

MINUTES – BOARD AND BUSINESS DEVELOPMENT COMMITTEE

IRVING CONVENTION CENTER

Friday, January 7, 2022

Those in attendance: Committee Chair Richard Stewart Jr., Board Chair David Cole, Board Vice Chair Bob Bourgeois; Yasir Arafat, Julia Kang, Joe Philipp, and Sam Reed – Committee Members; Colvin Gibson and Michael Basoco – Board members; Carol Boyer, Maura Gast, and Susan Rose – ICVB Staff; Tom Meehan – Irving Convention Center.

Committee Chair Richard Stewart, Jr. called the meeting to order at 9:00 a.m.

Stewart asked for any citizen comments and there were none. The Committee observed a moment of silence for the one-year anniversary of Irving CVB Sales Manager Kelly Roche's passing.

Stewart asked for a motion to approve the Board and Business Development Committee minutes from September 10, 2021. With a motion from Board Vice Chair Bob Bourgeois, and a second from Board Chair David Cole, the motion unanimously was approved.

Executive Director Maura Gast gave a ICVB Strategic Plan overview and the Board and Business Development Committee next steps.

Goal: Maximize Organizational Sustainability and Growth.

Objective A: Make financial stability of the Irving CVB (and thus the ICC) its top priority through careful and effective stewardship of its resources.

Financial stability was identified as the most important for the Committee's work, including making sure the ICVB is at the top of the line to receive ARPA funding again in the Spring of 2022. Board members should be committed to relying on relationships with City Council for that message to be heard for their support. In response to a question from Board member Colvin Gibson, Gast replied the City Manager is supportive and will review all the "asks." It could get difficult if other tax revenues decline and the City may want to use funds to offset its other expenses. Board member Sam Reed emphasized leveraging relationships with Council to get the support may become important and Gast agreed our requests will continue to be aggressive in direct response to the needs. In response to a question from Board member Yasir Arafat regarding Irving's geographical location in a tech hub, Gast replied we are in the resource position to produce a 5G expo ourselves but could work with the providers on available dates.

Arafat asked for the percentage of loss from 2019-2020 during the pandemic. Gast replied loss of 70% as of June 2021, and losses with the pandemic formula is significant. The ICVB asked for half of what the City received from the first tranche of ARPA funds to fund most programming priorities. Hotel Occupancy Tax is covering staff salaries and community-facing activities only. ICC has not re-staffed yet from its furloughs and layoffs.

The Committee agreed to all points of Objective A. Gast confirmed the Committee will receive financial charts to see progress in relation to goals.

Objective B: Position the ICVB as the best agent for Irving’s long-term recovery from the economic downturn caused by the pandemic. Adding: And thus, continue to position ICVB’s ability to produce immediate ROI and to continue building a pipeline with its use of federal recovery funds – future years’ funding has not yet been designated. The Committee may work with the Community Engagement Committee on messaging. Discussion was held on adding a statement to Objective B to “support Federal recovery priorities/legislation that provide direct and immediate usable industry relief.” It was suggested to send requests for support to local legislators. Gast noted as a citizen/resident of Irving, direct contact with local government officials is at the individual’s discretion. As a Board, it is advised to contact in an organized way, i.e., Global Industry Day and/or National Travel and Tourism week are perfect opportunities. Every community is impacted by travel and tourism. Add: “Support Federal recovery priorities/legislation that provide direct and immediate usable industry relief.”

The Committee agreed to all suggested tactics of Objective B with the additional statements.

Objective C: Analyze opportunities to build and diversify the CVB’s revenue streams to guard against any collapse of Hotel Occupancy Tax revenues.

The Committee agreed to all suggested tactics of Objective C.

Objective D: Support legislative initiatives that assure Texas remains open to all. Discussion was held on communicating to legislative leaders the dangers and impacts of discriminatory legislation.

The Committee agreed to all suggested tactics of Objective D.

Objective E: Assure the organization’s performance metrics mirror exceed that of the industry’s best practices. ICVB is in the process of accreditation from Destination International. Because of where things currently standing with “branding,” it is possible the Accreditation may be postponed or receive an “Opportunity for Improvement” until a new process can be completed, for which funds have been requested from ARPA. The Committee will be updated on any “Opportunity of Improvements” and exemplary notes the final accreditation submittal generates

The Committee agreed to all suggested tactics of Objective E.

Objective F: Become intentional about Succession Planning for both Board and staff.

The Committee agreed to all suggested tactics for Board and Staff succession in Objective F.

Objective G: Initiate the process of a Brand Assessment Study. The rationale and process for a study was reviewed. The product has changed and willingness to adopt something someone else has created has been met with resistance. The outcome has to allow ICVB to move forward on its own with the resulting work if others do not want to adopt it themselves.

The Committee agreed to the rationale and process of Objective G.

Goal: Advocate for Destination-Enhancing Development. It was agreed Gast will get more definition on the entertainment and economic development zone at the Texas Stadium site.

Objective A: Support legislative initiatives that would serve to enhance development options at the Texas Stadium site.

Objective B: Work with the City and the Economic Development Team to reinstate hotel activity as an option for consideration in any incentives, including transient business activity, as well as potential group meetings and events.

It was agreed to strike Objective B suggested tactics statement "Protect hotel development Ordinance and continue to support right-sizing of future development." It was agreed the statement seemed to be duplicated and should belong to the Destination Development Committee.

Objective C: Research the financing and operating structures that have made possible competing projects in other destinations, particularly in the DFW area.

The Committee agreed with the Objectives and suggested tactics in this Goal with the edits noted.

COMMITTEE CHAIR REPORT

Stewart noted the process for people interested in the ICVB Committee Chair positions should be ultimately interested in becoming Board Chair. The Board Self-Evaluation Form addresses those interests and the learning process. He also stated the meeting minutes contain vital information and will be productive for all to review before each meeting.

The next Committee meeting is the ICVB new Board member orientation scheduled for January 28.

Stewart adjourned the meeting at 10:08 a.m.

Respectfully submitted,




Maura Allen Gast, FCDME
Executive Director