



Board of Directors

Strategic Planning Retreat

Irving Convention Center

Third Floor - Meeting Room 6

500 W. Las Colinas Blvd. Irving, Texas 75039

Thursday, September 23, 2021 @ 2:00 p.m.

Friday, September 24, 2021 @ 9:15 a.m.
or immediately following the ICVB Executive Committee Meeting

AGENDA
Irving Convention and Visitors Bureau
Board of Directors
Special Meeting - Strategic Planning Retreat
Thursday, September 23, 2021, at 2:00 p.m.
Irving Convention Center – Third Floor, Meeting Room 6
500 W. Las Colinas Blvd.
Irving, Texas 75039

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

1. Citizen Comments on Items on the Agenda
2. Board Chair Comments – Karen Cooperstein
3. Board and Business Development Committee Chair Comments – Bob Bourgeois
4. Discussion of Strategic Plan

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

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.

This facility is physically accessible and parking spaces for the disabled are available. Accommodations for people with disabilities are available upon request. Requests for accommodations must be made 48 hours prior to the meeting. Contact the City Secretary's Office at 972-721-2493 or Relay Texas at 7-1-1 or 1-800-735-2988.

AGENDA
Irving Convention and Visitors Bureau
Board of Directors
Special Meeting - Strategic Planning Retreat
Friday, September 24, 2021, at 9:15 AM
Or Immediately Following the ICVB Executive Committee Meeting
Irving Convention Center – Third Floor, Meeting Room 6
500 W. Las Colinas Blvd.
Irving, Texas 75039

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

1. Citizen Comments on Items on the Agenda
2. Discussion of Strategic Plan
3. Recommendations for Strategic Plan

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

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.

This facility is physically accessible and parking spaces for the disabled are available. Accommodations for people with disabilities are available upon request. Requests for accommodations must be made 48 hours prior to the meeting. Contact the City Secretary's Office at 972-721-2493 or Relay Texas at 7-1-1 or 1-800-735-2988.



