IRVING CONVENTION & VISITORS BUREAU

BOARD OF DIRECTORS

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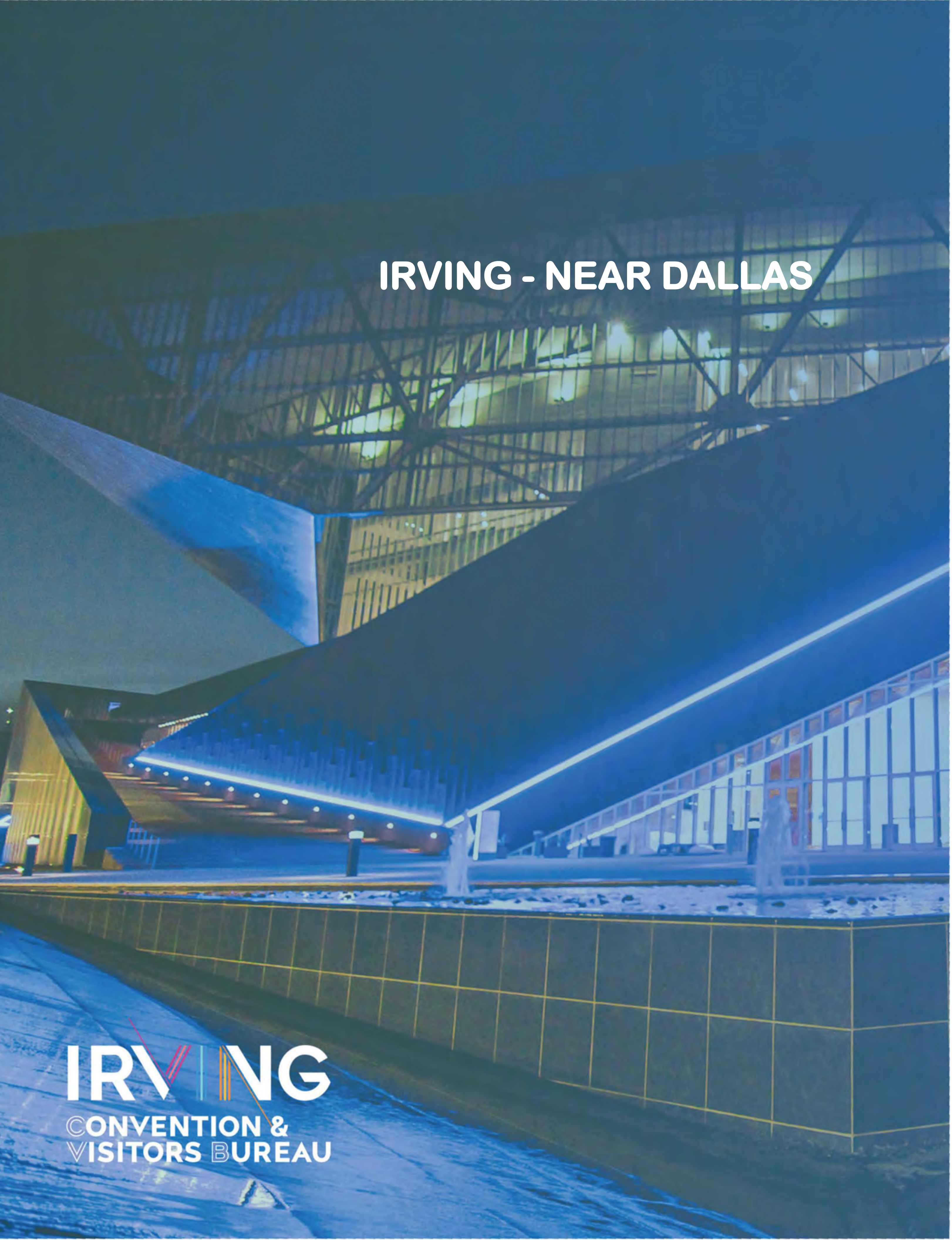
STUDIES


IRVING - NEAR DALLAS
IRVING
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circa 1904-1905

p. 1

IRVING

NEAR DALLAS

Yes, this is an advertisement, but it is also newsy and interesting. If you are homeseeking you want to read what follows. If you are not a homeseeker, then read for others. It's sure to help in either event.

