

IRVING HERITAGE SOCIETY PRESENTATION

By Maura Gast, Irving CVB

October 2010

For tonight's program, and because this is the Irving Heritage Society, after all, I thought I'd take a departure from my usual routine (which probably everyone in this room has heard too many times) and talk a little bit about the role the CVB plays in an historical context instead.



I'm hopeful that as champions of heritage and history in general, that you'll indulge me on this path tonight, and that you'll see it all come back home to Irving by the time I'm done.

Because there were really three key factors that led to the convention industry as we know it today and to our profession. And they are factors that, coupled with some amazing similarities to what's going on in our world today, are worth paying attention to.

How We as CVBs Came to Be

- The Industrial Revolution
 - And the creation of manufacturing organizations
- The Railroad Revolution
- The Panic of 1893

One was the industrial revolution and its associated growth of large manufacturing organizations caused by the many technological innovations of that age. The second was the growth of the railroad, and ultimately the Highway system here in the US. And the third was the Panic of 1893.

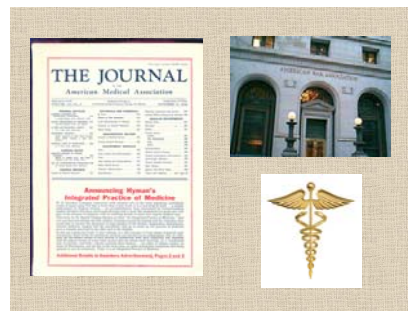
The Concept of "Associations"



The idea of “associations” has historically been an American concept – this idea of like-minded people wanting to gather together in what came to be known as conventions. And when you think about it, there have been meetings and conventions of some kind taking place since recorded time. Think about this Country’s beginnings – including the Boston Tea Party and the first Continental Congress, and every political gathering since then.

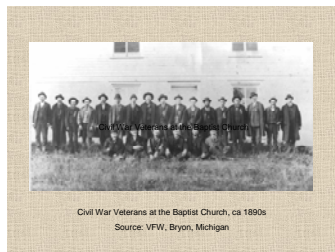


But here in the US, the idea really came into its own. In addition to the early political conventions held by the national parties every four years to nominate presidential candidates, other organizations were finding the need to bring people together to meet and discuss ideas and issues of common interest. In fact, prior to the Civil War, there is record of the Writing Paper Manufacturers Association and the National Education Association meeting. The American Medical Association was formed in 1847 and the American Bar Association held its first meeting in 1878.



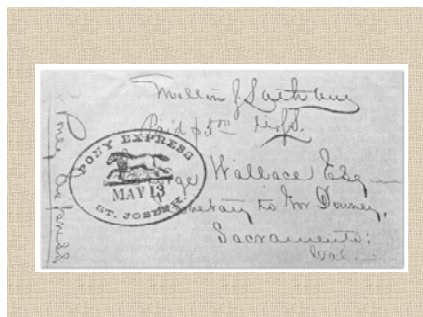
Until the late 1890s, however, the people that met in organized gatherings were, for the most part, religious, abolitionists, former military, political, social and educational groups. Plus agricultural fair attendees.

Meetings in those days were limited in size by the lodging available in a particular place, so the larger meetings tended to be housed in tents and attracted people that didn’t mind a camp out. Historians report gatherings of Civil War veterans, and lawyers, doctors or political groups that would meet at churches, educational facilities or town meeting halls.

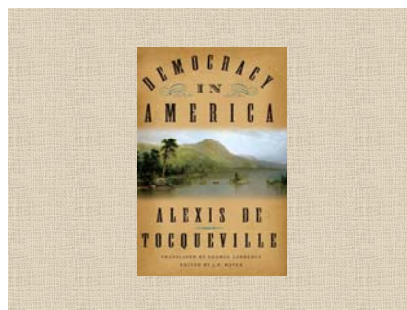


The numbers attending were relatively small, their need for a place to stay limited by the duration of the meeting, their willingness to travel limited by the time it took to get anywhere, their ability to hear limited by the number that could hear a speaker's voice, since there weren't really any microphones or AV equipment at the time.

The reasons for different types of people to meet in person were relatively few. And much of the meetings that did happen in this early era really followed the agricultural cycle and space. You couldn't think of leaving home until the crops were planted, or harvested. People wrote long letters and the need to see someone or something was limited by travel time and discretionary time and income.



