M	▲ 1.1%
Nashville, TN	72.7%	▲ 0.2%	\$193	▼ -3.1%	\$140	▼ -2.9%	1.8M	▲ 1.1%	1.3M	▲ 1.3%	\$254.5M	▼ -1.8%
Phoenix, AZ	68.0%	▲ 1.0%	\$154	▼ -0.7%	\$105	▲ 0.3%	2.2M	▲ 0.8%	1.5M	▲ 1.8%	\$231.5M	▲ 1.1%
San Jose, CA	69.9%	▲ 7.4%	\$174	▲ 7.8%	\$122	▲ 15.8%	315.3K	▼ -2.3%	220.4K	▲ 4.9%	\$38.4M	▲ 13.0%
Texas	66.0%	▲ 3.7%	\$123	▲ 2.9%	\$81	▲ 6.7%	16.4M	▲ 0.9%	10.9M	▲ 4.6%	\$1.3B	▲ 7.6%
United States	65.7%	▲ 1.5%	\$160	▲ 2.4%	\$105	▲ 4.0%	175.3M	▲ 0.5%	115.3M	▲ 2.0%	\$18.5B	▲ 4.5%

History for markets varies. Click on a market to check its history in the line charts

Source: STR



## Occupancy Comparison



## Occupancy vs. Same Month in Previous Year Last 12 Months





# Short Term Rental Summary

Irving, May 2024



Month: May 2024 | Location: Irving | Property Type: Entire Place | Compare to: Previous Year | Year Type: Calendar Year

	Occupancy	ADR	Revpar	Supply	Demand	Revenue
	54.7%	\$216.42	\$118.46	7.9K	4.3K	\$933.4K
YOY Change	▼ -2.1%	▲ +8.5%	▲ +6.2%	▲ +4.5%	▲ +2.3%	▲ +11.0%
Calendar Year-to-Date	50.3%	\$222.00	\$111.75	37.9K	19.1K	\$4.2M
YOY Change YTD	▼ -0.7%	▲ +13.6%	▲ +12.9%	▲ +2.7%	▲ +2.0%	▲ +15.9%

## Last Six Months

Irving

	Occ	YOY	ADR	YOY	RevPAR	YOY	Supply	YOY	Demand	YOY	Revenue	YOY
Dec 23	53.1%	0.4%	\$195	-1.7%	\$104	-1.3%	9.2K	16.5%	4.9K	17.0%	\$955.3K	15.0%
Jan 24	42.6%	-0.7%	\$207	11.7%	\$88	10.9%	7.5K	5.9%	3.2K	5.1%	\$657.2K	17.4%
Feb 24	44.6%	-3.4%	\$212	12.0%	\$94	8.2%	6.8K	6.5%	3.0K	2.8%	\$638.3K	15.1%
Mar 24	58.5%	10.9%	\$226	12.4%	\$132	24.6%	7.4K	-6.8%	4.3K	3.3%	\$971.7K	16.2%
Apr 24	50.6%	-6.5%	\$242	22.7%	\$123	14.7%	8.4K	4.4%	4.3K	-2.3%	\$1.0M	19.8%
May 24	54.7%	-2.1%	\$216	8.5%	\$118	6.2%	7.9K	4.5%	4.3K	2.3%	\$933.4K	11.0%

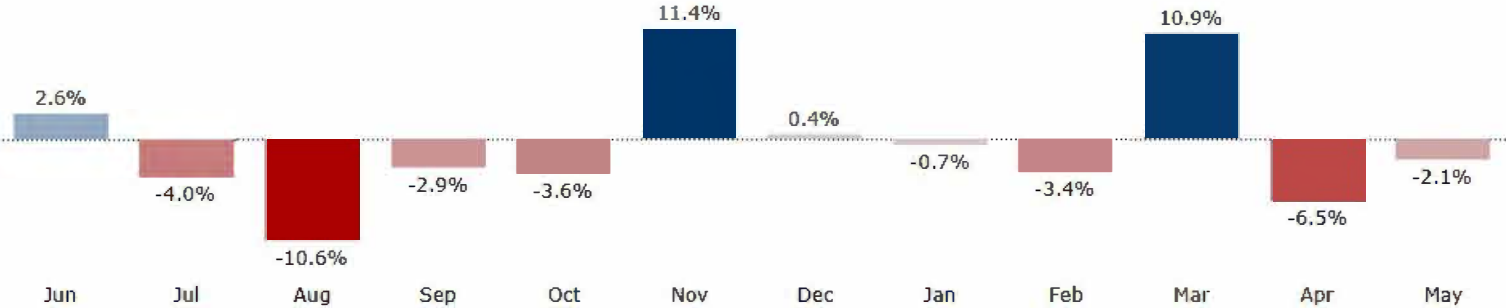
## Occupancy YOY Comparison

Irving



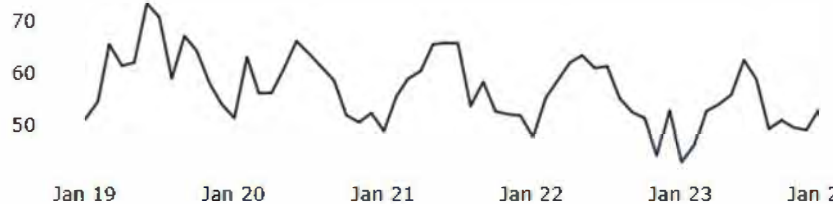
## Occupancy vs. Previous Year

Irving



## Occupancy

Irving



Short Term Rental Summary

Irving, May 2024



Month	Location	Property Type	Compare to	Year Type			
May 2024	Irving	Hotel Comparable	Previous Year	Calendar Year			
		Occupancy	ADR	Revpar	Supply	Demand	Revenue
		50.1%	\$113.41	\$56.78			
	YOY Change	▼ -14.7%	▲ +1.6%	▼ -13.3%			
	Calendar Year-to-Date				0	0	\$0
	YOY Change YTD						

Last Six Months

Irving

	Occ	YOY	ADR	YOY	RevPAR	YOY	Supply	YOY	Demand	YOY	Revenue	YOY
Dec 23	49.8%	-3.1%	\$99	-5.1%	\$49	-8.0%						
Jan 24	46.6%	1.7%	\$119	16.2%	\$55	18.2%						
Feb 24	45.9%	-7.9%	\$120	13.9%	\$55	4.9%						
Mar 24	55.4%	5.1%	\$118	4.9%	\$66	10.2%						
Apr 24	45.7%	-20.1%	\$123	8.7%	\$56	-13.1%						
May 24	50.1%	-14.7%	\$113	1.6%	\$57	-13.3%						

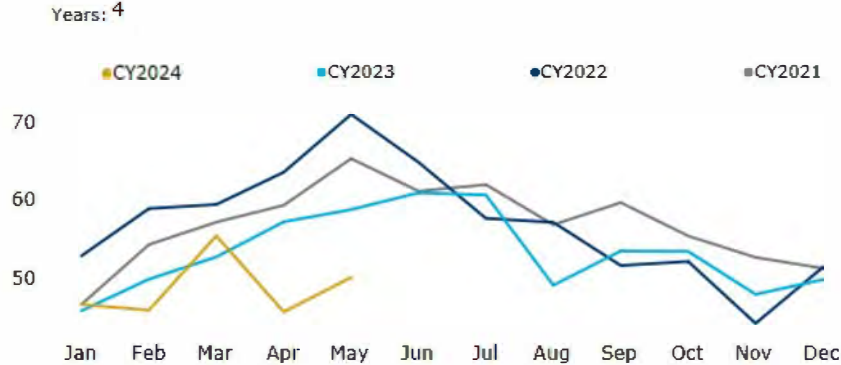
Occupancy vs. Previous Year

Irving



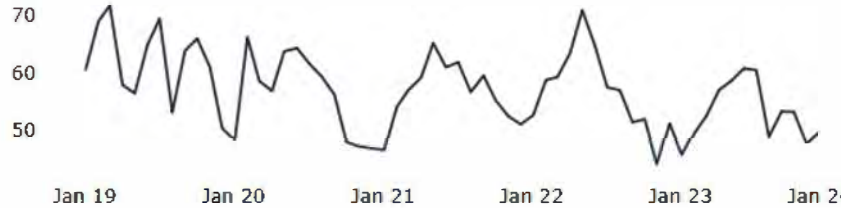
Occupancy YOY Comparison

Irving



Occupancy

Irving







# CONVENTION CENTER MANAGEMENT REPORTS

**IRVING**  
CONVENTION &  
VISITORS BUREAU





**IRVING  
CONVENTION CENTER  
AT LAS COLINAS**  
AN ASM GLOBAL MANAGED FACILITY

June 17, 2024

TO: Maura Gast, Executive Director ICVB  
FROM: Verenis Pedraza, ASM Global Director of Finance  
Casey Villaseñor, ASM Global Director of Sales  
SUBJECT: **Monthly Financial & Sales Report – May 2024**

Convention Center	Current Actual	Current Budget	Prior Year Actual	Year to Date Actual	Year to Date Budget	Prior YTD Actual
Direct Event Income	131,363	133,000	53,822	705,727	936,446	674,181
Ancillary Income	621,726	337,260	564,403	4,160,537	3,387,440	3,487,988
Total Event Income	753,089	470,260	618,225	4,866,264	4,323,886	4,162,169
Other Income	141,220	107,167	143,083	1,025,130	857,336	779,540
Adjusted Gross Income	894,309	577,427	761,308	5,891,394	5,181,222	4,941,709
Indirect Expenses	(723,845)	(679,466)	(612,201)	(5,325,707)	(5,620,517)	(4,821,194)
Net Income (Loss)	170,464	(102,039)	149,107	565,687	(439,295)	120,515

- We had twenty-four revenue-producing events for the month.
- Total event income slightly missed budget by \$1,637.
- Other operating income includes May's Westin garage rent, Enterprise's rent, transient parking revenue, and various other commissions.
- Indirect expenses were over budget by \$44,379 due to additional repairs throughout the building, LED installations, and service upgrades to computer software's.
- Overall, the ICC came in under budget by \$272,503.