Irving is a new Rock Island town on the line between Fort Worth and Dallas, Texas. Fort Worth has nearly 50,000 people; Dallas about 70,000. Irving has only a few hundred, but it is growing while you sleep. It's only eleven miles to Dallas, and

WHAT'S MORE TO THE POINT

It is right in the center of the best fruit and vegetable land on the earth. This peach and plum land is for sale at astonishingly low prices—now—and it's to tell you of it we ask you to read this. The Board of Trade of Irving puts this information out, but it has nothing to sell. We would like to have you live in Irving and have your fruit farm on the edge of town, but all that's a matter for you to decide. The fruit matter's settled. It's been

going on for years, but Irving's a new town on a new and good railroad just opened—the Rock Island, over the thirty-two miles from Fort Worth to Dallas.

Why is Irving a good proposition? Well, for one reason, there's the new Rock Island just opened this year, and there's Fort Worth and Dallas, two big and growing cities, and Here's the land that grows the big and luscious Elberta peaches, that sell so well right at home. What's more, all other fruits grow here in absolute perfection. The thing to do is to

MOVE TO IRVING
NEAR DALLAS

Settle in the town and manage a fruit farm around the town somewhere. Irving's all right. It has a good graded school, two churches, six stores, a lumber yard, a newspaper, and never a saloon. Irving people are local option, and there's no back door business, either. The people are open handed, open hearted Southerners, who want the push and go of good Northern farmers. Irving wants them and wants them badly. We have the country, God has given the climate and the land, and the people are here desirous of cutting up their places into smaller holdings for real settlers.

TEN ACRES ENOUGH

And about all you can handle if you put in fruit. Ten acres means not only a living but

a bank account. While we don't care at all about your politics or your religion, it looks to the people of Irving as the very best place for the Dunkards, the Mennonites and Quakers, and all similar people. Come and see about it. If you decide to join us, you won't find us the people you have pictured us. The Texan of today has lost his "gun" and we are just as peaceable as your home townspeople.

We know that it struck you as queer—that we have no saloon in the town, as that does not agree at all with your picture of the Southwest. But listen to this: Do you know that three-fourths of the counties of Texas are local option? It's the truth. Of course, we still fight occasionally; we are doing that now—fighting the long and frozen winters in the North. Come where you can work outside all the year round—where winter is four or five disagreeable days out of the three hundred and sixty-five.

DO YOU RAISE HOGS?

Then transfer your energies down here and your efforts will be repaid twice over. Hog raising on business principles is a new thing in our country, while the market is of the very best. The new Swift and Armour Packing Plants in Fort Worth are the most complete in the country, and have a capacity which can not possibly be filled for years and years. There's a future here for the hog-raiser.

And they say that chickens should always follow pigs.

WELL, LET US TALK CHICKENS, THEN!

And even more can be said of poultry-raising than of hog-raising. Chickens are now shipped into Dallas from three hundred miles around, and prices range from $3.00 to $5.00 per dozen. And let us say that the local market at Dallas should be supplied. Again we turn to the packing houses at Fort Worth and again we can say that their capacity for all kinds of poultry will never be supplied.

HAVE YOU EVER GROWN ALFALFA?

You have all heard of this wonderful crop—"The King of Forage Crops." We feel a hesitancy about telling you all the claims made for alfalfa. "Ten tons per acre yearly; alfalfa lives from year to year from one sowing; alfalfa is the best food for poultry; alfalfa is the best known agent to enrich the soil; alfalfa is a sure crop when once established; alfalfa will support work stock in fair condition without grain." And its uses are only beginning to be known. And right here is where alfalfa was "invented;" it grows here as though this were its natural home. One field in our immediate vicinity was cut six times this season, and right now alfalfa hay is selling for $14.00 per ton. You will want to plant alfalfa.

But let us go back to fruit again. That is

something you know about and can understand. Our soil is a rich sandy loam, on a red clay subsoil—the **fruit** soil, and right here all kinds of fruits and vegetables can be grown, and of an excellence not surpassed anywhere on this earth. Texas fruits are beginning to come into their own, in the north, and we have here the best land in all the state for fruit raising. Say, do you know what fruit land is worth in California, where the fruit raising is thoroughly developed? Hundreds of dollars per acre. And shall we tell you what **our** fruit land is worth? Twenty to forty dollars. **And our fruit land will bear comparison favorably with the best anywhere,** and we are much nearer all the markets. Can you add two and two? Better come now while you can get it.