**2018-2021
STRATEGIC PLAN OF
THE IRVING CVB
BOARD OF DIRECTORS**

Facilitated by

ZEITGEIST CONSULTING

**DMO
PROZ**

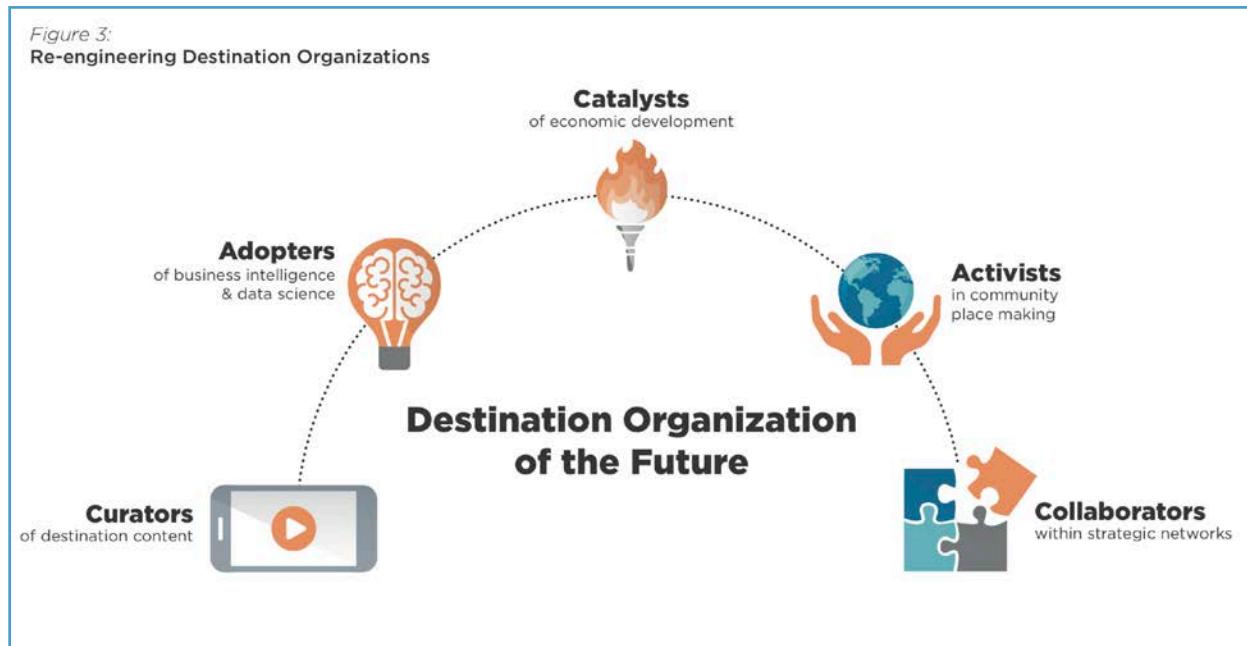
DMOproz.com

SITUATIONAL ANALYSIS

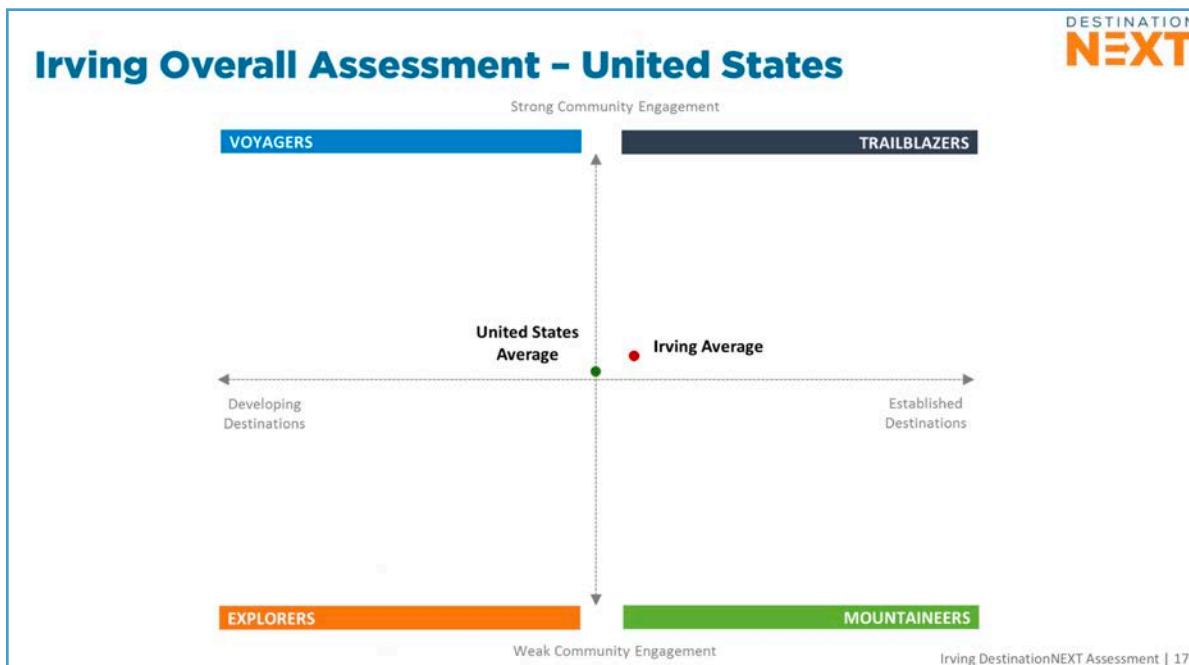
After twenty years of blood, sweat and tears, 2018 finds the City of Irving finally realizing its destination birthright. Not that visitors haven't been coming to Irving for decades. Indeed, the ICVB has been marketing the community as a destination since 1978. But, the destination experience was not yet complete.

Today, however, with a state-of-the-art Convention Center, the sensationally unique Toyota Music Factory and a growing culinary and arts scene, Irving can host larger conventions and bigger-name music acts and keep attendees within the city limits for dining and entertainment experiences. And, the destination isn't finished...as the former Texas Stadium site remains a prime opportunity for redevelopment.

As the destination has been evolving, so has the art and science of Destination Marketing around the world. DMOs, like the ICVB, are evolving into much more than just sales and marketing agencies. As identified in the most recent *DestinationNEXT* study, commissioned by the Destinations International Foundation, DMOs must now also own their responsibilities as catalysts of economic development, activists in community place making and curators of destination content.

