

# **Leadership on the Board of the Irving Convention and Visitors Bureau**

**An Orientation Guide**

**February 7, 2025**



# AGENDA

- Comments
  - Board Chair
  - Board & Business Development Committee Chair
- Introductions
- Vision, Mission
- Why visitors matter to Irving
- Legal uses of the hotel occupancy tax
- The ICVB and its role
- The ICVB Board and its role
- Irving Convention Center Complex overview
- On the horizon



# Vision & Mission Statements

**VISION** – Irving will be a uniquely vibrant destination welcoming the world for unforgettable experiences.

**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.



# 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 Irving CVB Board takes seriously its responsibilities, including its fiduciary and operational oversight of the Convention and Visitors Bureau and the Convention Center, as outlined in the City's Charter and City Ordinances.

**Irving's Visibility (The marketing, advertising and selling of Irving by the ICVB)**

**+**

**Irving's Visit-Ability (The ownership of the destination's development)**

**=**

**Irving's VIABILITY**





# Why Visitors Matter to Irving

*Irving Visitor Industry Performance Study, 2019-2022,  
Future Partners*



# Visitor Impacts

- 4.278 million visitors annually
- \$3.45 billion annual visitor spending
- 33,239 visitors/average day
- \$9.46 million visitor spending/average day
- 23,239 jobs supported
- \$765 million payroll
- \$70.3 million tax revenues generated
- \$757 tax revenues generated per Irving household

*Source: Irving Visitor Industry Performance Study, 2019-2022,  
Future Partners*



# Irving Hotel Guest Profile

- \$92,200 average household income
  - 42.9 mean age
  - 55.1% male
  - 38.7% married/partnered
  - 64.2% have some college education
- Primary Reasons for visit:
  - 42.2% Conference, trade show or group meeting
  - 31.1% Business Travel
  - 22.1% Personal, vacation, other
- \$374.25 Average spending per day
  - \$164.25 Lodging
  - \$92.40 Dining
  - \$19.35 Retail
  - \$54.74 Local Transportation
  - \$13.70 Entertainment/Sightseeing



# Visitor Perceptions about Irving

- 95.3% of hotel guests would return to Irving
- 78.6% would recommend Irving to others as a place to attend a conference, trade show or business meeting
- 93.9% rate the Irving Convention Center Better/Much Better than meeting facilities in other cities
- 84.7% felt Extremely Positive/Positive about holding a meeting in Irving
- 69.2% rate Irving Better/Much Better than other destinations they visit for business
- 31.8% of hotel guests extended their stay in Irving for leisure
- 87.1% said they would recommend Irving as a vacation or weekend getaway destination

*“Business travel experience” remains a leading source of influence for corporate decision-makers (DCI Survey)*



# Small Business Impact

- In Irving alone, there are:
  - 75+ hotels, 100s of short-term stay properties
  - 600+ restaurants
    - More than 50% of many of our restaurants rely on visitor spending for more than 60% of their revenues
  - 200+ retail outlets
  - 70+ taxi, bus, car service and shuttle companies
  - 150+ sign shops, florists, coffee shops, office supply and hardware stores
  - Dozens and dozens more related companies

*Sources: GILCoC membership listings, Google*



# Big Business Investment

- \$500+ million property value of Irving hotels
- \$25.3 million property taxes paid annually
- \$29.7 million HOT projected annually
  - Funds Arts & Culture (Museums & Historic Preservation) and CVB
  - Percentage for Convention Center debt
  - Percentage for Entertainment Venue debt
  - Percentage to City for administrative services





# **Legal Uses of Hotel Occupancy Tax**



# What is Hotel Occupancy Tax?

The Hotel Occupancy Tax varies by city and state, and is a tax charged on the sales/retail rate of a room.

In Irving, the total city and state Hotel Occupancy Tax is 15%.

## Who Pays It?

Any guest staying overnight in a hotel.\*

If the hotel rate is \$100, an Irving hotel guest would pay an additional \$15 in hotel occupancy taxes, per night.

*\*Per state tax code, there are certain exemptions from these taxes for tax-exempt organizations, and for stays exceeding 30+ days.*



# Legal use of HOT funds

- Two-part test that every expenditure of local HOT must meet to be valid (state law)
  - Criteria 1. Every expenditure must DIRECTLY enhance and promote tourism AND the convention and hotel industry.
  - Criteria 2. Every expenditure of the HOT must clearly fit into one of nine statutorily provided categories for expenditure of local HOT revenues.

•*NOTE: Economic development is specifically not an allowable use*

## NINE CATEGORIES

1. Convention center or visitor information center
2. Administrative costs for facilitating convention registration
3. Advertising and promotions that attract tourist and convention delegates
4. Arts Promotion (*as it relates to Tourism*)
5. Historical Restoration or Preservation Programs (*as they relate to Tourism*)
6. Costs to Hold Sporting Events that Substantially Increase Hotel Activity (in smaller counties)
7. Funding enhancement or upgrading of sports facilities or sports fields for certain municipalities
8. Funding transportation of tourists from hotels to attractions
9. Signage direction tourists to sights and attractions visited frequently by hotel guests.



# State Allocation Requirements

- 15% Maximum Allocation for Arts Promotion
  - Irving was granted a state exemption in 2007 – 15% plus up to \$1.6 million for O&M of the Irving Arts Center
    - ICVB worked with Arts Board and THLA to get this exemption on the books
    - \$1.6 million was the operating subsidy the Arts required to operate “in the black”
    - Sunset date was determined to provide for sufficient years (15) to build up reserves and for HOT revenues to grow so the Arts could live on 15%
  - Without this exemption, Arts would have been rolled back to 15%, and the excess funding would have been re-allocated for any other legal purpose (or rolled back)
  - Exemption sunsets ~~2022~~ 2026 (September 1)
    - Gentlemen’s agreement between all parties that there would be no further attempts at adjustments
  - With extended sunset, legislative protections built in for ICVB functions
- 15% Maximum Allocation for Historical Restoration and Preservation
- These are not REQUIRED allocations
  - Singularly at the discretion of City Council



# Irving Hotel Tax Distribution

- 9% Collected
- 2% (Brimer\*) to Entertainment Venue Debt
- 2% to Convention Center Debt
  - Plus IAC percentage previously allocated to IAC debt service (\$628,000)
- 5%\* Remaining
  - Museum – 2.5%
  - Historic Preservation – 1%
  - Arts – @39.5% (15% plus \$1.6 million)
    - Minus IAC percentage previously allocated to IAC debt service (\$628,000)
  - Convention and Visitors Bureau – 57%

*\*The 2% Brimer (of the 9%) dedicated to the Entertainment Venue debt does not get counted when tallying the percentage allocations.*





# **The Irving CVB and Its Role**



# What we do

- The official “Destination Marketing Organization” for Irving, Texas
- We “preach the gospel” of Irving as a destination for any kind of travel, to those who can influence travel decisions
- 100% of our funding comes from Hotel Occupancy Taxes
- We broker short-term business opportunities between our customers and our industry partners
  - But on the latter’s terms – we control very little product!
- We have direct responsibility for the performance and operations of the Irving Convention Center
  - @ 25% of the ICVB budget goes to cover the convention center’s operations and capital improvements
- We build long-term revenue and stability for the community by bringing visitor dollars (“Other People’s Money”) to Irving and by creating an image and awareness of Irving on the “outside”