ASM Catering	Current Actual	Current Budget	Prior Year Actual	Year to Date Actual	Year to Date Budget	Prior YTD Actual
Total Revenue	893,340	426,560	795,574	6,214,019	4,609,612	4,776,325
Net Income/(Loss)	481,472	261,440	418,811	3,333,247	2,823,843	2,715,868
Net Income/(Loss) %	53.90%	61.29%	52.64%	53.64%	61.26%	56.86%

## ICC by the Numbers

EVENTS		VISITORS	
This month	To date	This month	To date
24	124	32,754	185,697
Current Year	Current Year	Current Year	Current Year
27	149	31,078	162,831
Prior Year	Prior Year	Prior Year	Prior Year
FUTURE GUESTROOMS BOOKED		SURVEY RESULTS	
This month	To date	Returned	Score
4,500	21,519	2	100%
Current Year	Current Year	This Month	Current Month
1,075	20,992	21	91.4%
Prior Year	Prior Year	Year to Date	Year to Date

EXECUTED AGREEMENTS	
This month	To date
13	102
Current Year	Current Year
20	127
Prior Year	Prior Year

## **Target Industry Bookings**

Linehaul Summit – April 2025

Terrapinn Connected America – March 2025

## **June and July at a Glance**

- May 30-June 2      Tattoo Fest
- June 3-5      Elevate IT
- June 7-9      Paradise Spas Expo
- June 8      World Wide Dreambuilders
- June 10-12      Pri-Med Access
- June 12-14      Linehaul Summit
- June 15      Texas USA Gymnastics Annual Banquet
- June 17      Irving Hispanic Chamber of Commerce
- June 17-18      Texas Health Resources University Meeting
- June 19      QuikTrip Spring Meeting
- June 19-23      Steubenville Lone Star
- June 25-26      DFW Airport
- June 26-29      Quest Trust Annual Expo
- June 30-July 9      USA Badminton Junior Open
- July 10-12      Texas Workforce Commissions
- July 11      Texas A&M Construction Science Department Meeting
- July 11-13      Auto Body Association of Texas
- July 12-13      Lindsay Wilson College Residence Class
- July 12-19      IMSA Forum & Expo
- July 19-20      Swim Spa Blowout
- July 24      BOMA Luncheon
- July 25      SGMP Meeting
- July 25-28      Missionary Families of Christ

cc:      Tom Meehan, General Manager, ASM Global



**IRVING  
CONVENTION CENTER  
AT LAS COLINAS**  
AN ASM GLOBAL MANAGED FACILITY

July 17, 2024

TO: Maura Gast, Executive Director ICVB  
FROM: Verenis Pedraza, ASM Global Director of Finance  
Casey Villaseñor, ASM Global Director of Sales  
SUBJECT: **Monthly Financial & Sales Report – June 2024**

Convention Center	Current Actual	Current Budget	Prior Year Actual	Year to Date Actual	Year to Date Budget	Prior YTD Actual
Direct Event Income	28,996	76,450	48,039	734,728	1,012,896	722,227
Ancillary Income	579,585	376,240	561,346	4,740,118	3,763,680	4,049,335
Total Event Income	608,581	452,690	609,385	5,474,846	4,776,576	4,771,562
Other Income	140,670	107,167	108,308	1,165,799	964,503	887,849
Adjusted Gross Income	749,251	559,857	717,693	6,640,645	5,741,079	5,659,411
Indirect Expenses	(659,010)	(695,424)	(744,831)	(5,984,716)	(6,315,941)	(5,566,035)
Net Income (Loss)	90,241	(135,567)	(27,138)	655,929	(574,862)	93,376

- We had seventeen revenue-producing events for the month.
- Total event income surpassed budget by \$155,891.
- Other operating income includes June's Westin garage rent, Enterprise's rent, transient parking revenue, and various other commissions.
- Indirect expenses were under budget by \$36,414.
- Overall, the ICC came in under budget by \$225,808.

ASM Catering	Current Actual	Current Budget	Prior Year Actual	Year to Date Actual	Year to Date Budget	Prior YTD Actual
Total Revenue	866,279	525,760	835,070	7,080,293	5,135,372	5,611,395
Net Income/(Loss)	517,664	322,240	432,438	3,850,909	3,146,083	3,148,307
Net Income/(Loss) %	59.76%	61.29%	51.78%	54.39%	61.26%	56.11%

## ICC by the Numbers

EVENTS		VISITORS	
This month	To date	This month	To date
17	141	21,410	207,107
Current Year	Current Year	Current Year	Current Year
17	166	35,017	197,848
Prior Year	Prior Year	Prior Year	Prior Year
FUTURE GUESTROOMS BOOKED		SURVEY RESULTS	
This month	To date	Returned	Score
7,258	28,473	5	92%
Current Year	Current Year	This Month	Current Month
5,288	26,280	26	91.5%
Prior Year	Prior Year	Year to Date	Year to Date
EXECUTED AGREEMENTS			
This month	To date		
15	117		
Current Year	Current Year		
18	145		
Prior Year	Prior Year		

## **Target Industry Bookings**

Oilfield Water Connection – May 2025

### **July and August at a Glance**

- June 30-July 9 USA Badminton Junior Open
- July 10-12 Texas Workforce Commissions
- July 11 Texas A&M Construction Science Department Meeting
- July 11-13 Auto Body Association of Texas
- July 12-13 Lindsey Wilson College Residence Class
- July 12-19 IMSA Forum & Expo
- July 19-20 Swim Spa Blowout
- July 24 BOMA Luncheon
- July 25 SGMP Meeting
- July 25-28 Missionary Families of Christ
- July 28-August 6 Original Sewing & Quilting Expo
- August 1-2 Irving ISD
- August 3 City of Irving Police Department Civil Service Exam
- August 6-7 Concert for Life Project
- August 7-11 Battle Up Productions Texas Pro
- August 8-9 City of Irving Transportation Summit
- August 10-11 Chodawadia Wedding
- August 14-15 Independent Insurance Agents of Dallas
- August 19-22 Cocina Sabrosa
- August 21-28 TEXSOM Conference
- August 30-31 Lindsey Wilson College Residence Class

cc: Tom Meehan, General Manager, ASM Global

July 2024						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
30	1	2	3	4 Independence Day	5	6
<b>Badminton US Junior Open</b> Definite 3 Rooms						
7	8	9	10	11	12	13
<b>Badminton US Junior Open</b> Definite 2 Rooms			<b>Texas Conference for Employers</b> Definite 4 Rooms			
				<b>Construction Science ...</b> Definite 2 Rooms		
				<b>ABAT</b> Definite 8 Rooms		
					<b>Lindsey Wilson College Residence Class</b> Definite 3 Rooms	
					<b>IMSA Forum &amp; Expo 2024</b> Definite 8 Rooms	
14	15	16	17	18	19	20
<b>IMSA Forum &amp; Expo 2024</b> Definite 32 Rooms						
					<b>Swim Spa Blow out</b> Definite 2 Rooms	
21	22	23	24	25	26	27
<b>Swim Spa Blow out</b> Definite 2 Rooms			<b>BOMA Luncheon</b> Definite 3 Rooms			
<b>Sneaker Exit</b> Definite Exhibit Hall A (all)			<b>Sherwin Williams Training</b> Definite Meeting Rm 3			
				<b>SGMP Awareness Meet...</b> Definite Meeting Rm 7		
				<b>Missionary Families of Christ</b> Definite 26 Rooms		

July 2024						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
28	29	30	31	1	2	3
Original Sewing & Quilt Expo /North Texas Quilt Festival De finite 26 Rooms						
Missionary Families of ... De finite 19 Rooms	ICVB Board of Directo... De finite Jr. Ballroom - C+D			Irving ISD Tentative 1 2 Rooms		Civil Service Exam 2024 De finite 2 Rooms



August 2024						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
28	29	30	31	1	2	3
Original Sewing & Quilt Expo/North Texas Quilt Festival Definite 26 Rooms						
Missionary Families of ... Definite 19 Rooms	ICVB Board of Directo... Definite Jr. Ballroom - C+D			Irving ISD Tentative 1 2 Rooms		Civil Service Exam 2024 Definite 2 Rooms
4	5	6	7	8	9	10
Original Sewing & Quilt Expo/North Texas Quilt Festival Definite 4 Rooms						
		"Concert for Life" project Definite 5 Rooms				
			Texas Pro Definite 5 Rooms			
			PSWU 1-day conference Definite 8 Rooms	City of Irving Transportation Summit Definite 4 Rooms		Chodavadia Wedding Definite 4 Rooms
11	12	13	14	15	16	17
Chodavadia Wedding Definite 4 Rooms		ICVB Destination Deve... Definite 1st Floor Boardroom	All Industry Day 2024 IIAD Definite 10 Rooms			
Texas Pro Definite 4 Rooms						
Beyond, Inc. Tentative 1 17 Rooms						
18	19	20	21	22	23	24
	Cocina Sabrosa Definite 10 Rooms					
			TEXSOM Conference Definite 2 Rooms			

August 2024						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
25	26	27	28	29	30	31
<div>TEXSOM Conference</div> <div>De finite</div> <div>14 Rooms</div>					<div>Lindsey Wilson College Residence Class</div> <div>De finite</div> <div>7 Rooms</div>	
	<div>ICVB Board of Directo...</div> <div>De finite</div> <div>Exhibit Hall B (all)</div>					

September 2024						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
1	2 Labor Day VidSummit 2024 Definite 31 Rooms	3	4	5	6 Ultimate Women's Expo Definite 5 Rooms	7 World Wide Dreambuild... Definite 3 Rooms
8 Ultimate Women's Expo Definite 4 Rooms	9 PPAS Expo Definite 3 Rooms	10	11	12	13	14
		RCAT 2024 Conference & Tradeshow Definite 18 Rooms			National Weather Association 2024 Definite 11 Rooms	
						Las Colinas Bridal Show Definite 6 Rooms
15	16	17	18	19	20	21
National Weather Association 2024 Definite 16 Rooms						
Las Colinas Bridal Show Definite 5 Rooms	Irving Fire Fighters Ex...		Fiber Fest Definite 21 Rooms			
				DFWRIMS Annual Conf ... Definite 7 Rooms	The Great Harvest Tentative 1 4 Rooms	

September 2024						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
22 <b>Fiber Fest</b> De finite 16 Rooms	23	24	25	26	27	28
<b>Direct Selling News</b> De finite 4 Rooms						
<b>TT LA Trial Advocacy College of Texas (TACT) 2024</b> De finite 16 Rooms						
	<b>ICVB Board of Directo...</b> De finite Exhibit Hall B (all)	<b>SWSCC - Supplier's Day 2024</b> De finite 4 Rooms				
			<b>TPMA Southwest Foot and Ankle 2024 Conference</b> De finite 18 Rooms			
						<b>CoHEsion Summit 2024</b> De finite Meeting Rm 11
29 <b>CoHEsion Summit 2024</b> De finite 21 Rooms	30	1	2	3	4	5
	<b>Lifestyles Unlimited</b> De finite 19 Rooms					



# INDUSTRY REPORTS/ BOARD PARTNERS

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EDUCATION

# Keller school board approves buying land to stop motel project near elementary school

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Keller school district officials voted to authorize purchasing land next to Basswood Elementary School as a way to block a proposed motel project. TOM JOHANNINGMEIER [tjohanningmeier@star-telegram.com](mailto:tjohanningmeier@star-telegram.com)



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The Keller school board voted unanimously Thursday to approve the purchase of land next to Basswood Elementary School to derail a motel project opposed by parents.