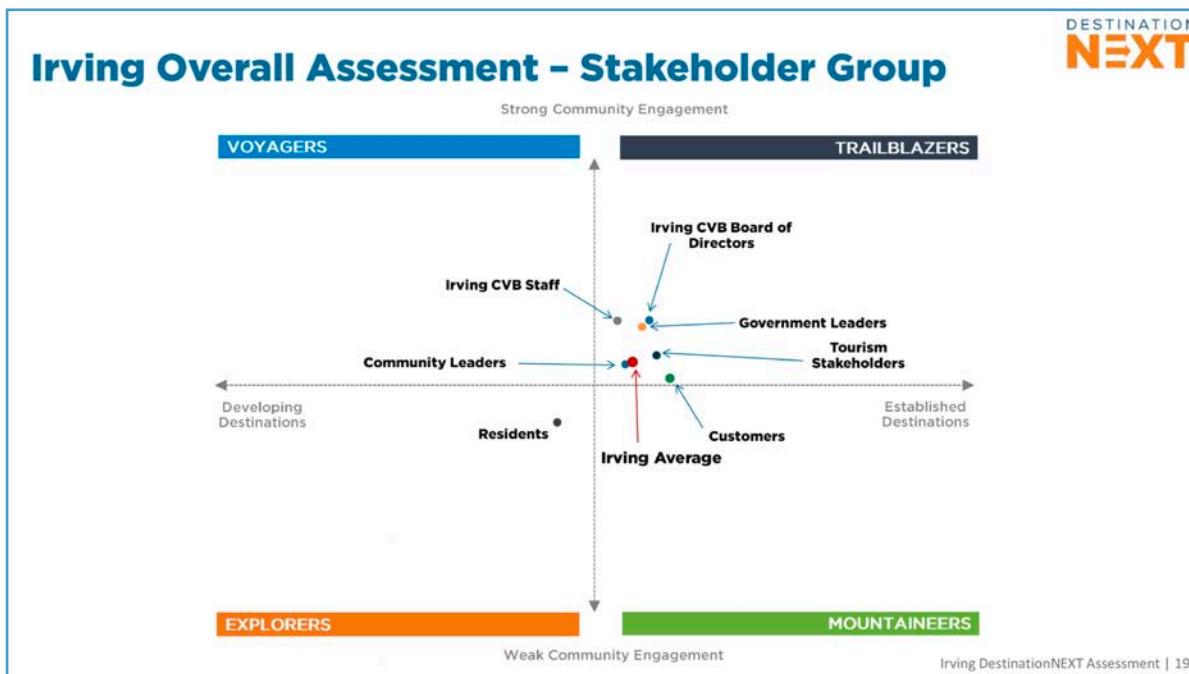


As part of *DestinationNEXT*, the ICVB recently engaged over 550 community and corporate leaders, residents and clients in a wide-ranging assessment of the strength of the destinations assets and community engagement. The results were generally positive (Irving ranks among the top destinations in the world in both assets and engagement)...with some opportunities identified for improvement.



In the chart above, Irving ranks in the “Trailblazer” category, better than the U.S. average.

However, the only group for whom Irving wasn't more asset-rich and community-engaged than the national average was local residents. The opportunity to engage residents at a more effective level is both an imperative to build brand ambassadors as well as generate public support for future policy decisions by the City. The need for community outreach is reflected in this Strategic Plan, along with tactics to continue to improve destination assets, engagement and competitiveness.



SAY HELLO TO A NEW BOARD MANDATE

As our understanding of the role of Destination Marketing has evolved, so too have the responsibilities of DMO governing Boards. To successfully drive the future growth of Irving's Visitor Economy, the Board is faced with a new imperative.

As accomplished as the ICVB's staff is, it will take more than the paid professionals to move the ball across an ever-shifting goal line. It will require the influence of its Board, both individually and collectively, to open doors and socialize innovative concepts for those that don't yet fully comprehend the power of the Visitor Economy on the vitality of the City of Irving.

Gone are the days that a Strategic Plan can be adopted and handed off to the CEO for implementation. Today, these goals and objectives are developed as the work plan for the Board...outlining the steps its members will undertake to advance the destination and the organization while professional staff work the Marketing Plan. Certainly, there are elements of this plan that will need to be delivered by the staff's work in the trenches. But the far-reaching opportunities are those that require the board's leadership, influence and hard work.

Shall we begin?

THE BOARD'S MISSION

The Irving CVB Board will take ownership of the opportunities on its horizon, doing everything in its power to move the visitor vision of the destination forward by proactively putting the ideas, desires and priorities on every table it can.

THE ICVB VISION

Irving will be a uniquely vibrant destination, attracting visitors of all kinds for unforgettable experiences.

THE ICVB MISSION

The Irving Convention and Visitors Bureau enhances Irving's economy and quality of life by marketing and advocating for the development of Irving as a premier destination.