# US CVB Structures

- 74% are independent, not-for-profits
  - Primarily 501(c)6s, some 501(c)3s
- 14.6% are government agencies (this is Irving)
- 4.6% are divisions of the Chamber
- 4.0% are Authorities
- VERY FEW have oversight of their convention centers and those structures vary
  - Las Vegas, Little Rock, Memphis, St. Paul, Reno, San Jose, Charlotte, Broward County (Fort Lauderdale)
- 79% receive hotel occupancy taxes as funding source
- 46% are membership-based
  - Members primarily include: accommodations, attractions, restaurants, event suppliers, retail
- Tourism Marketing/Improvement Districts emerging as new funding sources



# Irving CVB Structure

- City Department
  - Reports to the Board and not to/through City Management
  - City Council-appointed, policy-making Board
- Staffing
  - 21 FTE
    - 23% reduction (6 positions) in staff in 2010; added 1 position back in 2015-16
    - Contractors: advertising agency, research firm, some tech support, convention center management
  - 22 Convention Services Staff: Part-time/as needed “on loan” personnel to support customer events (such as conference registration, information desks, etc.)
  - Convention Center – third party management firm and food and beverage provider; ICVB is the contract administrator
- Accreditation
  - We are accredited by our international trade association in the Destination Marketing Accreditation Program (DMAP).
  - These happen in 8-year cycles, with interim reporting and submittals required annually and at the 4-year mark.
  - We are at the 8-year mark and are in the process of re-submitting.



# Irving CVB Profile

- Sales & Marketing organization
  - “Square peg” in government structure
  - Program-heavy budget
    - Sales-related travel, client development/entertainment and membership
    - Advertising and sponsorship play a major role
- “Broker” relationship, filling variable gaps with a perishable commodity
- “Outbound” focus – visitors of all kinds, not primarily residents
  - Hotels have some local sales resource, but limited non-local
- Employee Recruitment Base
  - Hospitality industry, private enterprise, association market experience
  - “No poaching” philosophy in Irving, but Irving hotel sales people do apply
- Performance management plan includes “at risk” incentive for ED and Sales



# Our Departments

## 21 FTE, 22 PTE – Plus *Contractors*

- **Administration**

- Board Facilitation
- ICC Contract Administrator
- Accounting
- Purchasing
- Legislative
- Human Resources
- Operations
- Technology

- ***Convention Center Operator (ASM/SMG)***

- *Administration/Finance/HR*
- *Operations*
- *Event Services*
- *Food & Beverage*
- *Sales*

- **Destination Sales & Services**

- All sales markets
- Transient packages
- Customer services
- *Data Entry*
- *CRM System*

- **Marketing & Communications**

- Websites
- Advertising
- Sponsorships
- Branding
- Promotions
- Film commission services
- Social media
- Public relations
- Media relations
- Community relations
- In-house collateral and invitations
- Promotions
- Outside agencies
  - *Ad Agency*
  - *Website/SEM/SEO/Social*
  - *Research*
  - *PR Agency*
  - *Media Buying*



# Performance Measurement

- All staff
  - City of Irving Pay Plan establishes grade and step levels
  - City performance management system
  - ICVB Compensation Study completed 2023
- Sales Goals
  - Market History
  - Hotel Projections
  - Sales Performance Incentive
- Executive Director
  - Goals
  - Performance Evaluation Process/Executive Committee
  - Performance Management Incentive
    - Percentages/weightings reviewed and adjusted annually at the board's discretion based on organizational priorities



# Who Is Irving's Customer?

- Meeting planners
- Travel managers
- Third-Party firms
- Procurement managers
- Association executives
- Sports governing bodies
- Tour operators
- Reunion planners
- Administrative professionals
- Volunteers
- Wedding planners
- Corporations
- Associations – trade, professional, cause
  - Includes association management firms, as well as individual associations
- Sports – amateur and professional, spectator and participatory
- “SMERFE” – Social, Military, Educational, Religious, Fraternal, Ethnic
- Tradeshow – Consumer, Industry, other independent shows

*Irving is a very short-term market - many meetings and events are booked “in the year for the year.”*



# How & What We Sell

- **DIRECT SALES**
  - Trade shows
  - Sales calls
  - Target market blitzes – Austin, DC, Chicago primary markets
  - Active industry involvement
- **MARKETING & COMMUNICATIONS**
  - Advertising
  - Online initiatives
  - Collateral
  - Promotions
  - Public Relations – Internal and external audiences
  - Sponsorships
- Meetings
- Conventions
- Trade Shows
- Consumer Shows
- Sporting Events
- Training programs
- Product rollouts
- Airline crew rooms
- Reunions
- Social occasions
- Photo & film locations
- Stories about Irving
- Stories about Texas and DFW that can include Irving



# Key Priorities for the ICVB

- 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 mission, objectives and goals



# General & Reserve Funds Overview

- ICVB Funding **ORDINARILY** comes singularly from a portion of the City's HOT
  - ICC revenues cover a PORTION of the operating costs
  - ICVB HOT revenues provide the subsidy and the capital
  - COI General Funds cover the “mortgage”
- ICVB General Fund – Daily Operations
  - Goal is a fund balance of \$3 million
- ICVB Reserve Fund – Primarily Catastrophic Reserve
  - Goal is minimum 50% operating revenues - \$5 million
  - Prior fund balance wiped out in 2010 by COI to cover debt service shortfall
  - Fund balance wiped out in 2020 to cover operations
- ICVB Computer Replacement Fund
  - Fund balance wiped out in 2020 to cover operations
  - Goal is \$1 million
- Convention Center Reserve/Capital Projects Fund
  - Goal is \$3 million minimum
  - Wiped out in 2020 to cover operations
  - Limited availability through new ASM contract



# How We Got Through COVID

- Short version – cashed in all our chips
- Took out a temporary city loan
- Ineligible for almost every government relief program until CARES Act and ARPA
- Hotel taxes are funding salaries and anything community-facing
- ARPA funds covered almost all programming...allowing us to rebuild reserves



The background of the slide is a collage of overlapping rectangular images. The primary image is a photograph of a modern building with a prominent, sloped, reddish-brown roof. The building has large glass windows and is situated in a landscaped area with green lawns and trees. In the foreground, there are several people walking on a paved path. The collage includes multiple instances of this main image, as well as smaller, semi-transparent images of a blue sky with white clouds and green trees, creating a layered, artistic effect.

# **The ICVB Board and Its Role**



# What's the hardest thing to understand about the CVB?

- Imagine a job where the CEO:
  - is hired and evaluated by one group of people (the board – and only as a body!)
  - is funded indirectly by another (the industry)
  - and has limited, if any, control of the outcome of any business opportunities generated
- A job where the group indirectly funding the organization (the industry) sees your responsibilities:
  - focused on short-term, industry-specific results because members of the group are themselves evaluated on those results.
- A job where the group directly funding the organization (City Council) sees your responsibilities:
  - focused on long-term, community-wide results as members of this group are evaluated that way.
- And a job where the community that elects the group directly funding you has limited frame of reference to understand what you do and why it matters to them.



# The Board's Role...

- “The board’s role is to clear the road so the staff can accomplish the mission.”
  - *Joe Lathrop, Orlando Consulting Group*
- “Whatever taxes and fees are collected from visitors, a DMO Board must make a case for these funds being reinvested back into the industry.”
  - *Bill Geist, Zeitgeist Consulting, Destination Leadership for Boards*
- “Whatever COVID-recovery financial resources are available need to be captured for the Irving industry most decimated – hospitality – so that we can stabilize it and build a pipeline of business for the future.”
  - *Maura Gast, Daily*



# Board Appointments

- Through an application process, appointments to the Board are made by the Irving City Council, typically in the Fall each year.
- The City Secretary's Office is responsible for monitoring attendance of all board members and communicates all city board attendances to the council.