Without making this article too long, and so uninteresting, we are unable to more than skim along the surface—talk about things only in a very general way. But any more particular information will very gladly be furnished. For instance, one thing we have not mentioned is

SWEET POTATO CULTURE

This season there were 40,000 bushels of these raised here, and there are now in town several weighing more than five pounds apiece. Did you ever see any like these?

And another thing—peanuts or "goobers." We raise them here for hog feed. But we must not specify more, and will add just a few words to sum up, lest you have forgotten.

We are on the Rock Island, and that means that we are on the largest and most progressive railroad in the country.

We are between Dallas and Fort Worth—one the largest city, the other the packing center of the southwest.

We are connected by pike roads with both centers.

We have plenty of wood, plenty of water, finest fruit land, rich black land in the river bottom for cotton and corn—could a town possibly be more favorably situated?

Our Post-Oak flats were turned out of nature's laboratory expressly to perfect the Elberta Peach, the Austin Dewberry, and the Concord Grape.

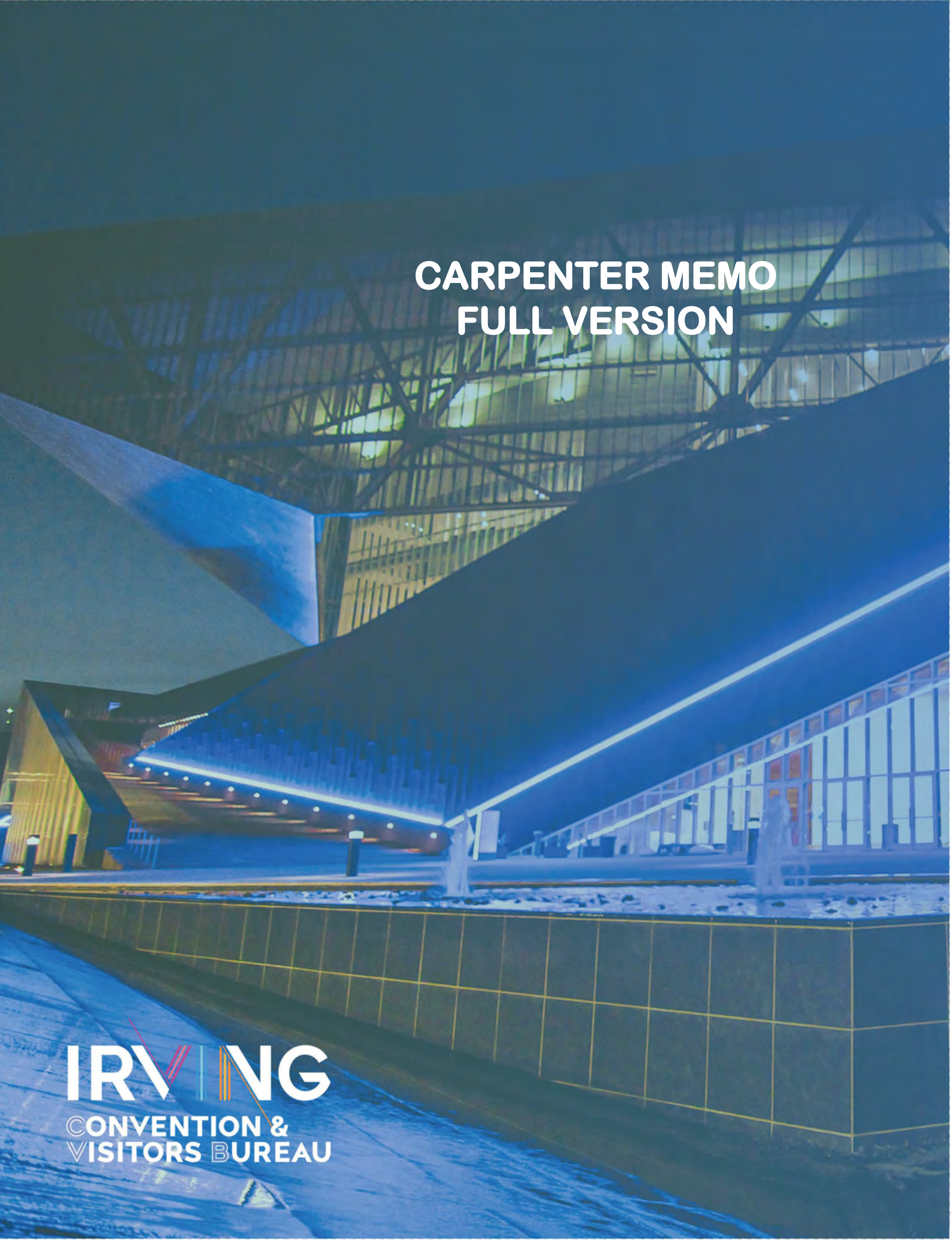
Land is now dirt cheap—the railroad has been in operation but a short time. You can still get some of the best fruit land on earth for twenty dollars per acre.