2018-2021 STRATEGIC PLAN OF THE IRVING CVB BOARD OF DIRECTORS

GOAL

Advocate for Destination Defining Development

Objective A

Encourage the Development of Iconic Attractions

Suggested Tactics:

- Urge property owners and developers of the Texas Stadium site to create an iconic experience for residents and visitors alike
 - Recognize this is a long-term play, and a once-in-a-generation chance to get it right; taking the time to do it right is to everyone's benefit
 - Ensure wide range of zoning opportunities are available to support and encourage the right development at this site, i.e., city services, attractions, restaurants, retail, hotels
 - Champion the full consideration of this site's potential in bond task force deliberations
 - Encourage the consideration of a luxury resort as a development option
- Assist policymakers to think with a greater sense of vision and possibility
 - Encourage the creation of one-of-a-kind attractions and facilities
 - Consider taking policymakers and corporate leaders on "field-trips" to experience other iconic attractions

Objective B

Encourage the Activation of the city's Waterfronts with new Experiences

Suggested Developments:

- Support the creation of an attraction to draw people to the city's waterfronts (Lake Carolyn & Canals, Delaware Creek, Trinity River)
 - Revisit the prior concepts for WaterFire (Providence RI)
 - Evaluate other concepts, installations and opportunities to activate the waterfronts
 - Look for opportunities to expand any offerings to the Delaware Creek/Heritage District area, understanding infrastructure limitations
- Support opportunities for visitors to get on the water
 - Work with DCURD and its waterfront concessionaires to generate more awareness and activity in more sections of Lake Carolyn and its canals
 - Work with Trinity River concessionaires to make activities more easily accessed in Irving
 - Encourage Williams Square Plaza re-imagining process to provide more access to the waterfronts and to expand/enhance view corridors where possible

Objective C***Encourage the Development and Support of Tournament-Grade Sports Facilities & Events****Suggested Tactics:*

- Work within the Parks and Recreation Department's Master Planning process to engender support for more tournament-grade opportunities
 - Work with local clubs and leagues to become engaged in the process
- Ensure Irving hotels, particularly those on the southside of DFW Airport, are engaged with Drive Nation Sports
- When timing is right, and necessary partners are ready, pursue another high-profile sporting event, i.e., PGA Tour event.
- Attempt to lure well-established select teams (i.e., Dallas Raiders, Boomers, USA Prime, Fort Worth Prime in the skill-based/competitive youth leagues) to make Irving their home base
- Analyze opportunities to repurpose vacant big box stores or warehouses into indoor competition spaces to house growing indoor sports, i.e., e-sports, trampoline, rock climbing, cornhole, spike ball, etc.

Objective D***Support the development of other destination magnets****Potential projects:*

- Support development and redevelopment efforts in Irving's Heritage District that will generate and sustain visitor interest
- Support the Irving Arts Board in its Heritage District initiatives
- Support the strategic re-tenanting of the former Texas Musicians Museum site into a venue that can generate and sustain visitor interest
- Support the efforts to enhance the visitor (and tenant/resident) experience at Williams Square Plaza, and identify leadership opportunities for the CVB in the process
- Work with the Irving Arts to increase support for Public Art installations throughout the City
- Support the efforts on the Irving Arts & Culture Department's behalf to coordinate and capitalize on Irving's museum opportunities



GOAL

Endeavor to Enhance the Visitor Experience

Objective A

Support the Strategic Development of Festivals and Events

Suggested Tactics:

- Participate in the Parks and Recreation Department's Master Planning process to determine whether the Department has (or wants) a role in special event development
- Consider the use of Tourism Public Improvement District to provide funding to develop and/or support festivals and events in targeted areas, at key need times
- Consider the creation of a Festivals & Events subsidiary to assist existing events and launch new festivals, in partnership with the Arts and other Irving entities
- Engage SMG to bring forward potential festivals & events at the Convention Center and elsewhere in the City in the entertainment district
- Re-evaluate the ICVB subsidization of start-up events as a strategy to draw first-time visitors to the city

Objective B

Advocate for enhanced infrastructure amenities

Suggested Tactics:

- Support the development of additional visitor and employee parking options as needed in the entertainment district/urban center
- Advocate for a uniform entertainment district parking management strategy
- Advocate for wayfinding signage that enhances the visitor experience by working closely with the City, TXDoT, Las Colinas Association, Toyota Music Factory and the ICC
- Analyze options to develop destination-wide trolley/shuttle systems, and last-mile solutions
 - Continue to work with DART on potential solutions
 - Work with hotels and attractions on investing in a solution, potentially through the establishment of a Tourism Improvement District
 - Continue discussions with the Las Colinas Urban Center on developing innovative solutions
 - Advocate for responsible and responsive implementation of alternative systems, such as pedicabs
- Support the City's efforts to increase walkability and bike-ability in future developments
- Support the quantity and quality of streetscape lighting
- Support the expansion of 5G and other emerging networks throughout the city for better connectivity and engagement

Objective C

Support R-AB Zoning initiatives that better reflect current and emerging trends to encourage more Destination Attractions & Dining

Suggested Tactics:

- Affirm the progress that has been made since the changes to the local R-AB zoning were enacted
- Communicate the difficulty that evolving and innovative restaurant categories and wine-tasting rooms have in trying to locate their business in Irving
- Support 30-70 zoning overlays in targeted visitor locations in the city with safeguards to discourage non-compliance

Objective D

Support the Expansion of Unique Retail Options throughout the city

Suggested Tactics:

- Work with the Chamber of Commerce to include the voice of the visitor in their planned Retail Study, as well as visitor demographics
- Encourage pop-up retail experimentation in empty storefronts in the Music Factory campus and the Heritage District
- Support the conversion of vacant big box spaces to include destination retail, even if only for temporary uses



GOAL

Enhance the Community's Awareness and Appreciation of Irving as a Visitor Destination

Objective A

Celebrate the Culture of the City through supporting local artists

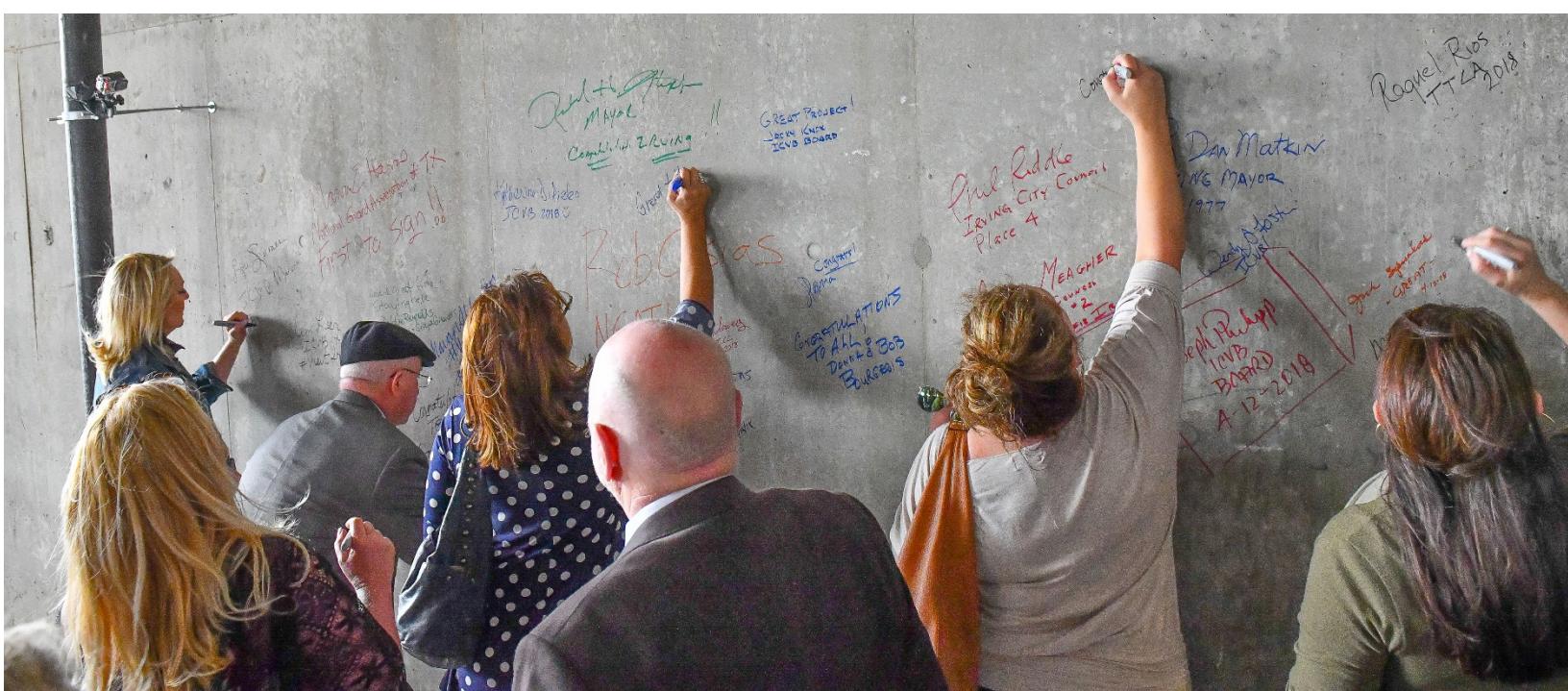
Suggested Tactics:

- Research state/grants funding that can be used to support local talent and look for opportunities to amplify these at venues throughout the city
- Champion opportunities to incubate local talent while maximizing open weekends at area venues by recruiting or staging music festivals in partnership with venues
 - Songwriters festival
 - Genre festivals
 - Others, as identified
- Support the Arts & Culture Department's new Heritage District initiatives that involve the performing arts
- Support and/or nurture "artists-in-residence" opportunities