# Board Composition

## **13 VOTING MEMBERS**

- 9 Irving Residents
- 1 Chair, Irving Hotel Association
- 1 Hotelier
- 1 Industry-At-Large Representative
- 1 Restaurant Industry Representative

## **CITY COUNCIL LIAISON**

- Councilman Kyle Taylor

## **14 NON-VOTING MEMBERS**

- 2 Hospitality Industry Representatives
- 2 Industry-At-Large Representative
- 1 City Manager/Designee
- 2 Greater Irving/Las Colinas Chamber of Commerce (CEO & Chair)
- 2 Irving Arts and Culture Department
- 1 Las Colinas Association Representative
- 1 DCURD Chair/Designee
- 1 TIF Chair/Designee
- 1 UD Designee
- 1 Former ICVB Board Member



# Board Meetings

- While this is a working board, the majority of the work gets done in the committee meetings
  - Not meant to limit discussion in the full board forum, but to keep the board's work and projects moving forward as efficiently as possible.
  - High-functioning committees are the “hidden ingredient.\*”
- Posted in accordance with Texas Open Meetings Act
  - If it's not posted on the agenda, it can't be discussed
  - Every board member must complete required state training (available online)
- Roberts' Rules of Order guide meeting protocol



# Board Member Job Description

- Serve as an advocate for the industry and the organization, especially within the community
- Set and regularly affirm the Vision and Mission
- Create policy and overall direction for the CVB, including the Convention Center
- Goal-setting for the board and the organization
- Act in the best interests of the CVB, the industry and the destination as a whole
- Retain a CEO/Executive Director to manage the operations; monitor performance against policy and objectives\*
- Perform appropriate fiduciary responsibilities\*

*\*Only a handful of city boards have this responsibility, which makes Council consideration of (and knowledge of) appointees very distinct*



# The Role of the Board Chair

- Manage the Board
- Serve as the Board's "point person" for the staff executive
- Appoint committees and task forces
- Set and prioritize the agenda – for meetings and for the organization
- Be the "voice" of the Board
- Be the face of the Board and the industry with elected and appointed officials
- Be the face of the Board for other community organizations, formal and informal
- Set and model the board culture/tone
- Review the ED's expense reports
- Direct the process for the ED annual performance evaluation



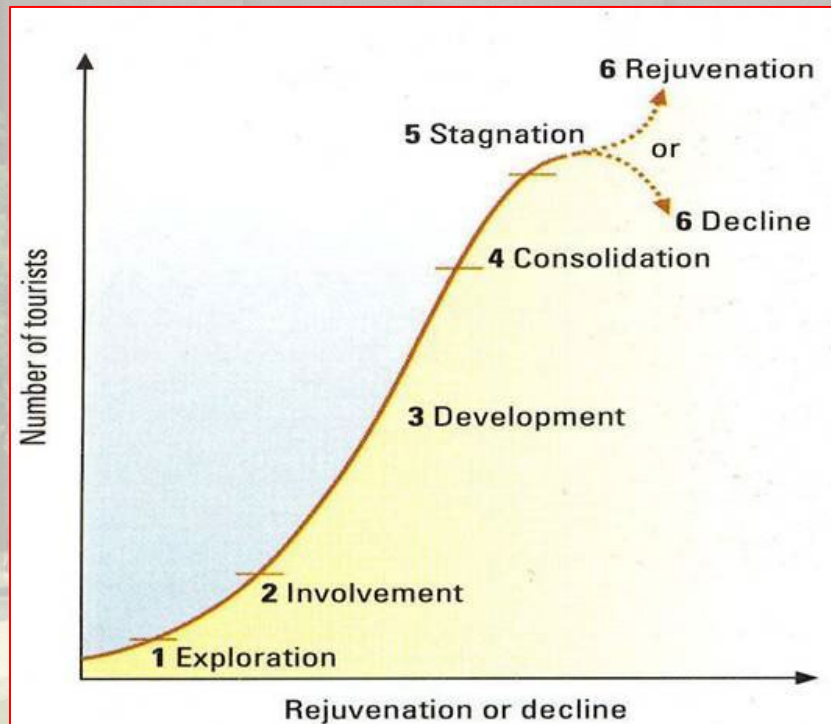
# ICVB Board Strategic Planning

- Prior plans set the course for several key initiatives, including:
  - Right-sizing of future hotel development
  - Irving Convention Center
  - Headquarter hotel
  - Entertainment district
- New plan approved in September 2021, and committees have just begun their work
  - Plan priorities assigned to specific board committees for next steps



# 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 destination forward by proactively putting the ideas, desires, and priorities on every table we can.





# Board Committees

- All Board and Committee meetings are “Open Meetings” and posted accordingly
- Chairman makes all\* committee appointments, including committee chairs
- Standing Committees
  - Executive Committee
  - Board & Business Development Committee
  - Community Engagement Committee
  - Destination Development Committee
- Committees assume responsibility for review and detail work for all issues that come before them and bring forward recommendations to the full board

*\*Executive committee composition defined in bylaws*



# Why Committees Matter

- They clarify the board's work.
- They help build a board leadership pipeline.
- They model great board engagement.
- They introduce and model accountability.
- They focus the board on the board's work.

*Source: NonProfit Leadership Lab/Joan Garry Consulting.*



# The CEO's Responsibilities to the Board

“If your CEO can take care of the business, the Board can focus on the future.” *Bill Geist*

- Implement policy
- Set the agency's tactical goals
- Serve on and support the board's committees
- Influence and extend the board culture
- Support the board's priorities with its strategic plan
- Equip the board with tools to better explain, support and defend the DMO
- “Be the Cook”



# What the Board “sees” regularly

Monthly Board Packet includes:

- Agenda Items – Minutes, financial reports, background info for action items on the agenda
- Board Reports – calendars, reports and activities of the board and its committees, task forces, etc.
- Convention Center – financial reports, three months’ rolling calendar, staff overview
- Industry/Informational Reports – STR reports, AirDNA reports, Irving/area industry-specific data, stakeholder reports
- Staff Reports – Departmental reports, including appropriate performance measure reporting and customer service data
- Supplements – Select correspondence, reading material, general industry information



# What the Board “sees” regularly

- ICVB Financial Reports – Balance Sheet; Statement of Changes in Revenues, Expenditures and Fund Balance; Check Register
  - Per GASB standards
  - Monthly – General Fund, Cash Flow
  - Quarterly – Reserve, Computer and Building Funds
- Budget adjustments
  - Unanticipated revenues, or transfers between funds
    - Also require City Council authorization
  - Executive director has authority for “intra-fund” adjustments
- Significant non-budgeted expenditures
- Hotel Tax Collections – Monthly
- Convention center financial reports - Monthly
- Monthly updates on performance measures
- Convention Center Audit - Annually



# ICVB Budget Calendar

- Hotel Needs Analysis Survey – April
- Board Budget Meeting – June
- City Council Budget Retreat – Late August
- City Council Adopt Budget – September
- Fiscal year Oct. 1-Sept. 30
- Convention Center Auditor's Report - November



# Code of Ethics

- Provide exceptional customer service and detailed information on destination products and services.
- Treat all stakeholders courteously, ethically and professionally.
- Actively encourage the integration of ethics into all aspects of management of the ICVB's activities.
- Build collaborative relationships with other DMO industry professionals for the advancement of the profession.
- Handle all inquiries, requests, transactions, correspondence and complaints promptly, courteously and fairly.
- Provide clean and well-maintained facilities and equipment for the enjoyment of customers.
- Exercise truth in all promotional materials concerning facilities, services and amenities provided and advise the public in a reasonable matter if and when unable to provide the level of services or facilities as advertised. Promotional materials supplied must be appropriate for all audiences.
- Provide customers with complete details on prices, cancellation policies and services and ensure customers receive fair exchange for their foreign currency where appropriate.
- Promote responsible and sustainable use of environmental resource based when providing services and products to customers.
- Abide by all applicable federal, state and municipal laws.