For us here in the United States, there were many “uniquely American” reasons for the idea of meeting “in convention.” In 1831, Alexis De Tocqueville observed in his book *Democracy in America*:

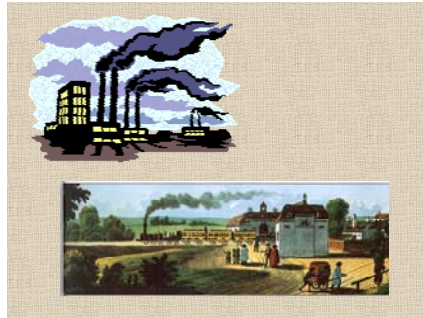


The Americans of all ages, all conditions, and all dispositions constantly form associations. They have not only commercial and manufacturing companies in which all take part but associations of a thousand other kinds – religious, moral, serious, futile, restricted, enormous, or diminutive. The Americans make associations to give entertainments, to found establishments for education, to send missionaries to the antipodes... Wherever at the head of some new undertaking you see the government in France or a man of rank in England, in the United States you will be sure to find an association.

Unlike our European counterparts at the time, Americans were ready and willing to meet and share their knowledge with each other. Adding to this willingness to share, was the vast amount of knowledge there was to be shared.

Think about the pace of change that must have been occurring – but think about it in the context of that time, and not ours today. The industrial revolution spawned a tremendous growth in information. The huge, vast geography of this country saw the growth of its railroad help create a meetings and

convention business. The growth of the railroad made it increasingly easy for people to meet people they didn't know and to see new things that were never seen before.



The growth of cities, the creation of larger manufacturing organizations, and the pace of change all made it desirable and necessary for people to get together to talk. There were discussions to be had about new manufacturing techniques, new products to be seen, and programs about the challenges of organizing a large number of people all of whom needed to be managed to doing one highly specialized task well.

Logically then, the industrial revolution was a major contributor as the rise in manufacturing that resulted in creating large scale production at specific sites, led to the need to create a sales force to market these products. The manufacturers of the time recognized they needed to get their sales people, who were necessarily flung all over the country, together to both learn about the new products that were being manufactured, and to be reminded of the organizational rules and regulations they worked under.

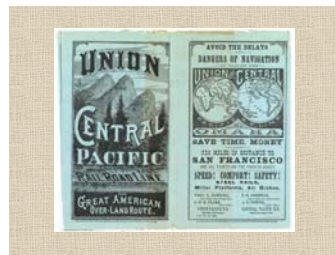


The revolution was spawning a number of new products. The people who sold them needed to know what was coming. And more importantly, the general population needed to know those knew things existed in order to want to buy them.

Conventions and meetings were a revolution in the way information could be created and distributed. From these needs for information – and the need of developing and nurturing interpersonal relationships, came that which we know today as trade shows, exhibits and industrial fairs, like the Chicago World Fair. Since people couldn't go to the different companies to see and talk about what new things were being developed, trade shows and fairs were created to bring these to the masses.



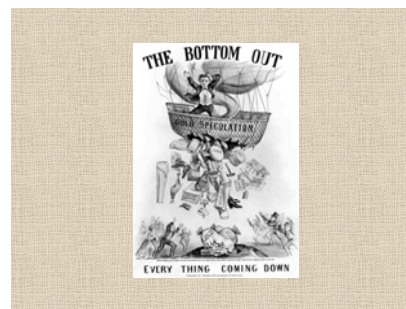
The other side of this was the need for people to buy those things they themselves no longer made. With the industrial revolution came the factory workers who depended on others to produce the products they couldn't produce for themselves, or used to make for themselves.



At the time of the Chicago fire in 1871, fewer than 75 trains left that city every day. By 1885, that number had grown to 178 daily departures, along with the addition of over 500 miles of street railway tracks.

Railroads not only moved goods and products quickly across our vast continent, but they could also move PEOPLE. As difficult as it was for people to meet in person before the railroads, it was easy once they were built. Now, instead of it taking days and weeks on horseback or via carriage on dusty roads, the rails allowed people to catch a train and – wait for it – travel less than a day to meet with others!

It was not accidental that the earliest convention cities were those in the Midwest. By 1879, St. Louis had become the 3rd largest city in the US, surpassed only by New York and Philadelphia. It was in St. Louis that the first railroad bridge across the Mississippi was built in 1874. In the Midwest then, people from the major population centers of the country could meet in locations that made it possible for the most people to reach the convention within a reasonable time frame.