20,000 fruit trees were put out last year; 50,000 are ordered for this season. Will you not help to make it 500,000 next year?

We still offer you a chance to start with us from the bottom. Are you ready to seize the opportunity?

Give us the "opportunity" of meeting you here.

Irving Board of Trade
IRVING, TEXAS



CARPENTER MEMO
FULL VERSION

IRVING
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VISITORS BUREAU

INTER–OFFICE CORRESPONDENCE

SOUTHLAND REAL ESTATE RESOURCES, INC.

TO All Personnel of Southland Real Estate Resources, Inc., and Affiliates

FROM Ben H. Carpenter

DATE June 1, 1974

SUBJECT Las Colinas

Southland Real Estate Resources, Inc., and its affiliates have the opportunity of creating a unique environment of lasting quality in the development of its "Las Colinas Acreage." The size of the tract, its accessibility by both existing and future expressways and major thoroughfares, the convenience of its location both to the central city of Dallas and the regional airport, the diversity of the terrain, and the work of prior years which has resulted in a buffering of its perimeter by acceptable neighboring property uses all give support to the uniqueness of this opportunity for the creation of an outstanding example of real estate development and improvement.

Whether this opportunity is fulfilled and this challenge is met with a properly balanced community of diversified uses in a permanently pleasing and useful environment or instead this opportunity is missed through the mere extension of another series of typical commercial and residential subdivisions depends almost entirely upon the desire and dedication of the staff of personnel who make up these companies.

Each one of us must dedicate himself to making that extra effort to achieve quality control for each and every element that makes up the total combination of facilities that will be Las Colinas. Whether an installation is hidden from view, such as underground utility lines, loading docks, and service areas, or is in full public view such as a driveway, an entrance-way, a front facade, or an identifying sign post equal efforts should be made to achieve a high standard of design, efficiency with economy, and flexibility for long term usage.

As we approach the stage of construction of improvements upon building sites our goal should be to obtain the best design, the most efficient installation, and the use of quality materials, furnishings, and equipment.

In the selection of architects, designers, decorators, contractors, and consultants let us seek to utilize those who are the best in their field and those who approach their assignments as true professionals, accepting responsibility and giving accountability.

Throughout Las Colinas we want every project to have "class" and to reflect "quality" and be recognized as having "exceptional merit." When working on a particular project let us keep asking ourselves as we go through its stages of development whether or not these words and phrases can and will be used. When involved in the design, decoration, furnishing, and installation of apartments, residences, clubhouses, gardens, parks, office buildings, restaurants, hotels, etc., always ask the question of yourself, "does it have that special touch of class?"

This approach does not mean we should permit extravagance in any sense. The best designs are not necessarily the most expensive; many times a simple uncluttered approach is the most attractive. We are willing to pay for quality where the result achieved has real meaning and permanence. However, in every instance we wish to avoid paying for flamboyance, gaudiness, and garishness.,

When working on a project, no matter what your assignment, do not hesitate to make a suggestion if you feel it might prove to be constructive in this direction. However, by the same token, don't permit your feelings to be hurt if all of your suggestions are not accepted. Nobody bats 100%; but keep your thought processes working and keep the suggestions coming. All of us working together can accomplish so much more than if we are working independently.