*The Destination Marketing Accreditation Program (DMAP) requires that each accredited organization adhere to this Code of Ethics, to reinforce the need and demand for transparency and accountability within the profession.*



# The Board Portal

- <https://www.irvingtexas.com/board/>
- **EVERYTHING** you need access to is here in the portal.
  - Meeting schedules, agendas, packets, minutes
  - Resources
  - Everything in “the binder”





# **Irving Convention Center Complex Overview**

Convention Center  
Headquarter Hotel  
Entertainment Venue



# Project History

- 1999 – ICVB Board commissions a feasibility study for a convention center
- Program (Phase 1)
  - 100,000 sq. ft. exhibit hall
  - 20,000 sq. ft. grand ballroom
  - 27,000 sq. ft. additional meeting space
    - 22,000 sq. ft. for HQ hotel – funded by City
- 450-room HQ hotel – RFPs issued, city investment required (meeting space costs)
- Council action authorizes 2% HOT increase
  - Jan 2000 HOT increase implemented
- Site purchased Nov 2001
- Project put on hold June 2003



# Project History, continued

- 2004 – Hotel industry begins recovery
  - Arlington voters authorize new Cowboys stadium
- 2005 – ICVB Board adopts new strategic plan
  - Complete re-evaluation and feasibility study of original program
    - How does it look in 2005 marketplace?
    - Does it still make business sense?
  - Two levels of additional studies:
    - Meeting facility needs (beyond original program)
      - Are there other/different needs?
    - Other visitor-oriented development
    - What is missing from the landscape that Irving can/wants to deliver?
  - No pre-determined outcome, real willingness to “walk away” and sell the land



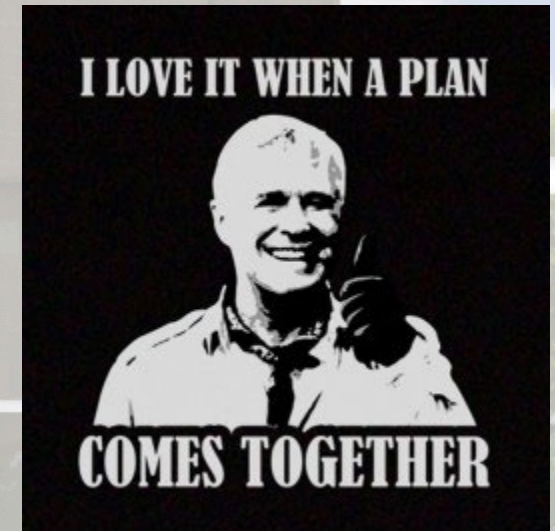
# “Moving the Needle”

- Limited need/desire for mid-week business
  - Limited ability to move mid-week needle
- Irving facilities meet *most* business travel needs
  - Weak in critical amenities, i.e., restaurants, entertainment
  - Difficult to maximize visitor revenues due to lack of amenities
- High need for weekend business year-round
  - Other need times: July, August, holiday weeks
  - Weekend travel primarily “discretionary”
- Irving product weakest for discretionary traveler
  - Entertainment and shopping alternatives
    - Irving “central” to much of what DFW offers, but product very broadly distributed and much of it is “tired”
- Recognize who we are, where we’re successful, and what that can mean



# Increasing Visitor Values

- Primary lost business cause – “nothing to do”
- Diversifying Irving’s visitor product can generate new revenues
  - Diversified product provides “leg to stand on” through corporate cycle
  - Improved and expanded products can protect market share
  - Strategic product improvements can create a “new Irving”
    - As important for local perceptions (Irving and DFW), as for outsiders
- Diversifying the destination experience improves the corporate travel experience
  - Business travel remains a leading source influencing exec perceptions of a region’s business climate (Development Counsellors International bi-annual survey)





# A Clean Slate

- Fall 2005 – studies revisit original project and other visitor development opportunities
- May 2006 – Recommendations for “multi-purpose” meeting facility
  - Recommendations to allow developer-proposed entertainment project to move forward on its own path
  - Developer brought in a hotel
- Oct 2006 – Council adopts recommendation (funding in place)
- RFPs issued for design, construction for ICC
- Sept 2007 project kickoff
- Nov 2007 citizen bond referendum for Entertainment Venue
- Jan 2009 bonds sold for ICC
- January 27, 2011 ICC opened
- EV bonds sold Feb 2014



# ICC Funding Sources

- 2% dedicated HOT (Jan 2000 implementation)
  - Architectural, design, management, operating revenues
  - Carries bonding weight of full 7% HOT
    - Bureau budget potentially will always be at risk
- \$133 million total project budget - \$131 million actual
  - Hard and soft costs, including owner and contractor contingencies
  - Approximately \$6 mil cut from budget when bonds were sold
    - Primary cuts were one parking deck level (200 spaces), extra escalator, extra service elevator, finishes
- ICVB Funds
  - Operating Subsidy – will always be required
  - Debt service shortfalls (exhausted ICVB reserves in 2010 - \$3 million)
  - ICVB Convention Center Capital Projects Fund
    - Seeded with project savings (\$1.3 million) to fund capital improvement program and emergencies as needed
    - Any operating subsidy savings directed here
    - Being replenished by ICVB general fund as funds available & renegotiated management contract
- COI HOT & General Funds
  - Debt service, and any shortfall, with payback mechanism



# “Shortfall” Clarifications

- Convention center operations LOSE money.
  - It’s why the private sector doesn’t build them.
  - The ICVB Operating Budget covers the Center operating loss.
  - The ICVB Operating Budget funds all CIP needs.
  - No other/long-term revenue source has been identified for CIP needs.
- Per FSW, city’s debt service structure (the “mortgage”) was off since the beginning.
  - Shelved in 2003 because finances weren’t solid, moved forward in 2009 because other priorities couldn’t happen without it being built
  - ICVB reserve funds paid the shortfall until exhausted (approximately \$3 mil.)
  - COI refinanced other debt to create cash flow to carry forward as needed.
  - COI has paid itself back
  - It is the City’s building.
- Initial bond structure had very tight coverage, resulting in the “shortfalls”
  - City refinanced the debt in 2017 and has paid itself back for the @ \$6 million it fronted itself through ARPA
  - The ICVB thus far is not getting paid back (\$3 million from ICVB reserves)
- ~~2022~~ 2026 – Arts Center rolls back to the state max 15%



# Strategic Advantages

- “One Sell” Approach
- Professional facility management
- LEED Certification
- MWBE Initiatives
- Points of Distinction
  - “One Sell”
  - Design and layout
  - Food service, quality, menu features
  - CVB Services – especially for consumer events
- Sponsors and Partners