The district had considered using eminent domain to force the sale, but the board voted to table that motion after approving the purchase.

It's not clear how much the district will spend on the property, but the board's vote authorizes Superintendent Tracy Johnson to negotiate with property owner Basswood Investments LLC.

#### TOP VIDEOS

AD



Board trustees argued the land purchase was necessary to ensure student safety in the wake of concerns from parents that the proposed Super 6 extended stay motel next to Basswood Elementary would be a magnet for crime.

The school is just off Basswood Boulevard at 3100 Clay Mountain Trail in far north Fort Worth.

A spokesperson for the developer declined to comment while negotiations are ongoing.

Parents [packed a town hall meeting in February](#), demanding school officials and the city of Fort Worth to kill the project citing concerns about human trafficking, drug dealing and prostitution.



A parent led-petition on Change.org has gathered [1,535 signatures opposing the project](#).

“This is not money we want to spend, but I do believe this is the appropriate action to for protecting kids,” Place 5 Trustee Chris Coker said just before the vote Thursday.

Trustees also pointed to the need for possibly expanding Basswood Elementary in anticipation of future residential development.

Basswood Elementary serves an area roughly bounded by Heritage Trace Parkway to the north, Interstate 35W to the west, Western Center Boulevard to the south and North Riverside Drive to the east.

The only undeveloped landsection is [a roughly 300-acre parcel north of Basswood Boulevard](#) that at one point was slated to be the home of a 10,000 seat soccer



## stadium and youth sports complex.

While the city of Fort Worth did rezone the area in October 2022 to allow for residential development, there haven't been any development plans since.

Board President Dr. Charles Randklev said the property could be developed into some kind of green space in collaboration with the city of Fort Worth.

Randklev said the district would share more information with parents on potential development in the near future.

Fort Worth city council member Charles Lauersdorf, whose district includes Basswood Elementary, celebrated the board's vote Thursday.

"It's the students, parents and faculty of Basswood Elementary that are walking away as the real winners," Lauersdorf said.

He called the move a compromise that shows what can happen when all parties get together to put the interests of students first.

The Keller school district [built Basswood Elementary in 2007 at a time when most of the land in the area was vacant](#), save for a pair of auto-body shops and a Home Depot.

While the city of Fort Worth's future plans have the area slated for a mix of residential and commercial uses, right now the most of the land is zoned "light industrial," which allows for uses like animal hospitals, warehouses and batch plants.

When asked Thursday about the district's decision to build an elementary school in a light industrial area, a spokesperson said: "Keller ISD is focused on moving forward and ensuring that we're meeting the needs of all current and future

Basswood Elementary students, families, and employees,” in an email to the Star-Telegram.

Lauersdorf said he’s working with city staff to rezone land around Basswood Elementary and other Keller district schools to remove industrial uses.

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HARRISON MANTAS



817-390-7040

Harrison Mantas has covered the city of Fort Worth’s government, agencies and people since September 2021. He likes to live tweet city hall meetings, and help his fellow Fort Worthians figure out what’s going on.

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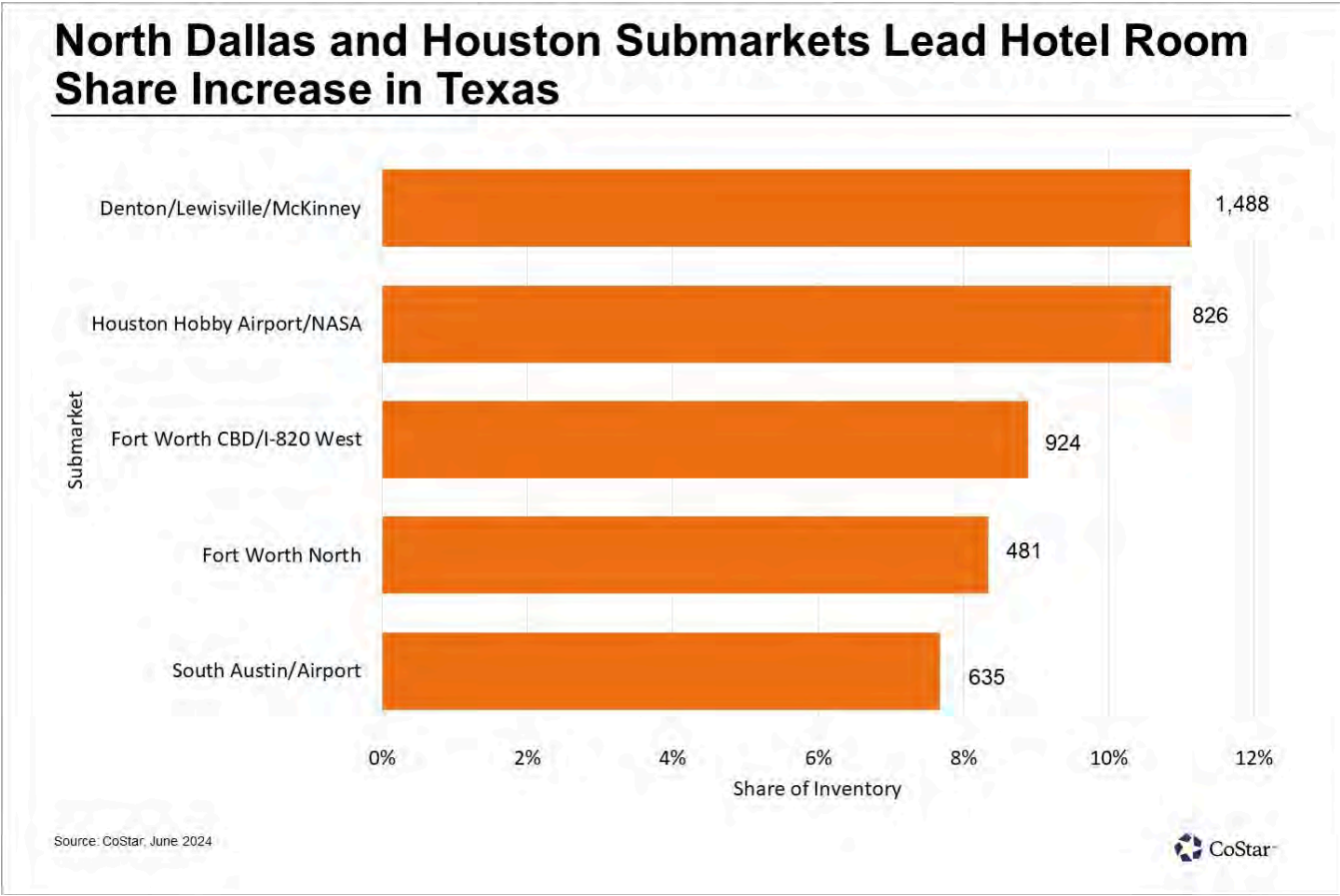
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COSTAR INSIGHT

# Denton, Lewisville and McKinney Lead Texas for Hotel Development

With 17,100 Hotel Rooms Under Construction Across Texas, North Texas Sees Highest Growth



By **Colin Sherman**  
CoStar Analytics

June 26, 2024 | 9:14 AM

The submarket of Denton, Lewisville and McKinney leads the state in terms of the number and percentage of new hotel rooms entering Texas. The total number of hotels in the submarket, located in the northern area of the Dallas market, is set to increase by 11%, adding approximately 1,500 hotel rooms across 12 hotels, more than triple the share increase of other locations in other popular Texas submarkets.

Within the state, 156 hotels are under construction, with more than 17,100 rooms, representing a 6% increase in under-construction rooms from last year. Nationally, rooms under construction account for 2.7% of the total number of hotel rooms.

The Dallas market, where the Denton, Lewisville and McKinney submarket is located, accounts for a quarter of all rooms under construction in the state, while Houston and Fort Worth represent the second and third-highest submarkets for new hotel rooms, making up nearly 30% of the state's rooms under construction.

Although the share is increasing at a higher rate than the national level, the actual number of hotel rooms under construction has increased. Last year, Texas had more than 16,000 hotel rooms under construction. The increase is mainly attributed to the San Antonio and Texas South markets, which had an increase of 353 and 848 in rooms under construction, respectively, compared to the previous year.

The Denton, Lewisville and McKinney submarket stands out for its remarkable population growth. In 2023, Texas dominated national population increases, with eight of the top 10 fastest-growing counties located in the Lone Star state by numeric change. According to the U.S. Census Bureau, Harris County, home to Houston, led the nation with an impressive gain of 53,788 residents. Following closely was Collin County, where McKinney is situated, which added 36,364 new inhabitants. Denton County, encompassing the cities of Denton and Lewisville, saw a significant influx of nearly 30,000 new residents. This surge pushed Denton County's population past the 1 million mark, making it the seventh Texas county to achieve this milestone.

The Denton, Lewisville and McKinney submarkets in North Texas and Houston's Houston Hobby Airport/NASA submarket tie a link between population growth and hotel development. As these communities expand, the demand for hotel accommodations rises due to business travelers, leisure visitors, and individuals needing temporary housing. The area's population influx and strategic location attract various types of visitors, developing diverse hotel options to meet market needs.

Hotel development in Denton, Lewisville and McKinney is focused on the middle-tier classes. Around 54% of the rooms in the submarket are middle-tier class, with 73% of the 1,488 under-construction rooms classified as middle-tier.

Half of the upcoming rooms will be middle-tier class rooms, with 300 rooms coming from the Universal Kids Resort Hotel, which is set to open in 2025.