Now – what is that quote about those who don't know their history being doomed to repeat it???

Let's go now to 1893, and the shape of this country at this time. We were in the throes of a Depression, while not one that reached the depths of the one that ultimately shook us in 1929, or some would say the one that supposedly ended last summer –

This country was struggling. We were still recovering from the hangover that was the Civil War, which had ended just 40 years before. A long time perhaps, but in an era when time as we see it pass today, was considerably different. Our means of communicating was limited to newspapers, other traditional publications, and good old-fashioned mail. And it had been a very difficult century - panics in 1819 and again in 1837, then the Civil War. And now the Panic of 1893.

Like most major financial downturns, the depression of the 1890s was preceded by a series of shocks that undermined public confidence and weakened the economy.



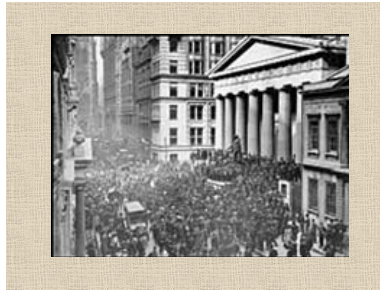
In the last days of President [Harrison](#)'s administration, the Reading Railroad, a major eastern line, went into receivership. That collapse was soon magnified by the failures of hundreds of banks and businesses dependent upon the Reading and other railroads. The stock market reacted with a dramatic plunge. Fearing further collapse, European investors pulled their funds from the United States, but depression soon gripped the other side of the Atlantic as well. An ongoing agricultural depression in the West and South deepened, spreading the misery to those regions.

Although thousands of businesses were ruined and more than four million were left unemployed, President Cleveland believed, like most people of both major parties, that the business cycle was a natural occurrence and should not be tampered with by politicians.

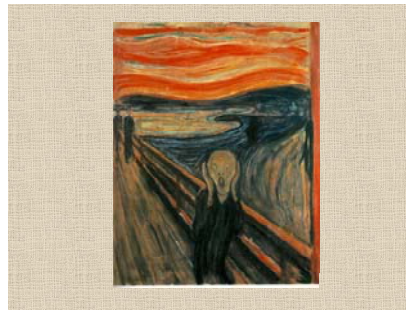


The Panic of 1893 was severe, with a run on currency, and banks closing, and businesses and manufacturers not being able to open because they didn't have the cash to pay workers or buy materials. Like every good panic, there were precipitous declines in the stock market, Wall Street brokerage houses failed, as did 158 national banks in 1893, mostly in the South and West. Other bank

failures included 172 state banks, and 177 private banks, as well as 47 savings banks and 13 loan and trust companies and 16 mortgage companies.

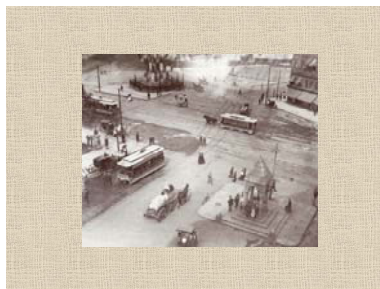


The financial crisis was precipitated by an unexpected event, when Baring Brothers, a financial house in London, defaulted on 21 million English pounds of debt which had been collateralized by its heavy investment in Argentina. To cover the default, the Bank of England borrowed from the Bank of France, which borrowed from the Bank of Imperial Russia, and in November of 1890 there were numerous bank failures and run on currency in Europe.



In the 100+ years that have passed since then, a multitude of causes have been said to have contributed to the “general disturbance” in the markets that occurred in 1893. But to many the primary causes were due to overtrading, unhealthy expansion, [investments](#) in speculative securities and in various forms of corporate enterprises and development in new and untried fields, and in undue expansion of credits by the banks.

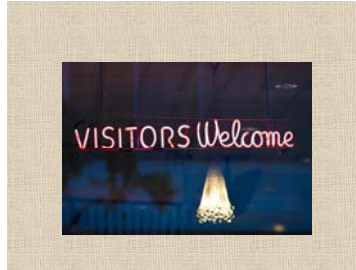
Let me now take you specifically to the Detroit, Michigan of this era.



Remember that we weren't quite an economy of any kind just yet in this country in the late 1800s. The reality is – from an historical perspective – we had barely got our feet under us and were still learning to walk following the American Revolution, when we found ourselves in a Civil War.