# ICC Management Contract

- ASM Global (previously known as SMG and now merging with Legends) has the contract for facility management and food & beverage (Savor)
  - Selected through an RFP process
  - Initial contract was renewed in 2015 for three five-year renewals
  - During COVID, renegotiated contract through 2035 and included access to \$2 million cash for capital or operating costs as needed
- Contract includes a food & beverage commission, an annual management fee, and a management incentive up to the same amount, based on certain criteria:
  - Achieving revenue goal
  - Achieving subsidy goal
  - Achieving room night goal
  - Customer service ratings
  - Community engagement



# This Building Is Right-Sized

- There will always be business too big for the building to accommodate
  - Events may outgrow us
  - Larger events that don't generate room nights have limited benefit
  - Larger events that can generate significant room nights will require significant new inventory in full-service hotel rooms in the immediate vicinity
    - Las Colinas' build-out won't accommodate significant/sufficient full-service hotel room supply additions to fund any expansion



# The Bottom Line

- The convention center creates a 2<sup>nd</sup> leg for the visitor-revenue stool in Irving – beyond corporate base.
  - It creates **PRODUCT**, which in turn drives new **DEMAND**.
- The more revenue the ICC generates, the less operating subsidy it requires.
- The less operating subsidy the ICC requires, the more sales and marketing of the entire destination the ICVB can do.
- The more sales and marketing the ICVB can do, the more hotel room tax can be generated.
- The more hotel room tax can be generated, the more room tax will be generated to support the 2% dedicated to the ICC debt service...
- And the more room tax there is to support the other priorities dependent on it.



# Headquarter Hotel History

- 1999-2003 ICVB Board project put on hold when original project put on hold
- 2006 - Texas Spirit EV proposal brings in an independent hotel developer
- 2008 independent hotel developer withdraws
- 2009 City staff issues RFP
  - Two proposals short-listed
  - Player changes, politics, lawsuits, money issues – process fades away
- Various unsolicited proposals are received in between RFPs
- 2012 City staff issues another RFP
- 2013 City staff brings forward recommendation for Mortenson MOU
- 2014 Mortenson agreement cancelled after inability to deliver funding
- 2015 New RFP issued, Garfield Public/Private selected
- 2016 MDA and Design-Build agreements approved
  - Construction started Spring 2017
- Opened March 30, 2019



# The Irving Hotel Deal Structure

ENTITY	ROLE
City of Irving	Owner of Garage & Public Facilities <ul style="list-style-type: none"><li>• \$13.9 million – parking garage*</li><li>• \$22.5 million – public facilities**</li><li>• \$3 million – TIF funds for design/development</li></ul>
Garfield Public/Private	Developer
Westin (Marriott)	Hotel Operator
Public Finance Authority of Wisconsin	Issuer of Private Sector Hotel Debt <ul style="list-style-type: none"><li>• @ \$74 million</li></ul>
Preston Hollow Capital and Garfield Public/Private	Purchaser of Private Sector Hotel Debt
Provident Group – Irving Properties LLC	Hotel Owner/Tenant

*\*Parking garage funded with property tax supported debt/COs*

*\*\*Public facilities funded with occupancy and sales tax revenue supported by this hotel, local and state*



# The Irving Hotel Deal Structure

- 30-year lease, with 30-year option to extend; \$1/year rent
- Facility lease at \$75,000/year, starting at stabilization (37<sup>th</sup> month after initial occupancy)
- Garage lease at \$247,500\* per year (275 spaces/\$2.50\* per day)
  - Paid regardless of use
  - Used to offset garage operating expenses
  - ICC/SMG operates garage; lease revenues to come from City to ICVB and from ICVB to ICC
- Property conveys to City when senior and subordinated debt paid
  - Underwriting anticipates all hotel tower debt to be paid within 40 years
    - Debt can be refinanced but only if original term not extended
- All reserves transfer to City when hotel conveyed to city
- Booking agreement
  - 75% of sleeping rooms available for citywides 2 years & out
  - 60% between 18-24 months
  - 50% between 12-18 months
  - Reciprocal for meeting rooms between hotel & ICC



# Why HQ Hotels Require Public \$upport

- Hotel financing simplified

In the lending market for Full Service hotels:

- @ \$200 million cost
- 200 million/350 rooms = \$571,000/key cost
  - Therefore @\$571 ADR necessary
  - Which isn't achievable in this market so the banks won't go for it
- Room block requirements (necessary to guarantee rooms being available AND at a convention-friendly rate) are what ultimately make the deal require public support
- Contributions by the City got the balance to be both finance-able and provide sufficient ROI to the owner to work



# Entertainment Venue Project History

- Spring 2006
  - Texas Spirit approaches city with development proposal for entertainment complex
- Dec 2006
  - City signs MOU with Texas Spirit, begins due diligence
- Summer 2007
  - Various financing proposals reviewed
  - City considers Brimer referendum to fund entertainment venue
- Fall 2007
  - “Ownership” issues arise within Texas Spirit partnership, City ceases MOU with Texas Spirit
  - Brimer election passes, authorizes 2% HOT, ticket and parking taxes
- 2008
  - Argent Development Group brings a proposal to the city staff for concert venue, including a festival plaza and restaurants on the southern section of the site
  - City completes master development agreement and lease agreement with Las Colinas Group (company name for Argent project)
  - City staff takes on project responsibility
- 2009
  - Architectural work for Las Colinas Group begins
  - Construction firm hired (Balfour Beatty/Azteca JV)
- 2012
  - City council votes to not renew development agreement
- 2013
  - Developer sues City, mediation results in lawsuit going away and ARK Group coming in



# Entertainment Project Funding Mechanisms

- Brimer referendum approved by Irving voters Nov 2007
  - 2% HOT increase
  - 10% ticket tax (for events at concert venue/complex)
  - \$3 parking fee (for events at concert venue/complex)
    - ARK (prior operator) determined they would not utilize the parking fee
- Public/Private Partnership
  - City contribution includes the above, plus \$44 million in TIF
    - There also was Brimer debt for the original iteration/s of the project
  - Project revenues go to the operator for the project
    - Brookfield is now the operator
  - City will continue to own the site
  - Booking agreement allows ICVB to book venue space 1 year and out





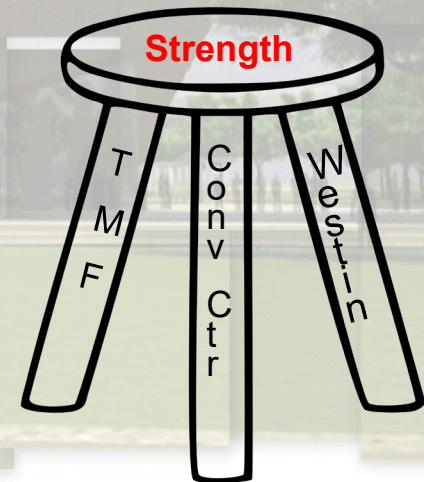
**Much has been done...**

...but there's much more to do



# Irving is moving the needle

WEEKENDS	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Occupancy	57.60%	61.10%	64.10%	68.80%	72.70%	72.80%	71.00%	71.80%	71.30%	43.20%	66.30%	70.20%	68.70%
ADR	\$73.05	\$71.57	\$75.64	\$78.90	\$82.39	\$85.63	\$88.49	\$89.77	\$110.56	\$78.05	\$94.30	\$109.16	\$111.67
RevPAR	\$42.06	\$43.76	\$48.51	\$54.26	\$59.86	\$62.36	\$62.80	\$64.47	\$78.78	\$33.72	\$62.50	\$76.59	\$76.67