Our goal is not merely that the Las Colinas real estate development be a "first class" development, but instead it is that it be a "superior class" development. In fact, our objective is that Las Colinas be the finest, most functional, and the most attractive real estate development ever created as well as being economically successful. I am convinced this goal can be achieved.

We are not building to meet an existing market, we are creating a new market establishing new standards, and we should keep this frame of mind. Of course, we must do these things realistically and analytically and on an economically sound basis. We must use our imagination and at times be innovative. After all, we are merely the custodians of this property during its important stage of development. None of us can take it with us into immortality, so let's resist the attitude of some real estate developers in the past to squeeze out the "very last short-term dollar." Instead, remember that generations of others who will make Las Colinas their home (both business and personal) will follow us. Let them look back and reflect on the fine effort made by those who were its custodians during the development stage.

Sincerely yours,

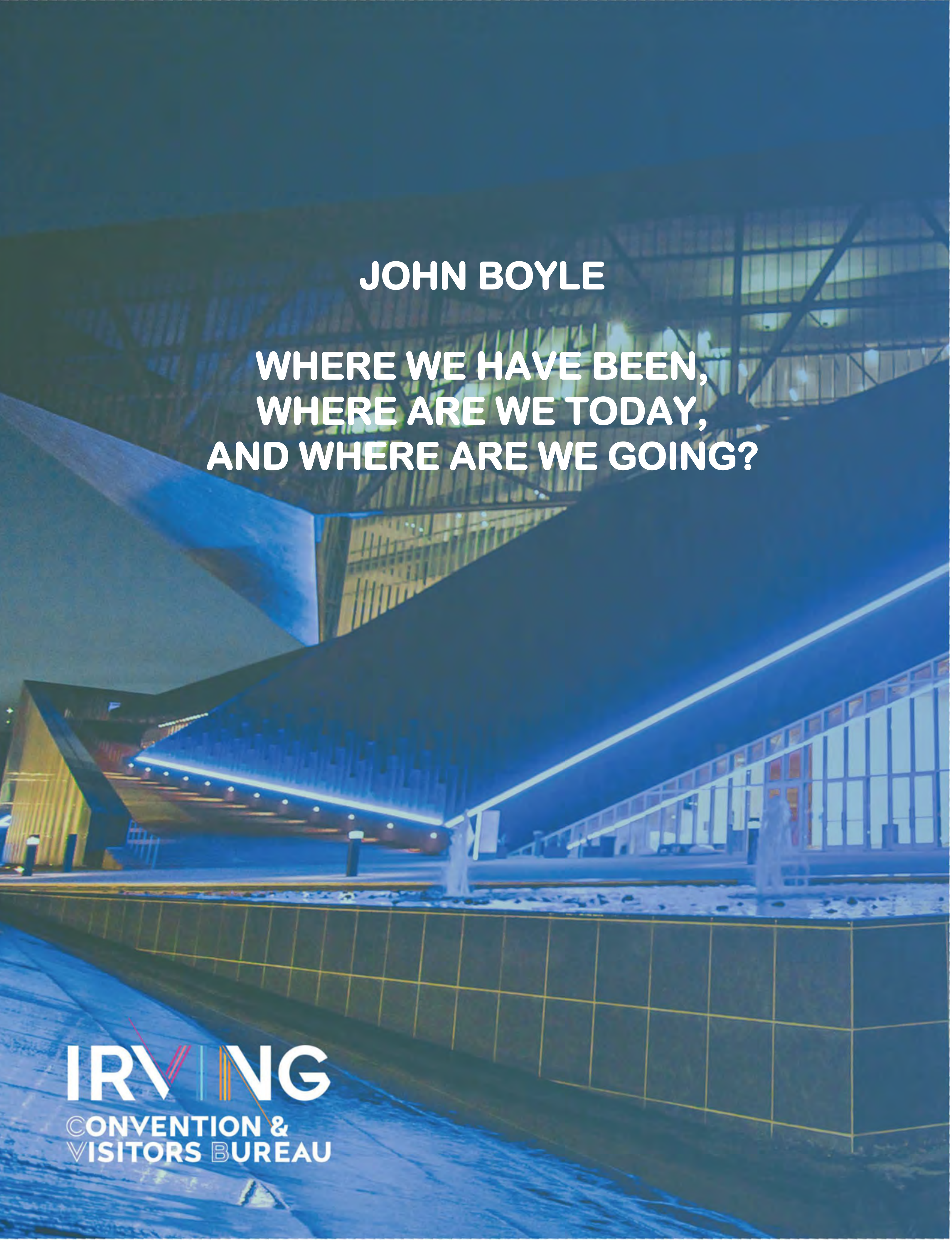
Ben H. Carpenter

Ben H. Carpenter

BHC/km

JOHN BOYLE

WHERE WE HAVE BEEN,
WHERE ARE WE TODAY,
AND WHERE ARE WE GOING?



IRVING
CONVENTION &
VISITORS BUREAU

CONFIDENTIAL

TO: Friends

FROM: John F. Boyle, Jr.

CITY OF IRVING
1903 – 2014

WHERE HAVE WE BEEN, WHERE ARE WE TODAY, AND WHERE ARE WE GOING?

The City of Irving (the "City") is over 100 years old. It grew from a small railroad town (founded by Otis Brown and J.O. "Otto" Schulze – fathers of two prominent sons). In the 1950's, the population of 2,500 grew to 45,000 in 1960, earning it the title of fastest growing City in Texas.

The tax base grew incredibly due to location of D/FW Airport, the 13,000 acre Las Colinas Development, the Dallas Cowboys, strong municipal and school leadership and a proliferation of single-family and multi-family development mainly in North Irving. The City's credit rating improved from a Triple B (barely investment grade) with no ability to sell water and sewer revenue bonds without a backup tax pledge to Triple A. The tax rate in the early 1960's was $1.50 per $100, the highest rate allowed by the City's Charter (single family homes paid 75% of taxes, business 25%), tax rate lowered to $.56 per $100 of assessed valuation with commercial paying 75% of the taxes. The population is now nearly 250,000 with the daytime population being double or more of that figure.