So, our country's economy to this point had been based as much on the economies of war as it was on agriculture, but all that was changing. The industrial era had begun.

The impact of this depression on every city was considerable. And as civic leaders everywhere worked to stabilize their cities, many thought selling their cities through conventions was a solution. Their logic was simple. In the truest spirit of boosterism, they felt that if only people could come and see how wonderful their city was, those people would see the advantage of locating their firms and companies there, thus stabilizing those communities' revenues and creating jobs.



It's a theory that has stood the test of time pretty darn well. Once again this year, Development Counsellors International, a noted economic development firm, noted in its bi-annual survey of corporate decision-makers that one of their key leading sources of influence when it comes to decision-making for corporate expansions or relocations REMAINS their business travel experience. It's never been out of the top three since the survey began more than 20 years ago.

In February 1896, *Detroit Journal* newspaper writer Milton J. Carmichael wrote an article about the attractiveness of the business of conventions in promoting a city. In the article, he not only pointed out the obvious value of this business to Detroit by the cash expenditures the attendees would bring, but suggested that local businesses should band together to organize a formal and strategic promotion of Detroit as a desirable convention destination in a focused effort to get more of this business.

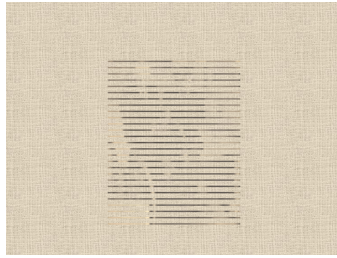
In the article, he stated:

During the past few year, Detroit has built up a name as a convention city, delegates coming from hundreds of miles, manufacturers holding their yearly consultations around our hotels, and all without any effort on the part of the citizens, or any special attention paid to them after they got here. They have simply come to Detroit because they wanted to...

Can Detroit by making an effort, this year secure the holding of 200 or 300 of these national conventions during the year of '97? It will mean the bringing here of thousands and thousands of men from every city in the union...and they will expend millions of dollars with the merchants and the people of the City of the Straits.

His argument was based on what he had already observed happening in Detroit as it had positioned itself as a prime meeting and convention location. It was an effective argument, as it turns out.

Two weeks later, the Detroit Convention and Businessmen's League was founded, comprised of civic leaders, hoteliers, railroad agents and others interested in this idea, with a mission of "hustling for all these conventions."



They elected Carmichael as their Convention Secretary, and he traveled over 17,000 miles in that first year on the job. He is described as having been so successful in his promotion of “the prettiest city in this country” and its inhabitants as people who “vie with one another to entertain the stranger within its gates” that he had gathered a list of over 300 convention prospects by the end of that year.

In another Detroit Journal article that year, it was noted:

When you hear of any concern that thinks of moving, start out to do just one thing – get them to visit Detroit. In that way, Detroit can get plenty of good factories...Make ‘em come, even if you have to go after them.

The folks in Detroit definitely “got it.”

Before Detroit created this first formal organization, there had been a growing number of cities that sent salesman on the road to promote their destinations. Much of the convention activity that was occurring was the result of local members of various national organizations seeking to bring their national conventions to their hometowns in a “boosterism” spirit, but they recognized there were economic benefits as well. Hoteliers, rail agents, retailers and others were joining the salesmen as they began to recognize that attracting visitors to their cities had a number of very real economic advantages.



By the turn of the century, all these city salesmen were bumping in to each other at the various national conventions of industry where they vied with one another to sell their respective destinations. They realized they were all chasing the same groups at the same time, and decided to get together and organize themselves. In 1914, the Association of Convention Organizers was created, and held its first meeting the following year – with Detroit, Atlanta, Rochester, St. Louis, Indianapolis, Louisville, Omaha, Toledo, Kansas City, Savannah, Buffalo, Denver, Milwaukee, New Orleans, Baltimore, Mount Clements Michigan, Cleveland, Chattanooga and San Francisco represented.

You see, to those civic leaders, the idea of bringing in people to see the greatness of their city was as smart economic recovery and development strategy. In an early meeting of the Association of Convention Secretaries, it was reported:

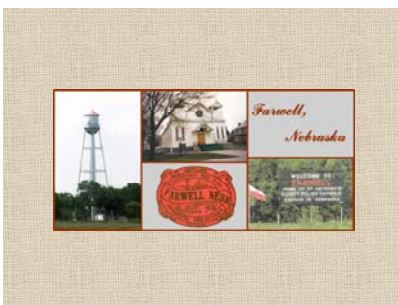
It was a convention held in Detroit, by the way, which was directly responsible for the beginning of the great automobile industry there. The Packards, who were located in Iowa, attended a convention in the Michigan city and were so favorably impressed that they moved their factory there.