# Our competition is moving other needles...

- Dallas, Fort Worth, Arlington, Frisco, Denton, San Antonio, Corpus Christi have all created Tourism Public Improvement Districts (TPIDs)
  - Self-assessment tool for hotels to create additional sales and marketing resources
- TPID resources
  - Dallas -\$18 million for 2018-19 (2%)
  - Fort Worth - \$4.9 million for 2018-19 (2%)
  - Arlington - \$2.9 million for 2018-19 (2%)
  - Frisco – estimated \$2.4 million (2%)
  - Denton – estimated \$1.3 million (2%)



# Irving's Potential for a TPID

- State statutory authority was necessary first step
  - Irving City Council approved resolution to seek authority 12/13/18
  - State legislation effective September 1, 2019
- Meetings had just begun with local hoteliers to educate and engage, and to build service plan concepts as COVID erupted and disrupted
- Eventually, a two-prong vote of eligible (75 rooms or more) hoteliers will need to occur
  - 60% of hotel ownership and appraised value of Irving hotels AND 60% of properties
  - Hotels determine how implemented (currently leaning toward \$/room vs %) and annual “service plan” elements
  - Hotels create TPID Board to oversee administration of plan
- City Council authorizes the creation of the district and approves annual service plan
- Estimated start date – TBD



# We Can't Afford To Slow Down



KBHCCD Convention Center Expansion - Coming 2028

Copy link

## 2.5 MILLION SQUARE FEET OF SPACE

- » 800,000 square feet of Exhibit Space
- » 260,000 square feet of Breakout Space
- » 170,000 square feet of Ballroom Space (including 103,000 sq. ft. Ballroom)
- » Newly renovated Arena and Theater
- » Welcoming entry and lobby with ample space for activations

## ENTERTAINMENT DISTRICT

- » All-new walkable area
- » Premier entertainment and restaurant experiences
- » Multimodal station center, which will maximize public transportation to and from the KBHCCD

## WE DO CAN-DO

The master plan will integrate a mix of commercial, retail and residential spaces to build the gap between neighborhoods that would not thrive without the convention center's expansion.

## City of Frisco approves Master Development Agreement for The Mix

(October 15, 2024) Tonight, the Frisco City Council approved a Master Development Agreement that will provide up to \$113.4 million in funding for development of *The Mix*. This approval marks an important milestone for the development, paving the way for construction to move forward. *The Mix* will bring numerous benefits to Frisco, including a new vibrant, walkable neighborhood, as well as significant job creation and economic growth.



*The Mix*, a 112-acre mixed-use development in Frisco, located at the southeast corner of Lebanon Road and Dallas Parkway, is set to redefine what was formerly Wade Park. The \$3 billion development includes plans for two-million square feet of new class-A office space; 375,000 square feet of retail space; two hotels; townhomes and urban living units.

The development will feature a large park and include more than 16 acres of open space throughout the development. The agreement provides \$113.4 million in performance-based grants from the City of Frisco, the Frisco Economic Development Corporation (FEDC) and the Frisco Community Development Corporation (FCDC) to support Phase 1 infrastructure, which includes essential property remediation and construction of an underground parking garage.

Incentives would be paid to *The Mix* Partners, LLC only upon completion of the following:

- o 114,000 square feet Class A medical office
- o 40,000-square-foot, upscale grocery store
- o 33,000 square feet of upscale retail
- o 630 townhomes/urban living residential units
- o Parks, trails and open space
- o 2,250-space underground parking garage
- o Enhanced screening of the property during construction

The \$113.4 million agreement includes a \$10 million reimbursement-based infrastructure grant, approved by the Frisco EDC board, ensuring an accelerated construction timeline of the upscale grocer and permanent occupancy before disbursement.

## Fort Worth Convention Center, Phase I Expansion

VIEW GALLERY 2

"TVS has the reputation, experience and vision that will make our convention center a memorable destination in its own right."

MIKE CRUM  
Director of Public Events

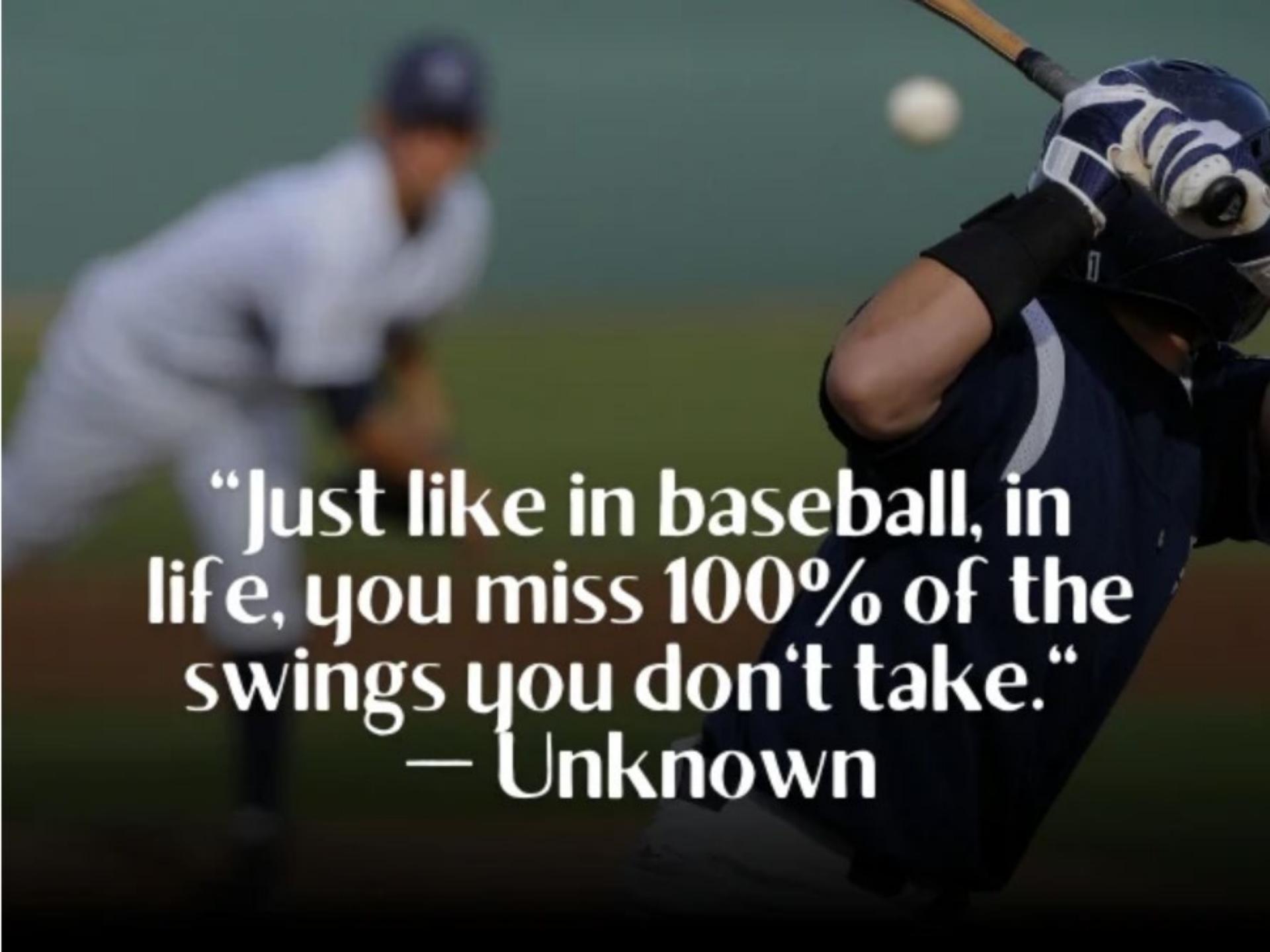
Location	Fort Worth, Texas
Client	City Of Fort Worth
Completion Date	2029
Area and Attributes	<p>Phase I - State-of-the-Art Food And Beverage Facilities</p> <ul style="list-style-type: none"> <li>Demolishing Of The Annex</li> <li>Realigning Commerce Street To Create A Side Plot For A Future Convention Hotel</li> <li>Rebuilding The Center's Loading Dock</li> </ul> <p>Phase II - Renovation And Expansion</p> <ul style="list-style-type: none"> <li>Demolishing Of The 1960s Annex</li> <li>~97,000 SF Exhibit Hall Space</li> <li>~48,000 SF Flexible Meeting Rooms</li> <li>50,000 SF Ballroom (Twice The Size Of The Current Ballroom)</li> </ul>
Service Type	Architecture, Interior Design