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# One of Nation's Largest Convention Centers Starts \$3.7 Billion Revamp As Rivalry Heats Up Between US Cities

Renovated Space in Downtown Dallas Designed To Lure Big Meetings



A conceptual rendering shows what the exterior of the \$3.7 billion expanded Kay Bailey Hutchison Convention Center could look like in downtown Dallas. (Inspire Dallas)

By **Candace Carlisle**

CoStar News

July 1, 2024 | 4:18 P.M.

One of the nation's largest convention centers has officially begun a \$3.7 billion overhaul that backers hope will make downtown Dallas a bigger player in the increasingly competitive U.S. convention business.

Once construction is completed — not only expanding the Kay Bailey Hutchison Convention Center to 2.5 million square feet but also adding plenty of smaller rooms for group meetings — Dallas will have a "two-piston engine" to double the size of its



convention business, said Craig Davis, president and CEO of the city's marketing group Visit Dallas.

The improvements come as other cities do more to lure convention business. The stakes are high: Visit Dallas already booked 43 conventions for the new center earlier this year, resulting in a total economic impact of more than \$1 billion. For comparison, the 2024 Super Bowl in Las Vegas also generated an economic impact of about \$1 billion.

Recent convention center renovations and expansions across the country led to a significant lift in group demand for hotel rooms compared with the previous year. Group hotel demand over the past year in downtown Seattle rose 18.2%, the nation's highest, after completing a multibillion-dollar addition at the Seattle Convention Center that doubled its size, according to Northstar Meetings Group.

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The size of a convention center is only a small part of the decision when meeting and convention planners choose a venue, Davis said. Finding a venue with enough exhibit space and having a high ratio of those areas to individual meeting and ballroom space is an even bigger driver of the decision, Davis added. The renovation will take the Dallas center to 430,000 square feet of individual meeting and ballroom space after the expansion from 160,000 square feet, marking a "game changer," Davis told CoStar News.

"The ability to have groups meet in individual learning sessions and plenary sessions distinguishes us and brings us up into the top five convention centers in the country," he said.

## More Nearby Hotels

The new and expanded Kay Bailey Hutchison Convention Center will take the [aging multibuilding site](#) developed between 1957 and the early 2000s and reorient it from east

to west to align from north to south. The plans will free up 21 acres the city is expected to lease to developers to build hotels, apartments and amenities, including more walkable hotels in a city not known for its friendliness to pedestrians.

Dallas has 35,600 hotel rooms, but only 10 walkable hotels to the convention center, Davis said. The city hosts big events that need hotel rooms, such as the Alpha Kappa Alpha sorority biennial national convention expected to bring about 28,000 people to downtown, he said.



The city of Dallas has kicked off construction on the \$3.7 billion expansion of the Kay Bailey Hutchison Convention Center. (City of Dallas)

City leaders held a ceremonial groundbreaking for the new Dallas convention center last week, marking the beginning of a yearslong project that voters approved in November 2022. Construction is expected to be complete between 2028 and 2029.

Plans include transforming the convention center's current five separate buildings into one cohesive convention center meant to anchor a larger neighborhood.



The new convention center will have a 2:1 ratio for exhibit space to breakout and ballroom space, making it a top contender for big business, Davis said.

The convention center also will have outdoor event terraces offering views of the Trinity River and the city's downtown skyline.

The development group overseeing the project, Inspire Dallas, recently issued [a request for proposals](#) from architects and engineers for the project.

## Boosting Tourism

"The revitalization of this convention center is precisely what this corner of downtown Dallas needs," Dallas Mayor Eric Johnson said during the groundbreaking ceremony.

"Connection begins with transformative projects like this one."

Johnson said he expects the project to fuel new residential and retail development, as well as boost tourism in Dallas.

The convention center is designed to anchor a larger district in downtown Dallas and connect to the surrounding areas, such as the nearby Cedars neighborhood and the planned Rail district, to the city's urban core. The city plans to develop atop Interstate 30 to connect the center to the southern Cedars neighborhood.

The parking lots surrounding the convention center are expected to be developed as part of the plans to reorient the massive building to face Lamar Street.

"The moat is being covered and the walls are coming down," Dallas developer Jack Matthews, who is part of Inspire Dallas, the group behind the convention center development, said during the groundbreaking ceremony.

Matthews has developed much of the Cedars neighborhood and was the lead developer behind the Omni Dallas Hotel that is attached to the current convention center.



A rendering shows an outdoor terrace that is expected to be attached to the convention center offering views of the Dallas skyline. (Inspire Dallas)

**Inspire Dallas includes Matthews Southwest, Kaizen Development Partners, Azteca Enterprises and nearly 30 subcontractors.**

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RELIGION

# How do mayors 'strike a balance' with faith communities? City leaders, experts weigh in

by [Marissa Greene](#)  
April 16, 2024 11:00 am



Attendees at the Greater Arlington Prayer Breakfast extend their hands toward the stage to pray for city mayors for Arlington, Kennedale, Pantego and Dalworthington Gardens during the event on March 27. (Marissa Greene | Fort Worth Report)

Hundreds of clergy, congregants and city leaders gathered at the break of dawn for prayer.



A sea of raised hands filled Arlington's Levitt Pavilion, reaching toward the front of the stage to pray for the mayors of Arlington, Kennedale, Pantego and Dalworthington Gardens.

Each year, people from different church backgrounds gather in Arlington for the city's Greater Arlington Prayer Breakfast. Despite it being 45 degrees Fahrenheit that morning, this year's prayer breakfast garnered more than 400 attendees.

The event was started by former Arlington Mayor Jeff Williams in 2015 and was known as the Mayor's Community Prayer Breakfast. The event was led by Williams until 2021 when Jim Ross was elected. Both Williams and Ross shared with the Arlington Report how they approach connecting with the Arlington faith community as city leaders. The Report also reached out to a political science expert to explain the role mayors have in navigating different religious communities in the city.



The Greater Arlington Prayer Breakfast celebrated its ninth year gathering people for prayer at the Levitt Pavilion on March 27. (Marissa Greene | Fort Worth Report)

## Mayors 'strike a balance' with faith communities

Arlington ranked 37th in religious diversity in a ranking of 50 of the largest U.S. cities, according to a 2023 study conducted by personal finance website [Wallethub](#).

Mayors have to learn how to strike a balance between remaining true to their own convictions while serving a community that is religiously diverse, said Matthew Wilson, associate professor of political science at Southern Methodist University. Wilson's work focuses on religion and politics.

One way to do that is by learning about other religious practices. Wilson said mayors who are not a member of a particular community group or faith can learn about different customs, religious holidays or dietary practices by facilitating interactions with faith groups other than their own.

"It can be really valuable to make sure that he or she is not overlooking key concerns of that community, and having an advisory council like that can serve that role," Wilson said.

Being aware of different religious beliefs and practices can also help mayors recognize when those stances may conflict with other religions or community groups, Wilson said.

"For example, the teachings of many conservative Christian groups, the teachings of Islam, the teachings of Orthodox Judaism, are going to be in conflict with the beliefs and practices of a lot of LGBTQ activists," Wilson said. "If you're a mayor, you're going to have to navigate that."

Despite differences among religions, faith events such as a prayer breakfast, can play a unifying role for a city, Wilson said.

"They all are interested in the well-being of the city, in that they all want to invoke divine guidance and favor for the city and for its needs," Wilson said. "So in that sense, I think at least the intent of a prayer breakfast is to be unifying."

### Arlington's prayer breakfast origins

Williams started the prayer breakfast after being inspired by seeing other mayors host events that invited people of faith to gather with city leaders to pray. He partnered with the Greater Arlington Chamber of Commerce to put together the first one in 2015, he said.



The event brings people together for a morning meal and prayer. Together, attendees pray for the disadvantaged, churches, businesses, first responders, schools and more.

Art Hooker with Unite Arlington described the event as Christian-leaning, but people from other religious backgrounds are invited to attend and participate, he said. The goal is to gather people of faith to do something they all have in common: prayer.

“You don’t have to be a Christian to come to the prayer breakfast. The core ethos of this is to be able to allow people to pray at the tables,” Hooker said.



Rabbi Adam Kadosh provides a prayer at the March 27 Greater Arlington Prayer Breakfast. (Marissa Greene | Fort Worth Report)

After Ross, who is Christian, inherited the event upon his election, he said he wanted it to be led by the community instead of connecting his office with a particular religion.

One way Ross said he is navigating the needs of various faith communities in the city is through the city's Jewish advisory council and Muslim advisory council. Through the councils, Ross said, he hopes to connect and understand the needs of faiths other than his own.

"I'm a big proponent of separation of church and state," Ross said. "In my mind, that means I can't weigh one over another. I'm not a proponent of saying, 'Arlington is a strong Muslim or strong Christian or strong Jewish community.' I'm a proponent of saying Arlington is inclusive for people of all faiths."

Even though the event is run by the community, both Ross and Williams continue to attend the Greater Arlington Prayer Breakfast.

"I'm glad I'm part of a city that is a praying city and a city that respects each other's freedom of religion," Williams said. I think it's the way our forefathers planned it. They expected freedom of religion but also the freedom to pray."



First Baptist Church of Arlington's worship band performs the song "How Great Is Our God" at the end of the Greater Arlington Prayer Breakfast. Attendees stand to raise their hands and sway to the music. (Marissa Greene | Fort Worth Report)

## Unite Arlington sees event growth

Unite Arlington has led the Greater Arlington Prayer Breakfast since 2021 with help from the Greater Arlington Chamber of Commerce, business owners and local pastors.

Eric Herrstrom is pastor at Lake Church and is part of Unite Arlington. Over the past three years, Herrstrom said the prayer breakfast has caught the attention of mayors from surrounding cities like Kennedale, Dalworthington Gardens and Pantego.

Now, the event has grown to include 30 churches representing different denominations and congregants from diverse cultural backgrounds.

“That’s a really rich thing for our city to be able to see. We can all work together, we can serve together, we like each other,” Herrstrom said. “So, I think that speaks highly of just what God’s doing.”

*Marissa Greene is a Report for America corps member, covering faith for the Fort Worth Report. You can contact her at [marissa.greene@fortworthreport.org](mailto:marissa.greene@fortworthreport.org) or [@marissaygreene](https://www.instagram.com/marissaygreene). At the Fort Worth Report, news decisions are made independently of our board members and financial supporters. Read more about our editorial independence policy [here](#).*

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BUSINESS

# Sundance Square ends free general public parking at one downtown Fort Worth garage

by Eric E. Garcia and Bob Francis  
June 21, 2024 6:40 pm



Sundance Garage 3 is located on 345 W 3rd St. pictured on June 21, 2024. (Alberto Silva Fernandez | Fort Worth Report)

Free nighttime parking is ending for one parking garage in downtown Fort Worth's Sundance Square.