An early survey of Cincinnati leaders supported the creation of industrial expositions to showcase their city, with boosters alongside hoteliers, retailers and railroad agents championing the cause.

In 1916, Fred Butler, the executive secretary of the Jamestown New York Board of Commerce wrote:

Conventions have a two-fold value. First, there is the money they leave in a city to enter the channels of trade. The second is the advertising value to the City.

Butler then went on to create what came to be known in our CVB world as the “Kalamazoo Plan.” The plan created a list of those in the city who would benefit from a convention, and then each of those on the list agreed to commit a certain amount of money per delegate for each convention in proportion to the economic benefit derived. The ones who benefited the most would contribute seven cents, and those who benefited the least would contribute one cent. It was purely “pay to play” and this became the mechanism for how our predecessor CVBs were funded.



The Convention Secretaries eventually would become what is known today as Destination Marketing Association International, previously known as the International Association of Convention and Visitor Bureaus.

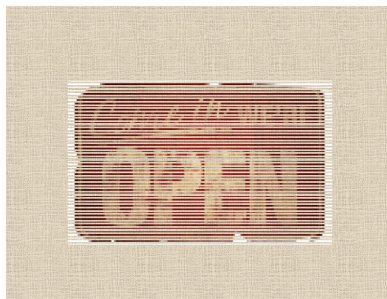
They organized for several key reasons – one, for that uniquely American desire and willingness to “associate.” Two, they wanted to organize against those salesman they felt were doing unscrupulous things in selling their cities.



And finally, they wanted to develop and document the science of their profession as had become the case with so many other professionals in this era of the popularity of scientific management.

In the sharing of information, this particular organization chose to share information on pricing and convention buyer behavior, in essence with their competitors. My early brethren made a commitment to share detailed information about any conventions held in their respective cities so that an accurate database could be constructed which then protected cities from convention organizers' occasional "misrepresentation" of data.

Since all convention organizers are selling a meeting that will take place in the future, the need to gather as much accurate information as possible about the exact number of people that will come to stay in the city's hotels, eat in their restaurants, and buy in their stores was critical in determining what the business would be worth to the community. Just as it remains today.



It was always in the interest of the convention ORGANIZERS to make themselves seem bigger than they were to gain greater concessions from the hosting city. And in the interest of the convention SELLER to get the right numbers in order to avoid giving away more than the convention was worth to the city.

As cities began to compete more and more for these meetings, the product development side of the equation had to do more to compete as well. As rail lines expanded, highways were developed, cars became more available, location no longer was enough.

Chicago laid the groundwork for the exhibitions industry in the Midwest. William R. Host, CMP, associate professor, Manfred Steinfeld School of Hospitality and Tourism Management, Roosevelt University, writes, "in the 1870s, Chicago built the Interstate Industrial Exposition Building.



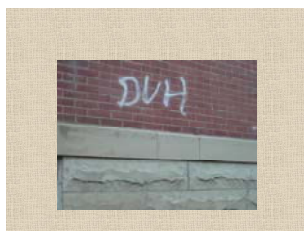
Said to be the nation's first permanent exhibit hall, it celebrated Chicago's resurrection after the fire of 1871 and served as convention center, exhibition hall, and opera house until the 1890s, when it was replaced with the Art Institute, then also used for meetings during the World's Columbian Exposition." Today, meetings and conventions remain the #1 source of adult continuing education. And smart cities like Irving, are identifying their niches in that marketplace.

As remains the case today, cities gain their revenues on the number and type of attendees from a convention. If a convention organizer can convince a convention SELLER they will sell all the hotel rooms in the city for several days, then it becomes in the best interest of the city to give the organizers a break on room rates, inexpensive meeting space, free admissions to attractions, and other amenities. Organizers would make their money on the registration fees and sponsorships they could sell. Cities would make their money on having large numbers of non-resident people come to town and spend NEW Money.

It's those same ideas that led to the creation of a hotel occupancy tax, which ultimately evolved into the primary source of funding for CVBs around this country.