Objective B***Develop a Strategy to Encourage Residents to be Brand Ambassadors*****Suggested Tactics:**

- Re-position the Community Relations Committee as a Community Engagement Committee, with a focus on enhancing resident perception of Irving as a destination
- Develop a campaign to encourage business leaders and residents to connect the ICVB with the companies and associations to which they belong to bring their events to Irving
- Analyze opportunities to invite residents to see their city through a visitor's eyes
 - Be A Tourist in Your Backyard Weekend
 - Test Drive Your Convention Center
 - A Taste Event in the Music Factory
 - Continue to host neighborhood association leaders
 - Develop "Live Like a Local" itineraries for visitors and residents alike
 - Schedule tours of area assets
 - Identify opportunities to engage the school districts, including charter and private schools, as well as higher learning entities
- Evaluate new Visitor Information Center initiative for further expanding resident interest and influence
 - Program will initially rollout with volunteers recruited from current and former ICVB Board Members, as well as High Spirited Citizens
- Implement quarterly briefings to the City Council's Planning & Development Committee
- Continue to work the Board Members' circles of influence
 - Intentionally push back on untrue and negative stories
 - Directly engage with the City Council members individually and strategically
 - Stress the emerging Quality of Life that new residents have discovered
 - Continue to support the City's initiatives on safety, security and lighting
 - Get Surveyor magazine into more resident hands and into greater distribution in places where residents may be



GOAL

Increase the ICVB's Competitiveness in the Marketplace

Objective A

Pursue Legislation to Enable Irving Hotels to Develop a Tourism Public Improvement District

Suggested Tactics:

- Educate area hoteliers regarding this innovative revenue stream that has proven so successful in California and is growing quickly in Texas
 - Hoteliers must vote to enact the assessment
 - A Board of Hoteliers will direct how revenues are invested
 - At a minimum of \$1 per occupied room, the TID potentially could generate \$3 million/year for hotelier-directed programming
 - In order to assure participation by hoteliers throughout Irving, programming that can specifically benefit their respective and different needs would be required
 - Ideas could include transportation for south Irving hotels to the entertainment district, additional funds for BizDIP, Drive Nation exclusives, etc.
- Work with local legislators and other CVBs/cities in Texas to include Irving in the existing legislation in the 2019 legislative session
 - State legislation is required to form a TPID
 - Several Texas competitors (Arlington, Dallas, Fort Worth) already have enacted TPIDs, putting Irving at a competitive disadvantage

Objective B

Actively Oppose Legislation that is destructive to Irving's Economic Viability, and its Visitor Economy

Objective C

Evaluate Board Development Committee title to More Accurately Reflect Its Total Focus

Objective D

Analyze other Innovative Revenue Streams

Suggested Tactics:

- Identify major capital projects for the convention center for consideration by a Bond Task Force
- Analyze potential opportunities when the Arts Center reverts to 15% of the Room Tax in 2026
- Analyze corporate sponsorship or investments into community image campaigns; understand how this may be impacted by/impact any Chamber funding campaigns

Irving CVB Strategic Planning Survey 2021

2. THE QUESTIONS*** 1. Please indicate your affiliation with the Irving CVB:**

- ICVB / ICC Staff
- ICVB Board
- Other (please specify)

2. What is the best part about visiting, living and/or working in Irving?**3. What is the most challenging aspect of visiting, living and/or working in Irving?****4. Irving's core tourism product is essentially in place. What other assets in the destination could be enhanced to attract more visitor revenues?****5. What is missing from the Irving experience that, if added, could make the destination even more dynamic?****6. Irving CVB's greatest strength as an organization is...**

7. What are the biggest (non-COVID) challenges facing the Irving CVB in the short and/or long term?

8. During our time together, I'd especially like to discuss:

<< Prev

Next >>

Powered by



See how easy it is to [create a survey](#).

FOR THE EXCLUSIVE USE OF MGAST@IRVINGTEXAS.COM

From the Dallas Business Journal:

<https://www.bizjournals.com/dallas/news/2021/09/06/boeing-relocation.html>

The wake-up call: How Boeing's rejection of Dallas 20 years ago might have been the best thing for downtown

Sep 6, 2021, 11:14am CDT

On March 21, 2001, Dallas-Fort Worth received some surprisingly good news.

The Boeing Co., a multi-billion dollar aircraft manufacturer and a Fortune 10 ranked company as of 2000, was considering moving its headquarters to North Texas. The company had also identified Chicago and Denver as finalists. Boeing's new corporate office was expected to employ some 500 people, about half the number working at its Seattle headquarters at the time.