The free parking for the general public on weeknights and weekends in Garage 3, 345 W. 3rd St., will be eliminated June 22. Parking remains free to those who visit Sundance Square retailers, restaurants and venues, according to a letter sent to tenants of the area.

Sundance Square has participated in a program sponsored by the downtown tax increment financing districts to allow free general public parking during evenings and weekends in Garage 3, the City Center garages, The Tower garage and the 777 Main garage.

Over time, the program has evolved to add or remove different downtown garages.

"Due to increased demand for parking in Garage 3 by Sundance tenants, employees and guests, we are no longer able to include this garage" for free general public parking, according to the letter.

Andrea Duffie, communications coordinator for Fort Worth's economic development department, said the Sundance Square parking situation "is still under review and no response has been given at this time."

She said the city and its representatives had no further comment.

Sundance Square spokesperson Bryan Eppstein said downtown parking is becoming an issue for visitors, especially during cultural events that draw hundreds of thousands of people. Several garages contracted by the city have withdrawn from agreements in recent years because parking is now a premium downtown, he said.

Sundance Square, which offered free parking from 6 p.m. to 3 a.m. on weeknights and weekends, kept Garage 3 open around the clock during the COVID-19 pandemic, he said. Since then, some motorists have used the free parking to store their vehicles while staying at some downtown hotels or traveling to Dallas Fort Worth International Airport.

Parking will remain an issue as new developments, including Texas A&M Fort Worth and the Fort Worth Convention Center expansion, are completed and attract more people downtown, Eppstein said.

"There's a lot of stress on the parking situation," he said.

Fort Worth city staff were notified of the parking changes in a June 14 letter obtained by the Fort Worth Report.



The letter, citing significant demand at Garage 3, said no space will be available once Sundance withdraws from the agreement on June 21, 2024. A check for \$1,509.35 was sent, reflecting a prorated refund of the city's payment for June rent.

"Rent shall continue to abate until such time as Landlord notifies Tenant that circumstances have changed and spaces are again available for the TIF parking program," a letter to the city from Sundance attorney Paul Rietema of Chicago-based Jenner & Block LLP said. "Landlord expects that the TIF district has ample opportunities to redirect these economic incentive funds to other projects in downtown Fort Worth in light of TIF's limited existing funds."

Officials at Downtown Fort Worth Inc., the manager of the tax financing district for downtown that provides the funds for the parking program, said they are also studying the Sundance letter.

"We and the city have received a letter addressing the lease at the Chase Bank building in downtown," said Andy Taft, president of Downtown Fort Worth Inc. "We're reviewing that letter with the city attorney's office."

Jessica Hill, vice president of marketing and film commissioner for Visit Fort Worth, said the impact of the loss of nightly free public parking in Garage 3 is unknown.

"We do not have enough information about this matter to comment but are excited to welcome a full slate of conventions, sports events and visitors to downtown this summer," Hill said.

As of June 22, "Garage 3 will no longer be generally free to the public to park on nights and weekends," Sundance said. "Instead, normal parking rates will apply."

Visitors to Sundance Square can get their parking receipt validated for 2.5 hours of free parking, according to the Sundance Square [website](#).

The change, Sundance Square management said, "will have no impact on the separate Sundance Square parking program."

Visitors will continue to receive up to 2.5 hours of free parking for those visiting Sundance Square businesses. Businesses are urged not to share parking codes with those outside of Sundance Square to ensure there is adequate garage parking space for patrons and visitors.

Motorists who park each month at the garage will not be affected.

Some downtown tenants say there is not enough parking garage spaces for visitors and others as downtown continues to grow and expand with new hotels as well as planned Convention Center expansion. However some lots are still available.

“I think there’s enough nearby parking for us in the lots, so I don’t think it would affect us to any extent,” said Mike Micallef, president of [Reata Restaurant](#).

Reata, an iconic fixture in Sundance Square, [announced](#) in March 2022 that the restaurant was seeking a new home because it had not been able to renew its [Sundance Square](#) lease.

Micallef said in October last year it will lease space in The Tower building at 530 Throckmorton St. in July 2024. Reata’s first Fort Worth location opened in that building in 1996, but when an F1 tornado struck in 2000, the restaurant was forced to move, relocating to its current spot at 310 Houston St.

Micallef said the change in parking may impact locals using the parking space in the lot on Third Street more than visitors from out of town.

“People are so used to parking at these locations, particularly if you’re from Fort Worth,” he said. “You just drive to the lot and park and probably don’t think about it.”

## Parking in Downtown

The Downtown tax district provides free night and weekend garage parking spaces in the garages listed below:

- City Center Garage No. 2 – 400 Jones St.
- The Tower Garage – 400 Taylor St.
- 777 Main Parking Garage – 601 Commerce St.

In Sundance Square, visitors receive free 2.5-hour parking with validation at the Sundance Square garages and lots listed below. Visitors can get their parking ticket validated at Sundance restaurants and retailers.

- Garage 3 – 345 W. 3rd St.
- Garage 4 – 201 W. 6th St.

Downtown parking meters are free every night after 6 p.m. and on weekends.

*Source: Downtown Fort Worth Inc.*

*Eric E. Garcia is a senior business reporter at the Fort Worth Report. Contact him at [eric.garcia@fortworthreport.org](mailto:eric.garcia@fortworthreport.org).*

*Bob Francis is business editor for the Fort Worth Report. Contact him at [bob.francis@fortworthreport.org](mailto:bob.francis@fortworthreport.org). At the Fort Worth Report, news decisions are made independently of our board members and financial supporters. Read more about our editorial independence policy [here](#).*

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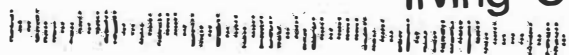


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I have always dreamt of becoming  
a bakery owner, but knew it would  
be a difficult journey. Your  
generosity and support will help me  
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# Why Apple's Big AI Push Could Change Where Data Centers Are Built

June 13, 2024 | Dan Rabb, Data Centers (<https://www.bisnow.com/author/dan-rabb-496530>) (<mailto:dan.rabb@>

Apple (<https://www.bisnow.com/tags/apple>) this week launched a major effort to deploy artificial intelligence (<https://www.bisnow.com/tags/artificial-intelligence>) across its products, and it may mark the start of a significant shift in the data center landscape.



While other tech giants like Microsoft (<https://www.bisnow.com/tags/microsoft>), Google (<https://www.bisnow.com/tags/google>) and Meta (<https://www.bisnow.com/tags/meta>) went all-in (<https://www.bisnow.com/national/news/data-center/microsoft-google-meta-to-raise-data-center-spending-with-mixed-reviews-123994>) on generative AI over the past two years, driving an unprecedented wave (<https://www.bisnow.com/national/news/data-center/nvidia-record-earnings-data-centers-124413>) of data center demand as they scrambled for the infrastructure to support these technologies, Apple had remained on the sidelines of the AI arms race.

That was until this week, when the company unveiled (<https://www.apple.com/newsroom/2024/06/introducing-apple-intelligence-for-iphone-ipad-and-mac/>) what it has branded Apple Intelligence, a range of generative AI tools and functionalities it is incorporating into the operating systems for iPhones and other Apple consumer products.

Apple's AI integration puts generative AI capabilities, from image creation to ChatGPT (<https://www.bisnow.com/tags/chatgpt>), at the fingertips of billions of iPhone users. In doing so, it marks a potential inflection point in turning technologies that have thus far seen only scattered adoption into an integral part of consumers' everyday digital lives — a normal and perhaps unnoticed part of how they text, take photos, post on social media or make dinner reservations.

The need for computing power to support AI has already fundamentally changed (<https://www.bisnow.com/national/news/data-center/chatgpt-is-just-the-start-ai-is-rewriting-the-data-center-real-estate-map-117396>) where and how data centers are built. But a meaningful increase in the number of people regularly using AI on their phones and other devices would likely herald another seismic shift, said Ali Greenwood (<https://www.bisnow.com/tags/ali-greenwood>), executive director of Cushman & Wakefield (<https://www.bisnow.com/tags/cushman-wakefield-2>)'s data center group.

While the initial AI wave disproportionately drove the growth of data center build-out and leasing in small markets and rural areas, the computing requirements to support widespread consumer adoption of AI are expected to drive a new wave of demand in primary markets, the major cities and population centers where the bulk of users live and work.

“It’s going to mean data center demand in Tier 1 cities with large population bases,” Greenwood said. “I think you’re going to see a tremendous increase in demand around these real-life rollouts of AI tools that are going into the consumer’s hands.”

Apple Intelligence is slated to start appearing in the company’s operating systems this fall. New capabilities include several AI writing tools integrated across Apple’s various apps, along with tools that use AI to transcribe voice memos, retouch photos and write software code, according to the company. There are also generative image creation features built in, with the company highlighting a tool that creates new emoji from written prompts.

Apple has also promised a vastly more intelligent Siri with AI integrations that allow the digital assistant to do things like identify images of specific individuals or objects in a user’s photo library or proactively flag potential scheduling conflicts.

To some observers (<https://www.lightreading.com/ai-machine-learning/apple-drops-the-ai-ball-and-leaves-no-clear-upside-for-telcos>), Apple is tacking on relatively simple AI tools that already exist elsewhere. Indeed, competitors like Samsung have already released (<https://www.techradar.com/phones/best-ai-phone>) phones with similar AI integrations, to far less fanfare.

But Apple is unique in its ability to drive adoption of new technology, analysts say. The company has a track record of pushing existing tech into the mainstream. Apple didn’t make the first digital music player or smartphone, but it was the iPod and iPhone that made those devices ubiquitous.

Some expect the same to occur with consumer AI, with Apple Intelligence pushing other phone-makers to prioritize AI integrations, as well driving increased AI functionality in third-party apps as users become accustomed to using these tools.

“Once Apple enters [the AI phone sector], we expect AI to immediately become a must-have feature in all mid-to-premium smartphone launches starting 2025,” said Tarun Pathak, research director at technology market research firm Counterpoint Research, according to Light Reading (<https://www.lightreading.com/ai-machine-learning/apple-drops-the-ai-ball-and-leaves-no-clear-upside-for-telcos>).