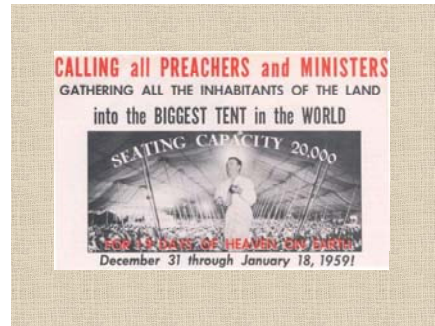


The first reported use was in 1946 in New York. It was vigorously opposed by the New York Hotel Association, fearing it would make New York expensive and uncompetitive. But there was also no specific usage of the tax designated initially. Other cities began to take notice, and then in 1955, Las Vegas came in and established this tax as a dedicated revenues source to BUILD AND MARKET LAS VEGAS AND ITS CONVENTION CENTER.



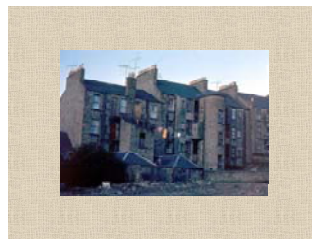
This then set the tone for many other cities looking for ways to fund these initiatives they understand as economically important, but in essence unfunded, mandates.

During the 1970s and 80s, local governments then began levying bed taxes to fund destination marketing efforts and to pay for convention centers that would bring in more visitors. After all, they realized, once a facility is built, it would be in the owner's best interest to keep it used. Hotels recognized that getting more funds to market would help fill up their beds in the times when visitors might not otherwise be visiting. Say, July and August anywhere in Texas, and weekends year round in Irving...



Convention Centers would provide a place and reason for these non-peak season visitors to come, the bed tax a mechanism government could use to assure everyone in a destination would help pay for the marketing and facilities that would draw them to the destination. And – technically – there would be no free riders who could choose to not make a voluntary contribution to support the destination’s marketing efforts.

An important growth point for the convention industry was the recognition of the need for urban renewal in the 1980s to rebuild downtown cores that had deteriorated after the long urban flights of the preceding decades.



For many communities, the idea of a convention center as anchor of a redevelopment of an inner city was critical to attracting hotels, restaurants and other support industry development to replace a decaying area. Convention centers could also provide employment for the people that needed construction jobs, and provide an ongoing source of employment after the construction was finished.



Jobs for the community are a key benefit you’ve heard me mention in Irving, and even today, that number is substantial. Our 2009 Irving Visitor Industry study noted 12,181 jobs supported by this industry. Ours is a very horizontal industry, and the jobs we create and protect are more expansive than people necessarily give us credit for. Hotels, attractions, restaurants, transportation companies, florists,

sign shops – and I can personally assure for every late night coffee shop next to an all-night Kinko's. And if there's an all-night Home Depot or WalMart in the same vicinity, that's even better!

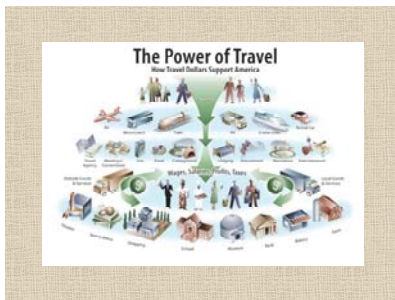


This is a labor-intensive industry that not only requires many people to serve the needs of the destination's visitors – by the way, we had 2.56 million of those visitors in Irving last year – but it also requires construction laborers who build the hotels, restaurants, convention centers and attractions; the laundering facilities who supply clean uniforms, towels and table linens; florists who provide extraordinary front entryway displays and the orchid sitting at every table.



And then there's those hotels and restaurants that all need banks, insurance agencies, accounting firms, medical providers, legal firms, delivery services, and specialty suppliers – just like all their employees do personally.

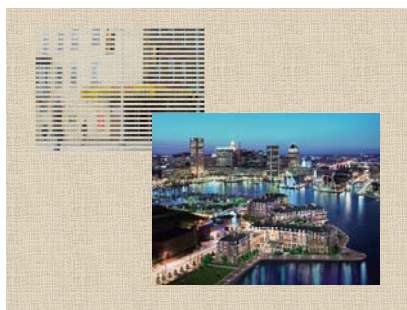
Even those that are not directly touched are indirectly impacted – doctors, educators, road builders. There are real multipliers when a visitor's dollar gets spent in our town that literally reverberate throughout Irving.