"As we've grown, we have determined that our headquarters needs to be in a location central to all our operating units, customers and the financial community — but separate from our existing operations," said Phil Condit, chairman and CEO of Boeing, at the time. "The role of the new, leaner corporate center will be to seek new growth opportunities around the globe."

Local leaders at the time recall that Boeing's headquarters search was unusual.

"In almost every other case, the protocol was for the chamber to call, John Ware and I would meet privately with the economic development team, and we'd all have to sign non-disclosures. Boeing was unusual because the CEO basically said, 'Hey, we're moving and we've narrowed it down to these cities.' It was as public of a battle for a corporate relocation as any," said former Dallas mayor Ron Kirk, who served from 1995 to 2001.

Nearly two months later, Boeing chose Chicago for its next headquarters. While it may never be known exactly why Dallas wasn't picked, it has become somewhat of a legend that the wife of Boeing's then CEO did not think too fondly of the city's urban core, supposedly calling it a cultural backwater compared to Chicago.

"They really did find the lack of vitality downtown a big issue. They wanted to go somewhere that had more vibrancy and a great urban seal," said Larry Good, retired founding principal and chairman of Dallas-based architecture firm GFF. In 2001, Good also served as chairman of Downtown Dallas Inc.

Today, downtown has grown into a vibrant live-work-play district that attracts new businesses, residents, and development. But how much credit, if any, does Dallas owe Boeing for that turnaround? Furthermore, what if Boeing had decided to move its headquarters to Dallas in 2001? How different would the urban core look today? On the 20th anniversary year of Boeing's rejection, the *Dallas Business Journal* revisits the decision to determine if Boeing's pass on downtown was actually a blessing in disguise.

Downtown Dallas in the early 2000s

"It was a dark day for downtown," said Good, recalling the area at the turn of the new millennium. "We had gotten a few historic buildings restored for housing, so there was a glimmer of good stuff going on, but every retail storefront was vacant. The streets were devoid of life. If there was any activity downtown, it was down in the tunnels that connected the office buildings to the parking garages and other office buildings."

When Boeing was looking to move its headquarters, Dallas's urban core was without many of the landmarks that visitors and residents enjoy today. The American Airlines Center was still under

construction. While the Arts District did have the Dallas Museum of Art and The Morton H. Meyerson Symphony Center, the Nasher Sculpture Center, the AT&T Performing Arts Center and Moody Performance Hall were still years away from opening.

Downtown did have the Kay Bailey Hutchison Convention Center, but no Omni hotel. Very little green space existed downtown, either: Main Street Garden Park, Civic Garden and Klyde Warren Park were still years away from happening.

"A lot of those things were being discussed, but there wasn't a lot of intensity about it. There wasn't enough focus. We just weren't getting there," said Good. "We talked about the convention center hotel for years and years, but nothing ever really came to pass. We talked about the condition that the streets and sidewalks were in, we talked about the overhead walkways and the tunnels that were sucking the life out of downtown streets, but there was too much talk and hand-wringing and not enough action."

A united vision for downtown

Most local stakeholders say Boeing alone wasn't the reason for downtown's turnaround, but some say it was an important kick-starter.

"What (Boeing) triggered was a wake-up call. Both mayors that were serving around this time were eager to address the problem. They convened stakeholders and civic leadership to ask the question, 'How can we change this? What can we do downtown?'" Good said.

One of the best efforts to address downtown's problems came from the formation of the Inside the Loop Committee, conceived in 2002 by then Dallas mayor Laura Miller. She says it was developer Raymond Nasher, not Boeing, that instigated the formation of the committee.

"Ray Nasher had invested a lot of money into the Nasher Sculpture Center and before the grand opening, he said, 'I didn't ask for anything from the city. There's no money in long-term maintenance or the facility itself, but I really would like you to clean up downtown,'" Miller said. "I called Robert Decherd at the *Dallas Morning News* and said, 'Can we get together a bunch of property

owners downtown and see what we can do to get things looking better so that the Nasher ... will have a clean environment to launch?"'

"That was the initial reason for the committee. Because Decherd is so intense and focused, it morphed pretty quickly into, 'Well, what do we really need long term to turn Dallas around?' At the time, there was very little happening."

Over the course of three years, the roughly 25-member committee created a report outlining five immediate action items and five intermediate action items for downtown. The ten action items include the following:

Top 5 Immediate Action Items - 2005

Conclude a deal to build a Convention Center hotel.

Build out the Boulevard System as recommended in the Comprehensive CBD Transportation Plan and construct Central Boulevard as soon as possible.

Design and complete the three urban parks recommended in the Downtown Parks Master Plan and make progress in acquiring land for Gateway Park and the Emerald Bracelet.