If generative AI becomes part of the everyday functionality of mobile devices and the apps that run on them, experts say it will disproportionately drive demand for data center capacity capable of supporting AI to major markets.

Apple says the bulk of the data processing for its new AI tools will occur on the phone itself, but more complex tasks requiring more computing power will be processed in the cloud. Most of the time, this means computing located at data centers where Apple operates the infrastructure for the private cloud it developed specifically for these workloads. Other tasks will be handled at OpenAI (<https://www.bisnow.com/tags/openai>)'s data centers, if users allow.

This kind of AI computing, allowing users to interact with massive AI models, has vastly different siting considerations from the AI computing that has primarily driven the data center demand surge so far.

To date, the bulk of AI-driven data center demand has revolved around training the large language models behind products like ChatGPT. AI training doesn't need the fast data transfer speeds, known as latency, that have traditionally required data centers to be located close to major population hubs. This has allowed the industry's most robust growth over the past 24 months to occur in smaller markets (<https://www.bisnow.com/national/news/data-center/data-center-real-estate-2024-experts-predict-struggle-for-power-to-fuel-ai-122299>) and rural areas that were previously well off the data center map.

But once an AI model has been created, it runs on a different set of infrastructure for users to interact with it in real time. This latter stage, where the AI is actually applied, is known as inference. Inference computing typically needs to be located closer to the user to keep latency within acceptable limits.

A sudden surge in inference demand from billions of scattered users adopting generative AI technologies through their phones and other devices would be a game-changer, Greenwood said, pushing a wave of demand for capacity in or near major population centers where the bulk of users live.

"It's maybe the hardest test case because the consumer has so many different needs and wants compared to building business AI tools meant to do a certain task," Greenwood said. "It's going to have to do a lot of things for a lot of people, and therefore, it needs to be as close as possible to those consumers."

While Apple's AI push alone hasn't moved the needle in driving demand toward primary markets, according to Greenwood, she expects the impact of mobile AI adoption to play out in much the same way as the rapid growth of demand from streaming and social media services reshaped the industry (<https://www.datacenterfrontier.com/internet-of-things/article/11431453/data-centers-on-the-edge-streaming-and-iot-reshape-the-network>) nearly a decade ago.

The computing infrastructure needed to seamlessly stream content on demand or play mobile games with no lag has similar geographic requirements to what's needed to support device-based AI tools. The rapid adoption of those services changed the leasing landscape, fueling a significant boost in demand for data center space to host computing nodes close to major population hubs.

"What we're hearing in the marketplace is that it's going to be very similar to how the data center supports content delivery," Greenwood said. "Think Netflix or think gaming."

Jürgen Hatheier, the international chief technology officer at optical equipment provider Ciena, also predicted the move would have major geographic implications for data centers.

"This move will also bring massive demand to communication service provider networks and AI inference sites, be it on device, on-premises, at the network edge or in a metro data center," Hatheier said in an emailed statement reported by Light Reading.

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# What's the future for cities in the postpandemic world?

April 17, 2024 | Podcast

Leading urban economist Ed Glaeser talks doom loops, hybrid spaces, the 15-minute city, and bumpy roads.

**In this episode** of the McKinsey Global Institute's [\*Forward Thinking\*](#) podcast, co-host Janet Bush talks with Ed Glaeser. Glaeser is the Fred and Eleanor Glimp Professor of Economics and the chairman of the Department of Economics at Harvard University, where he has taught since 1992. His latest book, coauthored with health economist David Cutler, is [\*Survival of the City: The Future of Urban Life in an Age of Isolation\*](#), written to make sense of what might be the impact of the pandemic on cities.

In this podcast, he covers topics including the following:

- Has the pandemic changed cities temporarily or permanently?
- What does the hybrid building look like?
- Do developing world cities teach us something new?
- How can homelessness be tackled?

**Janet Bush (co-host):** When you think about measuring inequality, what metrics come to mind?

**Michael Chui (co-host):** The obvious ones would be income within countries and relative per capita GDP among countries. Then there are metrics about different educational provision and attainment, which may signal inequality both of opportunity and outcomes. And, of course, there is the Gini coefficient. I am sure that there are many more.

**Janet Bush:** Yes, those are the ones that would initially come to my mind. But actually our guest today has been measuring the bumpiness of roads as a measure of what he calls infrastructure inequality. In the United States, he has found that African Americans ride on bumpier roads than white Americans.

**Michael Chui:** Well, I have certainly not come across an analysis like that before. Can't wait to hear what else our guest has to say.

**Janet Bush:** Welcome to the podcast, Ed.

**Edward Glaeser:** It's wonderful to be here, Janet.

**Janet Bush:** I think you would describe yourself as an economist who specializes in cities.

**Edward Glaeser:** For sure.

**Janet Bush:** What route took you to that specialism?

**Edward Glaeser:** I can give you three distinct answers to that question. All are true in their various ways.

The first route is that I grew up in New York City during the 1970s. It was a time in which the city had lost its way, in which it felt as if it was headed for the trash heap of history. And then it staged something of a comeback in the 1980s. And I found that absolutely fascinating. I found

the New York around me to be an amazing place, full of opportunity, and full of peril. And I naturally wanted to understand that better.

Then there is the familial explanation, which is my father was an architectural historian, a curator at the Museum of Modern Art. My mom ran capital markets for Mobil Oil. And so naturally, I became an economist who studied cities.

The third explanation, which probably has the largest weight on it, is that in the 1980s at the University of Chicago, Paul Romer and Bob Lucas were pushing forward the “new growth theory.” And the new growth theory, in a particularly dazzling piece of brilliance of Paul Romer’s, was based on the idea that there were spillovers across people, that meant that we lived in an increasing returns-to-scale economy that could continue to grow. But those increasing returns were only compatible with our normal markets if they were external to the firm, if they were spillovers.

That led Lucas, when he thought about these things, to think about what Jane Jacobs wrote about in the 1960s, in *The Economy of Cities*, when she talked about how we learn from people around us. Back to what Alfred Marshall, the great English economist, was talking about in the 19th century, when he wrote that in dense clusters, the mysteries of the trade become no mystery, but are, as it were, in the air. And this led to a rekindling of interest in cities.

And from there, I became an urban economist. And, you know, it’s been a wonderful 35-year existence of studying humanity’s amazing metropolitan areas.

**Janet Bush:** Cities work because of scale benefits, agglomeration, and network effects. Are those the key things?

**Edward Glaeser:** All of those things we would call different versions of agglomeration economies. Ultimately, at their root, agglomeration economies are about the elimination of transportation costs for goods, for people, for ideas. Network effects are just the benefits that we get to be linked to other people. And so that's, again, elimination of transportation cost. And so they're part of agglomeration economies.

Similarly, the scale economies, whether or not it's the scale of my own operation, or in cities, often [have] the advantage of being able to take care of common infrastructure, like a common port, a common airport—that's also an example of an agglomeration economy.

Of course, agglomeration economies also exist because we learn from people around us. And that's very much that Alfred Marshall view. Or because labor markets function better, or because product markets function better. All of these things have at different points in time played smaller or larger roles in making cities dynamic economically.

**Janet Bush:** But there's something magical about people being together, isn't there? You, I believe, spent some time in Mumbai, a city that I know. And you described it as a magical experience. What did you love about it?

**Edward Glaeser:** Oh, I think I just loved the extent to which people were trying to find new things. People were coming from areas of enormous poverty. And they weren't living in some luxurious urban existence, but there was a future. There was a promise there.

The sense of collaboration was amazing. The sense of creativity was amazing. I thought it was a fabulous experience. And it's interesting how poverty and hope are not necessarily opposites. Mumbai felt to me—say, for example, in the area of Dharavi, which I spent some time walking around—like that was a place in which poverty was just infused

with hope. And it just felt very different from many of, let's say, America's low-income areas, where it felt as if hope had departed.

**Janet Bush:** Do you notice differences between developing-world cities, which clearly are at the forefront of urbanization these days? Are they developing in a different way?

**Edward Glaeser:** Well, there are particular things that were true of much of Western economic development, which I think were sort of freakish in us, not so much that it's unusual that it's not going on in them.

For example, Western urbanization was very linked to industrialization. That was a very unique moment in history that that happened to occur, because in fact, heavy industry is actually a very bad match to urban density. It doesn't require urban density. It creates bad things for people who live around you. It's not a natural fit at all. It was sort of a weird 150-year period where they coincided. But it's not at all natural.

Of course, in many developing-world cities, industry isn't particularly evident today. Other things are often the same. I would say the Anglo-American experience is particularly intense in rule of law around property. There is an Anglo-American tradition of spending 1,000 years sorting out exactly the way that property title works in different areas.

That title had been largely worked out for rural settings by the time we started to do mass urbanization. That made the process of building up London, building up New York, on the property side, very orderly. Now, I don't want to overstate. It's not that our rule of law was so extraordinary. America was corrupt in the 19th century on a level that no developing-world city today has anything on, when it comes to bribing and corrupting city governments.



Nor do I want to suggest that they were particularly safe, in terms of personal safety. I mean, murder rates in 19th-century New York were also very high. And Jack the Ripper haunted the streets of London. Surely far more safety would be found in Mumbai today than would be found in New York in the 19th century.

But this particular era of land law was something that Western cities were very good at. And that made it easy to assemble large-scale properties that you would then develop for rental units. And that was one aspect that really is different.

It's a big issue in terms of developing-world cities today, the difficulty of regulating housing markets, and regulating land, and assembling land, and so forth. And there's also particularly, again, while we're on Mumbai, the sort of strangeness of not necessarily having great title to everything, having lots of informal areas where we have no idea what's going on, while as soon as anything becomes formal, we're going to regulate the heck out of it.

And we're going to have very limited floor area ratios, whereas the 19th-century US or London rules were very different. We have very well-established land law. But we don't have a lot of regulations preventing you from building on it.

**Janet Bush:** That's a very interesting contrast. Looking at China, China's growth miracle owes a lot to high investment in cities and unlocking the value of land to finance those investments. Could other emerging economies learn from that?

**Edward Glaeser:** Well, certainly urbanization has been a big part of China, Korea, Japan. All of these areas, urbanization has played a role in it. I would think looking at Korea in the [19]60s and '70s might seem like a more natural place for many of the developing-world places to look, rather than China per se.

In general, East Asia, of course, has been an amazing success story both in terms of GDP growth and in terms of management of cities. Looking at Seoul is usually a pretty sensible thing to do. And certainly looking at Singapore is a sensible thing to do.