We get criticized a lot by people that say the jobs we create are entry level and are for those with no other marketable skills. And it's true that many jobs in our industry require minimum education, experience, skill or training to get started. But every community needs these jobs for the things the community's residents want to enjoy.

We need banquet set up workers and bus boys in our restaurants, not just executive chefs and general managers, if we want restaurants to enjoy. Museums need ticket takers, and maintenance workers, too, not just curators and fund-raisers. Today's hotel bellman could become a general manager in the future, and our industry is built on many of those kinds of success stories. We need the type of positions that offer steady work, healthcare and growth opportunities if we want to transition the less fortunate in our communities off of public assistance. You'll be hearing more details soon of just such a program as our convention center staff aligns itself with Irving Cares to do just that.

Urban renewal and community development also come through new infrastructure. If you've been to Baltimore's Inner Harbor, London's Canary Wharf or Savannah's waterfront, you know exactly what I mean. None of that could have or would have happened without the contributions of tourism.



And it's all CLEAN. Visitors leave no soot in the air as a traditional manufacturing plant might. Visitors don't contaminate the ground water or leave mountains of waste behind. And while perhaps they might create occasional congestion on our roads, or lines in our restaurants and attractions, we don't have to spend extra to fill their potholes, fix their sidewalks or pick up their trash. The places where they're staying are already paying those bills.

The workforce of the future is something we have to think about, too. Unlike the good-old-days in Detroit, or even other major industrial or financial centers, the generations behind us are making different choices when it comes to career paths. They're not doing what we all did – we went where the jobs were, often moving about frequently because of those.



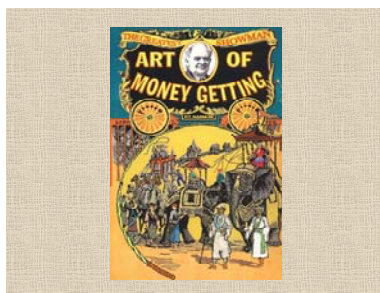
But these next generations are going where they want to live first, and then finding the jobs they can do in those places, in order to assure the quality of life they want – which for them is about “the place.” It's why Starbucks remains “the third place” – it ain't about the coffee. It's about the place that isn't your home, and isn't your office, but still is a place that is about YOU.



It's the place that's central to local democracy and community vitality. Every community has one or some. However, that may be defined by generation. It's kind of the theory behind the phrase "live, work, play." It's one of the reasons we went out on an edge and ledge with the design of the convention center, which we see as becoming the new "living room" of the community and its work force, and its future work force.



But for those visitors – their output represents two things we simply can't live without and can't provide on our own – IMMEDIATE CASH SPENDING and unbiased WORD OF MOUTH about their experience. And all this social media stuff has given a whole lot of room to provide Word of Mouth...and that's what gets us to OPM – Other People's Money.

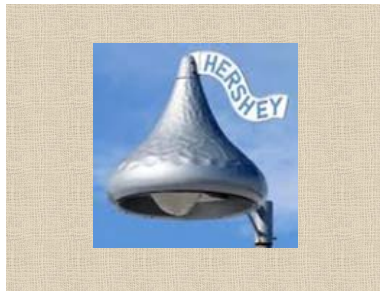


That cash spending is critical. I can talk to you all day long about "room nights" and "average daily rate" and RevPAR – all hotel industry jargon that means absolutely nothing to most of you in this room. I can tell you that last year, the 2.56 million visitors that came to Irving and spent \$1.2 billion here, and that might start to mean a little more. But let me try phrasing it in a way that might better hit home.



Those 2.56 million visitors spent \$264 million last year in Irving restaurants. For many of our restaurants, those visitor dollars generated more than 60% of their revenues. We already have a lot of our best restaurants in town closed on Sundays. And others that do their very best specials – such as half price bottles of wine – on Saturday nights. Unheard of in most places. But they have to do that because the city is empty of visitors on weekends. Take 60% of a business's revenues out of the equation, and most can't afford to continue to exist. Which means they're not there when you and I want to go out and eat, either.

Those visitors supported 12,181 jobs and a payroll of \$281.7 million, right here in Irving. That's like plopping down the entire Hershey Company's employees, or Fed Ex's Grounds Operations, or GEICO.



But we don't look at them as a total, because we see them housed in hundreds of smaller businesses throughout the city. They represent a pretty significant portion of the Irving's "small business" community. And that payroll of \$281 million - that's also the equivalent of the entire payroll of South Lake Tahoe, or the debt load estimated for the Dallas Mavericks in 2013, if you've got some spare change.