The Fort Worth Convention Center is on the cusp of a transformative 20-year expansion project that promises to redefine the city's event landscape. As the commencement of Phase I construction begins, we embark on a journey that will usher in a new era for this iconic center.

In this initial phase, the Convention Center is set to undergo a significant facelift, introducing state-of-the-art food and beverage facilities that will elevate the culinary experience for event attendees. Simultaneously, the removal of the outdated 1983 annex and the expansion of loading docks from 7 to 11 will create a dynamic environment capable of accommodating larger exhibitions and ensuring seamless logistics. Additionally, the realignment of Commerce Street not only signifies an infrastructure change but also paves the way for a future convention hotel, acknowledging the growing demand for convenient lodging options near the center.





A photograph of a baseball game. In the foreground, a batter in a blue uniform is captured mid-swing, his bat arched high. He is wearing a blue helmet and batting gloves. In the background, a pitcher in a white uniform is in a crouched position, ready to throw the ball. A baseball is visible in the air near the pitcher. The scene is set on a baseball field with a green outfield.

**“Just like in baseball, in  
life, you miss 100% of the  
swings you don’t take.”  
— Unknown**



The background is a collage of overlapping rectangular images. The central image is a large, modern building with a prominent, sloped, reddish-brown roof. The building has a grid-like facade. In the foreground, there is a green lawn and a paved walkway. Several trees are visible, some with green foliage and others with yellow foliage. The sky is blue with white clouds. The overall composition is layered and artistic.

# **And Now, A Very Short History Lesson**



# The Panic of 1893 Led to the 1st CVB

## THE DETROIT JOURNAL

- *During the past few years, 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.*

February 1896





***“CONVENTIONS HAVE A TWO-FOLD VALUE.***

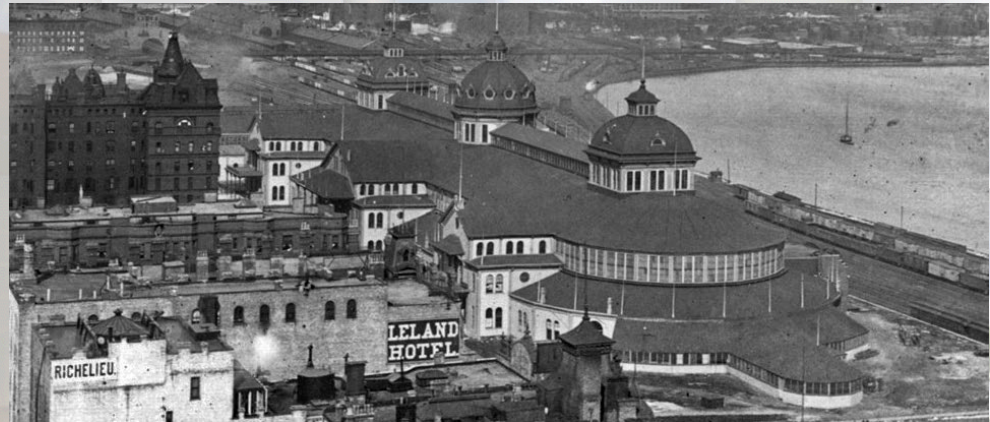
***“FIRST, THERE IS THE MONEY THEY LEAVE IN A CITY  
TO ENTER THE CHANNELS OF TRADE.***

***“THE SECOND IS THE ADVERTISING VALUE TO THE CITY.”***

Fred Butler, Executive Secretary, Jamestown New York Board of Commerce, 1916.



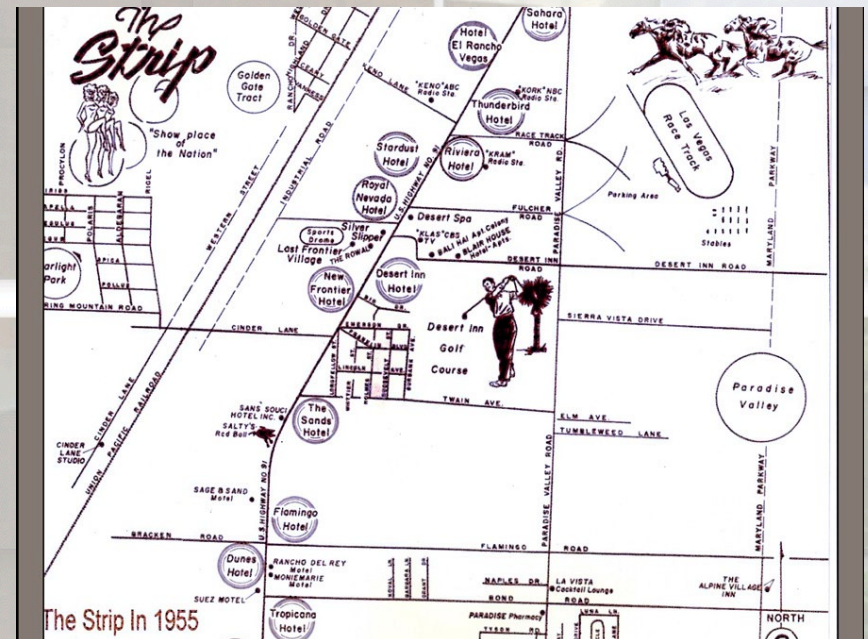
# Meetings & Conventions Lead Urban Resurrections...





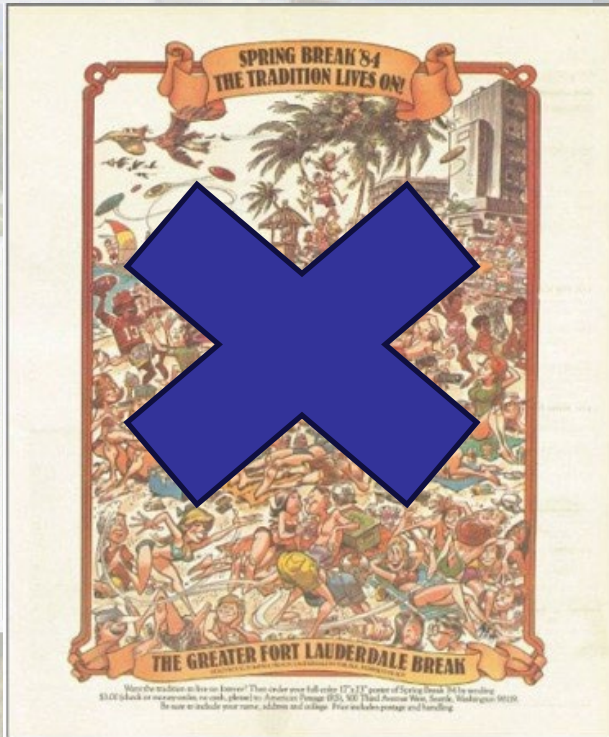
# ...And Post-War Recoveries...