**Janet Bush:** Let's talk about the pandemic. Has the pandemic had a lasting effect on cities? And if so, what is it? What's changed? Or it may be temporary.

**Edward Glaeser:** So, certainly, are we still living in a hangover from the pandemic? For sure. The most obvious thing that's changed is we have not sorted out our commercial real estate markets at all. We have, still, vastly reduced levels of people going back into the office in various places. That's the most difficult thing.

Whether or not that's in Wall Street or Canary Wharf, these very large, concentrated office markets are particularly vulnerable, because by their very definition, they involve a heck of a commute, because they're not well integrated with residential housing. And consequently, people don't want to necessarily do that. And so if you give them a chance to work from home, they're going to want to take that option.

That's a challenge. As an economist, I tend to think the way these things will work is that prices will fall. Occupancy will go back up. The product gets used. Maybe it doesn't get used quite as intensively as it did before, but it does get used. I don't know that that's a permanent challenge. I think it does create a good five to ten years of pain in a lot of prime office markets, though. That does translate into lower commercial tax revenues.

The view that this makes an urban doom loop automatic is, I think, a mistake, in part because property tax rates are flexible. And if the base value of commercial property goes down—people are willing to pay to fight crime. It's not like you can't make the case to voters, as New York's

leaders did in the 1980s and 1990s, that you need to raise property tax rates in order to finance public safety. I think that's a challenge. I don't know if there's anything else which is as obvious as that.

I do continue to think that there is a conflict between the very footloose nature of talent in an age of Zoom, where it's not so much that I'm concerned about we're all just going to dial it in from our basements.

It's more that companies can relocate to Florida, or relocate to Texas, or—I don't know what exactly the equivalent is in the UK option. The UK is funny, because London is just such a huge magnet for everything that it becomes much harder to—I mean, you also don't have the same level of differences in either tax rates or climate across the UK.

Whereas in the US context, moving from Chicago to Florida was a very real thing, and a lot of firms did so. And that's both a tax rate, and a safety issue, and a climate issue. And then that collides against the pre-COVID progressive sense that cities were failing along a number of key dimensions, in terms of caring for their least fortunate members.

That's the lack of upward mobility, particularly in American big cities. That's the high level of housing unaffordability. That's the fact that America locks up a lot of young men. And it treats a lot of other people fairly brutally in the process of policing.

All of these are things which ran up against—we wanted to do more. We understandably wanted to do more. We should do more. But if you try to solve your social problems by either taxing the rich or letting crime get out of control, the rich will leave. And you're not able to handle things.

That's exactly what we saw in the 1970s, where the increased mobility of talent, the increased mobility of companies—because of container ships, and highways, and suburbanization—ran up against big-city

mayors like John Lindsay of New York, or [Jerome] Cavanagh in Detroit, who wanted to solve real social problems. But the rich just left.

And I was worried about this playing out, and I think we're all going to see if it does play out going forward.

**Janet Bush:** MGI wrote a report recently called *Empty spaces, hybrid places*. And it looked at this office attendance being stable at about 30 percent below prepandemic levels. But there is a possibility that there will be a hybrid model that persists. So what would a hybrid building of the future look like?

**Edward Glaeser:** The sensible hybrid model might be that firms somehow or other share space. The problem with the hybrid model reducing demand for real estate is typically when companies say, "You can take one to two days off," they actually want people in the office at the same time. So unless they can figure out some way to share across companies, that doesn't lead to much of a reduction in footprint.

And as we know, and I'm sure McKinsey itself, I suspect, in its prepandemic era, most management consulting firms managed to have huge numbers of their personnel out of the office many days a week. And the offices just stayed empty. We weren't particularly good at optimizing around space use before the pandemic, so I doubt we're going to get very good at optimizing around it postpandemic.

**Janet Bush:** Right. Do you think that there's a danger that the agglomeration benefits of cities would be lost, because people aren't coming in to work in their offices?

**Edward Glaeser:** It's interesting. I think it is certainly true that the agglomeration benefits are a function of how many people are there. And if fewer people show up there, the agglomeration benefits decrease.

The thing that I feel safest about in terms of the future of wealthy world cities is the city as playground, the city as place of pleasure, the city as consumer city. That feels like it has no danger whatsoever facing it. I mean, it was 250 years ago or so when Dr. Samuel Johnson said that “when a man is tired of London, he is tired of life, because there’s all in London that life can afford.” You know, he was right then. And he’s still right.

That’s an enduring thing. I don’t think there’s any danger of any of this in the developing world. I don’t think the Zoom thing is particularly relevant for most of the developing world. If anything, it’s just pure benefit, because the higher-end people can Zoom with people in Europe, people in the US. That’s a pure asset.

But even in the wealthy world, Zoom is a very elite thing. In May 2020, the high point of working remotely because of COVID, 68.9 percent of Americans with advanced degrees were working remotely. Five percent of high school dropouts were working remotely. It just wasn’t a thing for less educated Americans. And so the more that the future is Zoom oriented, it’s likely to be a force that only increases inequity.

One of the things to be slightly careful about with surveys is, I tend to think online surveys tend to, in some cases radically, overstate the level of remote work, because you get people who are comfortable being online. The current population survey data, which is done by the US government, that seems to suggest stability at about 10 percent of people fully remote. And, if anything, slightly increasing numbers, looking like it’s going from 8 percent to 12 percent of people doing remote part time. So maybe between the two groups, maybe a quarter of the US population with some degree of regularity.

**Janet Bush:** There’s a few ideas knocking around about managing cities. And one of them is the 15-minute city. Do you have any views on



that?

**Edward Glaeser:** I do, in fact, have views on the 15-minute city. And I certainly applaud the idea that we're going to have land-use regulations that are such that it's easy to put residences, and workplaces, and cafés, and stores all in the same neighborhood. There are wonderful things about the 15-minute city, a vision of neighborhoods being full of lots of different amenities. It's great. The ability for us to have access to lots of things without driving a car, that's fantastic.

But the view that we should basically see ourselves as being citizens of a sort of small neighborhood, rather than citizens of an entire metropolis, that feels deeply dangerous to me, especially in America, with its history of profound racial and income segregation.

Together with Carlo Ratti and a series of other coauthors, we put together a paper looking at, essentially, mobility using cellphones and the 15-minute city. And what we find in the US is actually the more that rich people, elites, live within their 15-minute area, they actually integrate more. So in an elite setting, it's not a terrible thing.

If you're coming from a poorer area, if you're an African American, the 15-minute-city experience is one that involves just much more experience segregation for them. And so if you want a city that's integrated, you want to eschew the 15-minute city. You want to embrace a metropolis-wide vision of the city, not one that focuses on small little neighborhoods.

**Janet Bush:** I was very surprised when I saw a headline in *The Economist* which was talking about the death spiral of the city, because *The Economist* is usually very measured and British in the way that it speaks about these things. But it was a podcast that you took part in. You don't see a death spiral for the city, do you?

**Edward Glaeser:** No. I don't. There are particular American cities that were challenged prepandemic and will be challenged postpandemic. The American Rust Belt cities that were relatively low property values, significantly below construction costs—a significant decline in office rents could just mean very large levels of vacancies in those places that will persist.

One way to think about it is if you think that this—the Zoom, the remote work, the hybrid, whatever it is—will lead to a substantial reduction in commercial rents, in New York, San Francisco, and London, they're still going to be occupied because those rents are going to be high enough to cover the cost. In Buffalo, in Cleveland, they might not be. And so, in those areas, death spirals are more worrisome.

In general, death spirals are less worrisome in the UK, because the central government doesn't let it happen. In a highly federalized structure like the US, the federal government does not see its job as saving, for example, Cleveland. That's not its job. The UK government kind of does see its job as saving Liverpool. It's just a different thing. And also, the differences in the quality of government aren't as big, the differences in climate aren't as big.

There are a lot of things which make it particularly hard to bring back declining US cities that are less true in the UK context.

**Janet Bush:** You've been described as "free market by instinct." But is there a place for policy in cities, to make them work well?

**Edward Glaeser:** For sure. It is certainly true that I received my PhD at the University of Chicago. And, yes, I have a certain amount of skepticism for many things that government does. But just as there's no such thing as an atheist in a foxhole, supposedly—once the shells start raining on you, you start praying—there's no such thing as a true libertarian in a city. Cities need government.

There are all these spillovers, or externalities. Some of them are positive, the magical sharing of ideas, but many of them are negative, right, traffic congestion, crime, contagious disease. All of these things require an effective public sector to manage. The idea that we don't have a really profound need for government policy to make our cities livable, to make them humane, to make them places of upward mobility—all of those things have a profound need for policy.

Now, I will say, in terms of managing across space, my primary view tends to favor spatial neutrality on the part of national government. I don't actually think that strong regional policies to aid place A over place B are usually warranted, also because central governments often screw it up. But when we're thinking about how to make London a place of more upward mobility, to make it more functional in terms of mobility, all of those things have a strong need for an effective public sector.

**Janet Bush:** So place-based policies are not for you?

**Edward Glaeser:** Well, I want to distinguish between place-based policies that are fundamentally redistributing from place A to place B, versus perhaps having national policies that are place sensitive.

For example, you can think about two policies towards affordable housing, one of which is: give poor people housing vouchers. Which is, the government just gives them cash. And secondly: use the national government to encourage housing supply in a particular location.

America has some places, like Texas, where the private sector does a really good job of building like crazy. Extra help subsidizing supply makes very little sense there. Similarly, it makes very little sense in cities like Detroit, which have far more housing than they know what to do with. In these places, it makes sense to do more with vouchers.

In other cities, the quantity of housing can be very constrained by regulation. And in those cases, giving people vouchers will just cause the prices to go up, because you have a fixed stock of housing. And so it makes more sense to push on the supply side.

I'm not saying we should redistribute from, let's say, a constrained place like Boston, Massachusetts, to Texas, or from Texas to Boston, Massachusetts. But you might want different policies in those different areas.

Similarly, in the case of—let's say you have a disability policy that both features a base payment and then essentially taxes employment. They say, "You can't earn if you're receiving disability." Although typically disabled people are able to earn. You could imagine that in places where long-term joblessness is just a really big problem, you might want to make the base payment lower but do less to tax employment for those areas. So you do less to encourage joblessness in those areas.

In those senses, I think you could have place-sensitive policies, even if you don't view your job as "I'm going to encourage people to move to Wyoming," for whatever reason.