On any given day (although mostly Mondays-Thursdays), we average 18,300 visitors in Irving. Look around you at lunch or dinner in any of our restaurants on a weekday or weeknight. You *really can tell just by looking* – and every once in a while, when you're feeling nerdy, walk up to a table to ask where they are all visiting from or what company they are with, and say thank you.



I do this a lot – probably says a lot about the state of my mental health, but we know when we look around that they’re not from here. With the cooperation of many of our restaurant owners, I’ll occasionally send over a bowl of queso or a round of dessert over to a group with my thanks for choosing Irving. They’re visitors all right, they just may not look like what we tend to think of conventioners looking like with their badges and big logoed messenger bags, or “Tourists” with their black knee socks and Hawaiian shirts.



But often, those Irving visitors are invisible to our residents, because they do look like the rest of us. AND, because the business they’re conducting isn’t immediately visible to the public. That business happens within the already existing four walls of our hotels and soon-to-be-meeting facilities – so there isn’t always a public ribbon-cutting that announces their arrival.



In the fiscal year that just ended, the Irving CVB welcomed 371 different groups and organizations to Irving for a meeting or event. And that’s just the ICVB’s direct connection. In ribbon-cutting parlance, that would translate to just over 7 ribbon cuttings every single week.

That doesn’t even begin to take into account the countless numbers of other groups that work with our hotels directly and didn’t require the services of the ICVB.

The fact is, we’ve got ribbon cuttings of our own happening, usually every couple of days, as group after group moves in and out of our hotels for their own meetings and events.

It’s just that the outside of our buildings doesn’t look any different to the community at large.

And I need your help in understanding that. Because a lot of what makes this community special today – and in the future – has come on the backs of our visitors.



For you the protectors and patrons of Irving's history, it's the backs of visitors that have made many of your successes possible. Allocations for Historic Preservation and Museums from the hotel tax have funded the Jackie Townsell and Mustang Museums, they've set aside the dollars for an Irving museum and they fund your archives.

They've lit trees downtown, supported events and provide the core of the funding that now supports the Community Building on Jefferson and its programs.



Without those visitor backs in Irving, there would be no Irving Arts Center, and thus no affordable home for the city's resident arts groups, and thus likely a lot less community arts. That means no Genghis Khan, no sculpture garden, no Centennial mural. No Ikebana, no tree decorating, no school art competitions and displays in a non-school setting.

And just to maintain the same quality of life standards everyone in this community enjoys – the caliber of services you get from Code Enforcement, Police and Fire, Streets and Water, Animal Services and Waste Management. In order to maintain all of those at their current level – if you eliminate the general taxes contributed by visitors through their spending, every household in Irving would need to pay an additional \$519 a year in taxes to keep things even.



For the city's return on its direct investment in tourism in 2009 here in Irving, \$185:\$1 was returning in visitor spending. \$43:\$1 was returned in industry payroll. \$6:\$1 was returned in tax revenues.

OPM Value to Irving

- 2008-09 Irving investment in tourism generated:
 - \$185:\$1 return on visitor spending
 - \$43:\$1 return on visitor payroll
 - \$6:\$1 return on tax revenues

That's the value of a visitor to everyone in this community, regardless of what you do, where you live and where you are in life. It's one big "Cha Ching – IRVING."



I had the pleasure of leading an important study for our industry a few years ago, titled the Future of Destination Marketing: Transition, Tradition and Transformation. It was an 18-month labor of mostly love, that reinforced some things, refocused some others, and most importantly reprioritized. It reminded us of our history as an industry, and lessons we could have or should have learned along the way. Much of what I've shared with you this evening is a result of that study, as well as gleaned from a book entitled Managing Destination Marketing Organizations, that I had a part of in my role chairing our industry's Education Committee at the time.

Through it all, I've come to distill the parts that I consider my mantra with everything we are trying to do right now to build and sustain visitor revenues for Irving, so that we can build and sustain this community. We want to be a place where people want to live, want to work and want to play.

Maura's Building Blocks

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

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

I thank you for your time tonight, and would be remiss – and a lousy salesperson – if I didn't also ask each of you to keep your dedicated booster mindset in place, and think about the places you go, the conventions you might have attended, the industries and organizations you've been a part of, and think of how we might get them to Irving.



Thank you.