Vigorously support the alternatives study for the second DART alignment Downtown and advocate an aggressive timetable for construction.

Advance pedestrian linkages inside the loop with particular attention to connections from the Arts District to surrounding areas (including the Woodall Rodgers deck park), sidewalk enhancements recommended in the Comprehensive CBD Transportation Plan, and bicycle/jogging paths identified in the Emerald Bracelet.

Top 5 Intermediate Action Items - 2005

Extend the McKinney Avenue Trolley to Downtown destinations and encourage DART to develop specific plans for a Downtown circulator system.

Complete design and engineering for a Fair Park Link using Canton Street right-of-way and strengthen connections to East Dallas.

Work closely with the General Services Administration on the location of the new Federal Courthouse, enhanced by a large,

landscaped "Federal Plaza" with underground parking. Build the Reunion Overlook and Reunion Plaza on the Trinity Levee. Reform and vigorously enforce City ordinances related to surface parking, metered parking, landscaping, fencing and lighting, license fees for sidewalk uses such as cafes, street vendors, and uses of Downtown parks.

Slowly but surely, portions of the plan began to take shape. Others are still in the works. For those early believers in downtown's renaissance, the progress seen today is a satisfying reminder that change can happen.

"I love it (downtown). It reminds me that change takes time. Great public works projects are always controversial and they always take longer, but 20 years in the life of a city is nothing," Kirk said.

What if Boeing had chosen Dallas?

With hindsight being 20/20, it could be easy to conclude that Boeing's rejection of Dallas might have actually been a good thing. But what if the world's largest aerospace company had chosen downtown for its new headquarters? Would things look totally different today? Would all of the progress that the urban core has seen in the last 20 years be reversed? Stakeholders say probably not.

"There are too many smart people that know what a great city, a vibrant city, looks like. We would have gotten there," Good said. "I think we'd be several years behind where we are now, but I think we would have done virtually all those same things ultimately."

Kirk says the entire courtship with Boeing was ultimately a victory for Dallas and the greater region.

"I saw it as a win-win deal that we couldn't lose. At the time, CNBC and CNN and Jim Cramer were talking about all the reasons why Boeing thinks Dallas is a good place to be," Kirk said.

"What Boeing did was validate Dallas as one of the new important economic centers in the country. One of the most important, iconic corporations in America was saying, 'We need to be someplace that we can service not just all of America, but North

America, and do it in the middle of the country with a great airport in a business-friendly environment."

Downtown Dallas today

While Dallas didn't land Boeing 20 years ago, many more victories have come since. In 2007, downtown attracted Comerica's corporate headquarters. A year later, AT&T moved its headquarters to Dallas from San Antonio. In 2017, the region landed a divisional headquarters of Boeing while also being selected as a finalist for Amazon's HQ2. In 2019, Uber announced plans for a large office in Deep Ellum. This year, local insurance company Integrity Marketing Group took 100,000 square feet as part of a headquarters move from Cypress Waters to Fountain Place.

"It's incredibly significant to see. After the Amazon process and after the Uber move, we really saw downtown jump to another level of national recognition. We were poised to be an attractive market prior to COVID. Since then, we've stayed steady," said Kourtny Garrett, president and CEO of DDI.

"We had \$4 billion of projects under construction prior to COVID. Not one single project has been derailed. All of those projects are still moving forward. We're obviously seeing these relocations and our phones are very busy with both in-market and out-of-market interest for corporate relos and new development investment."

If Dallas wants to continue to attract new businesses and people downtown, future leaders must continue to be vigilant, Kirk said.

"The work of keeping a city relevant is never done. If you have an asset like DFW Airport, the Dallas Convention Center, a DART system, the housing stock, you're never finished modernizing, updating it, and making it better," he said. "The good thing now is that market forces are generating a lot of that change. We don't have to provide all the incentives that we did then to get people to develop downtown."

Stakeholders say there's still work that needs to be done in Dallas, but great strides have been made over the last two decades.

"What's interesting is that if you'd asked me (what downtown is missing) in 2002 when I was elected, I would have said, 'Here are

the 30 things that are missing downtown.' It kind of speaks for itself that when you ask me in 2021 and I have to think about it," Miller said.

DEAR

TEXAS

There were always more than
100 REASONS*

why Chicago is a great
place for business.



Now we'd like to highlight a few more.
In Chicago,

WE BELIEVE IN



If you want to build or expand your company or
are looking to build your career, come to Chicago.



WORLD
BUSINESS
CHICAGO

CONTACT US

- 312.523.8766
- wbc@WorldBusinessChicago.com

* www.worldbusinesschicago.com/100reasons