**Janet Bush:** You've gone through an interesting mix of policies. But overall, what's the key to tackling urban homelessness?

**Edward Glaeser:** I would differentiate homelessness, which is, of course, deeply related to issues of mental health as well as housing supply, from the more general housing supply problem. Housing supply more generally, I think, is mostly about an issue of getting rid of barriers to building and figuring out if there are other things that the public sector is doing that are causing construction costs to be higher than they should be.

Those are, fundamentally, what we can do in this area. In terms of homelessness, if the people are basically functional and they just can't afford housing, maybe a housing voucher does it in that case. But for many people, they're not functional. There's a whole set of theories around "fix housing first," which is a plausible hypothesis: fixing housing first.

I was talking to the mayor of San Jose, California, about ten days ago, and their issue of providing housing for the homeless. It was costing them \$1.2 million a housing unit to provide this. This is a level of investment that very few cities could possibly contemplate doing. And in his case, the big game, which sounded sensible to me, was moving towards very-low-cost modular housing. Prefabricated things, and just figuring out how to create cheap and maybe even mobile homes that can actually be—if you're going to fix housing first, rather than \$1.2 million, you can do it for tens of thousands, rather than less.

Obviously, it's also worthwhile thinking about mental-health-related interventions or other things that are homelessness related. But homelessness is just a very thorny problem to tackle.

**Janet Bush:** In his book *Progress and Poverty*, Henry George advocated for an end to private land ownership. He called it an evil. What do you think of that?

**Edward Glaeser:** An end to private land ownership is a bit strong. I think you want something—the George view that you want a land tax has a lot to recommend it. George favored some fraction of the city to be paid for by a land tax, in part because, unlike with an income tax, the land can't run away. Unlike a property tax, which is shaped against the value of the physical structure, a land tax doesn't deter you from building structures in that area.



There's a lot to like about a land tax. I think it's hard, if property owners or businesses don't have any stake in the value of their land, because they take a lot of actions which increase the value of your land. And you want them to take those actions, right?

American cities were actually—many of them were built by real estate developers. This basic structure of creating Chicago out of whole cloth, or creating St. Louis out of whole cloth, or creating, above all, Los Angeles out of whole cloth. The Los Angeles real estate booster community, hoping to benefit from increasing the value of land, made those cities.

I like private ownership of land. I just also like a land tax. And I think George was right about that.

**Janet Bush:** If you could summarize what makes one city successful and another one less successful, what would you say?

**Edward Glaeser:** I have a very simple two-factor model of economic success at the place and the country level, one of which is human capital. Skills, talent, and—write it large—this is not just about years of education. This is about the talent and inclination to be an entrepreneur. This is about various forms of cultural strength that exist in different areas. Human talent.

And the second, which is having reasonable, sensible policies that are relatively pro-business, pro-entrepreneurship. Those are the two things.

Now, you also need a whole other set of policies to attract and retain smart people. That doesn't mean you don't do anything else. But most of the other things are dedicated towards attracting and retaining smart people, rather than any other particular objective.

How do you get to that route of having skilled people and relatively sensible policies? There are many different routes towards getting that.

The East Asian route was different from the Scandinavian route, was different from the UK route, which is different from the US route. And the US route is somewhat different in different parts of the region as well.

There's not one way of doing it. I think it's hard to retain talent unless you provide a reasonably pleasant urban area, a reasonably benign public sector towards business and entrepreneurship, and reasonable opportunities for raising kids and living in a reasonable fashion. I think all of those things are sort of necessary for retaining talent.

But it's also true that there's no one model for this. And there's no one model for successful neighborhoods, either. I mean, great cities are frequently archipelagos of neighborhoods that have lots of different variety. And that can be a great attraction for a city.

**Janet Bush:** When you look towards the future, what are the major trends that you see unfolding in urban life?

**Edward Glaeser:** I think we need to be obsessed by what's happening in the developing world. To me, the most exciting things that are happening in cities are happening in poorer countries. And the most exciting things in poorer countries are happening in cities. And so those areas feel like they're really important to me.

I just came from a conference in Washington at the World Bank that was jointly done with the UK International Growth Centre—I co-lead their cities program—which had a lot of really exciting things that were being talked about.

The mayor of Freetown, [Sierra Leone,] Yvonne Aki-Sawyerr, I thought was particularly fantastic in terms of her energy that she brought to things. There were things that I hadn't thought about that I learned, all

about urban government. We were often concentrated on things which are very dull but nuts-and-bolts aspects of making governments better.

How do you do public procurement better? How do you get your minibus, jitney system to work without people killing each other, the operators killing each other? Basic things around quality of life that are very exciting and that I think of as central towards improving the quality of life in developing-world cities.

I don't know that there's any one thing. When I think about the US, I continue to think that the state of urban schools is our biggest challenge. The transportation that is so linked to cities is sort of interesting, because for many decades, it felt like we were by and large treading water in transportation, that our cars didn't improve that much. Our trains certainly didn't improve. And in the past ten, 15 years, with the rise of autonomous, electric vehicles, it feels like we're in a place of much more change. And that's kind of exciting. GPS-based things.

The way that technology relates to cities is sort of interesting. From the public-sector perspective, it can move very slowly. And it can be difficult to figure out how to incorporate the technology, especially since a private-sector company can just—if the new technology has come along, and it doesn't have workers who know how to handle the technology, they'll just fire some workers and hire some new workers know how to handle it. Governments are much stickier. And so it's much harder to adjust your workforce for the new technologies that come along.

**Janet Bush:** You mentioned looking to the cities of the emerging world, and that being where the excitement is. Can you give us an example of something that's excited you?

**Edward Glaeser:** Sure. The paper that I've been working on right now is about workplace integration in Brazil. We have a long tradition in

Western social science of thinking about residential segregation. Residential segregation feels like it's really important in lots of ways. And I think it is very important for children.

Segregation has a very powerful effect in explaining differential outcomes for whites and African American kids. But as recent work using cellphone data, by Susan Athey and Matthew Gentzkow and their coauthors have shown, experience segregation for adults can be very different than residential segregation.

In most American cities, you get up in the morning, you leave your segregated neighborhood. You go to an integrated firm. You interact with lots of different people. And so the neighborhood doesn't matter. But it does matter for kids. Because the kids actually don't go to work in an integrated company. They go to a segregated school. They play on a segregated street corner. Understanding this feels important to me.

I have new work with Cody Cook and Lindsey Currier that tries to differentially look at them, the cellphone mobility patterns of poor kids and rich kids, and just documents how much more of a life that is disconnected from the marvels of urban areas that the kids of poverty experience, even in wealthy cities.

In Brazil, we are specifically looking at the integration of workplace establishments. And this was motivated by asking whether or not Brazilian cities were serving as engines of opportunity for ordinary people, or people who even start in poverty.

The fact that came out of this work was that southern Brazilian cities seemed to be doing a lot better than northern Brazilian cities, that the north—which tends to be poorer, tends to be less educated, tends to be oriented towards natural resources—was just much less well-performing, both in terms of the initial wages but also the upward mobility that you get.

Because one of the core facts about cities is they're not just a level effect, meaning you get higher wages. They're a slope effect, meaning that you're on an escalator that pulls your wages up more quickly if you're in a dense urban area.

What we found was the differences between the north and the south could be completely explained, or almost completely explained in a statistical sense, by the fact that the southern firms were just much more integrated by skill than northern firms were. The northern firms were relatively simple, natural-resource-related firms that by and large had less skilled people just work with other less skilled people.

This work has since been duplicated in the US and finds the same thing, that actually being around skilled people is just really important in the workplace. We've always known that skills were really important at the neighborhood level. We were less clear that they were central for upward mobility at the individual level, at the firm level.

But thinking about what developing-world cities end up producing, these sort of integrated firms versus which ones produce firms in which less skilled workers are isolated laborers, who don't actually integrate with anybody else—that feels like an interesting, important thing to understand better.

**Janet Bush:** When you talk about segregation in in these cities, are you talking about racial segregation?

**Edward Glaeser:** Skill. But you can sometimes proxy for skill by income. It's also true. But I don't typically have race data from the administrative data on these things. I have data on income or other things which are proxy for skill.

Another thing that I've been doing that I'm excited by is using Uber's data from cellphone records to measure the bumpiness of roads. And

so I can tell you how different the bumpiness is on all types of roads in the US, and how much bumpier roads that African Americans ride on are from roads that whites ride on. We can even use how much people slow down on bumpy roads to measure how much they dislike bumpiness, in some sense how much the social losses are from bumpiness.

I can also tell you that in four out of five cities that we were able to get data on, American cities aren't targeting their repaving at all. We're not repaving the bumpier roads more quickly. And I would love to see how this works out in Johannesburg or Nairobi, or other places like that.

**Janet Bush:** I just love that. I love that. Potholes—in Britain we call them potholes—are a very major civic issue.

**Edward Glaeser:** It's a big deal. We have big data that enables us to measure them. And we should be not just measuring them but actually using that big data to target our public resources.

**Janet Bush:** One last question. Tell me, are you optimistic or pessimistic about the future of cities?

**Edward Glaeser:** I am by nature an absolutely incurable optimist. I'm not trying to persuade anyone on your podcast that they should be optimistic. The only thing I will tell them is being optimistic is a much better way to go through life. That actually feeling full of hope is just a much better way to wake up in the morning and be excited about what you're doing, rather than calibrating yourself to look for doom in the horizons.

And I would say, the last 3,000 years have been a pretty great run. Humanity connected in cities has done absolutely miraculous things, from the miracles of fifth-century Athens, the plays of Aeschylus, Euripides, Sophocles, Aristophanes; the magic of 15th-century



Florence, the painting of Masaccio, and Botticelli, Fra Filippo Lippi, Fra Angelico; the amazing things that happened in 19th-century London in so many ways. The history of urban areas is stunning. There's just a lot to be optimistic about.

**Janet Bush:** Well, Ed, thank you so much. I so appreciated your data on bumpy roads. That was my highlight.

**Edward Glaeser:** The name of the paper is [Infrastructure inequality](#). And if you just Google, "Glaeser infrastructure inequality," any of your readers, any of your listeners, can find it.

**Janet Bush:** Well, thanks so much.

**Edward Glaeser:** Thank you, Janet.

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*The opinions expressed by podcast guests are their own and do not reflect the views or opinions of the McKinsey Global Institute. References to specific products, services, or organizations do not constitute any endorsement or recommendation by MGI.*

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