- World War II boom
  - Gunnery school
  - Magnesium production
- Civic leaders desired a plan to “keep the growth growing”
- Identified a convention center as the ticket
- Fill the city midweek with (moneyed) conventioners





# ...And Image Reinventions







**And In Conclusion...**



# The DMO Board as Community Leader

- Every one of these “community issues” matters not only to you as residents and business leaders, but also to the industry and our visitors.
  - Public safety
  - Neighborhood integrity
  - Corporate and residential recruitment and retention
  - Improved roadways, accessibility and signage
  - Sidewalks and bike paths, parks and trails
  - Homelessness
  - Transit-oriented development
  - Farmers’ markets
  - Better schools and neighborhoods
- Visitor perspectives should be represented in every one of these “community” discussions.
- Visitors should not be expected to bear the financial burden for these – they are already paying sales and other taxes, without benefit of city services...
- And the hotels they are staying in are also paying their own share of property and other taxes for those services.



# How can citizen board appointees help most?

- Organizational champion
  - Make this board and organization a PRIORITY
  - Wear only your “CVB Hat” when doing this board’s work
- Political advocacy
  - Community strength, authority
  - Don’t forget your “visitor goggles” when you’re engaged in other community initiatives
  - Make sure you have a 1:1 relationship with the City Council representative for your business/residential district/s, as well as the CVB Board Liaison
  - Lend your voice to influence state and national travel policy
- Influencing travel decisions
  - Your organization
  - Professional/trade associations
  - Peers with whom you may work or serve on other boards
- Introductions to decision-makers who can influence travel
  - Associated organizations, associations
  - Other connections



# How else can you help?

- Recognize that our visitors in Irving “blend in” and are often invisible to the community-at-large
- Understand that our industry has different ribbon-cuttings than you’re used to
  - Ours just happen within the walls of our hotels and the convention center as groups move in and out every few days
- Understand the local industry has no resource of its own to market “outside” – the CVB is the only voice that goes outside
- Recognize that community amenities Irving takes for granted...
  - Restaurants
  - Retail
  - Arts Center and all its funded programs and entities
  - Historic preservation and museum efforts
- ...disappear without visitor spending and influence.
- Spread that gospel.



# “Just say no.”

- You will get lots of requests for the CVB to sponsor/support various things, “donate” to various causes, or comp the use of the convention center.
  - Ask how the request “directly enhances and promotes” Irving Tourism.
  - “Giving it away” has a direct bottom line impact to the convention center, and thus the CVB.
    - Ask why the CVB should underwrite that particular initiative
    - Be aware of the precedent anything like that sets
- Contrary to popular perception, we do not have drawers full of:
  - Free airline tickets
  - Hotel stays around the world
  - FIFA World Cup Tickets for games and VIP events
  - Final Four VIP passes wherever the tournament is being held



# On The Board's Radar

- Reimbursement for \$3 million taken for ICC debt service shortfall
  - Limitations may require reimbursement to only be used for ICC capital but that's okay
- Ongoing funding limitations due to subsidy obligations
- Potential impact of elections on industry priorities and unintended consequences of local, state and national legislation
- Reallocation of hotel tax percentages (~~2022~~ 2026)
  - Council can roll back the local tax, or reallocate the “excess” percentage to any other legal use, including:
    - Convention center debt service
    - Convention center CIP
    - Other legal uses
- Opportunities at PUD 6
- City of Irving Strategic, Economic Development, Long-Range Financial Plan and Comprehensive Planning Reports
- Business priorities versus community desires for the convention center
- Supporting the establishment of an Irving TPID
- ICVB succession planning



# 2026 – The \$1.6 Million – How We Got Here

- When the Arts Center was originally built, hotel tax legislation allowed “civic centers” as a legal use.
  - By the time the debt service was paid off (2007), that was no longer legal.
  - Over time, the Arts group grant programs were funded with facility revenues, instead of with hotel taxes, as the uses were very “gray” when it came to hotel tax law requirements.
  - The operating subsidy required annually by the Arts Center was \$1.6 million.
  - The Irving Arts Center was built to serve a community purpose as a home for resident arts groups, but with a funding mechanism that is tied to visitors, not residents.
- Convention center feasibility plan included a recapture of that \$1.6 million to cover capital costs and additional sales & marketing resources
  - There was an additional \$628,000 freed up annually from the prior debt service payment schedule; this was eventually “swept” to the ICC debt service.



# 2026 – The \$1.6 Million – How We Got Here

- ICVB facilitated a legislative compromise with the Texas Hotel & Lodging Association that would allow the Arts Center to receive 15% of the HOT (state max), plus \$1.6 million for 15 years (from 2007-22)
  - The 15-year time frame was determined by calculating when the hotel tax projections would be sufficient that the Arts Center could live on the 15%, at approximately \$4.1 million.
  - The plan was also that the Arts would start to build their Reserve Funds considerably as the initial plan was that the \$1.6 million would be decreased year-to-year so there would not have to be a dramatic change in operations.
- In the next legislative session (2009), “Irving interests” pushed to extend that time frame from 2022 to 2026.
- ICVB facilitated yet another legislative compromise that extended the time frame to 2026, that would not allow the ICVB’s portion of the HOT to be reduced as long as the Arts was receiving more than 15%, **AND** all “Irving interests” agreed there would be no further attempts at extensions.
- In the meantime, Irving continued to add historic assets, eventually adding them to the Arts responsibilities, with the 3.5% dedicated to Historic Preservation & Museum efforts now under the control of the (now) Arts & Culture department.
- The Irving Archives and Museum was built, with a known annual operating subsidy of \$450,000 required in that feasibility study.



# Why What the CVB Does Matters

- The City owes @ \$253,000,000 in debt pledged with hotel taxes - \$13M/year payment
- Visitors pay taxes – hotel, sales, food, etc. – and demand little in the way of city services to support them
- Visitors in Irving represent more than 50% of many of our restaurants' revenues
- Without visitors to Irving, there would be no funding for the Irving Arts Center and Arts initiatives
- Without visitors to Irving, there would be no funding for historic preservation or museum initiatives.
- Without visitors to Irving, there would be no funding for the Convention Center, which drives more visitor spending.
- Without visitors to Irving, there would be no funding for the entertainment venue.
- Without visitors to Irving, there would be no funding for the Westin headquarters hotel.



# Why Tourism Works for Irving

- Infuses new money – daily – into Irving's economy with very little impact on infrastructure
- Introduces prospective residents and businesses to our community
- Visitor spending supports attractions and amenities enjoyed by residents
- Visitor spending keeps Irving resident taxes lower by \$757 per household annually



Build a place where people  
want to VISIT, and you'll  
build a place where people  
want to LIVE.

**It all starts  
with  
the VISIT.**



**And the Visit  
starts  
with US.**

Build a place where  
BUSINESS has to be, and  
you'll build a place where  
people have to VISIT.

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.