However, in the last few years the City has lost the Dallas Cowboys, soon to lose its headquarters and practice facility, soon to lose the Byron Nelson Golf Tournament. The Entertainment Center, which in my judgment would have done wonders for the City's economic base, was killed by competing Grand Prairie interests who spent millions of dollars as they were positive it would be successful and wipe out their Entertainment Development and by local interests who basically abhorred the Mayor and liquor. The Cities of Arlington, Plano, Frisco, Allen, Grapevine, and others have a unified purpose and are doing very well with new economic development.

The City has lost much of its momentum and is no longer looked at with admiration, pride, and jealousy by both those outside and inside the City. Why is this? There is no simple answer as to what happened and no easy solution, but I would review a comparison between the Cities of Dallas and Fort Worth during the 20th and early parts of the 21st century to reflect what appears to be happening in Irving.

In the 1920's census, the City of Fort Worth was larger than the City of Dallas and was considered the stronger of the two (2) cities. However, the City of Dallas leadership with their Banks that strongly supported the growth of the oil industry and the Dallas City government that was reformed by the Dallas Citizens Charter Association from a totally corrupt and inept government to an honest, hard-working, efficient government turned that City around and its growth almost tripled Fort Worth's growth in the era of 1920-1970. During that same period, downtown Fort Worth began to deteriorate and by the late 1970's that City had lost most of its retail and commercial business, its movies and restaurants and was experiencing a steep rate of decline.

In the 1980's the City of Fort Worth business leadership led by the Bass Brothers, Walter Rainwater, Holt Hickman, Billy Bob Barnett, and Steve Murrin started a massive overhaul of both downtown Fort Worth and the ancient North Side Stock Yards as well. Today both downtown Fort Worth and the North Side in Historic North Main Street area are booming and the economy is on the rise. It is now predicted that Fort Worth will again be larger than the City of Dallas in the 2020 census as it was in the 1920 census.

This economic rise and fall of both cities can be attributed to strong united business and governmental leadership on the one hand with a unified and clear vision for each city and poor to none squabbling leadership on the other hand.

Irving no longer has Ben Carpenter and Robert Power (or Jerry Jones). Irving has no <u>central vision</u> backed by strong and courageous leadership like Grapevine, Arlington, Frisco, Allan, and Plano have. It is my judgment that if Irving's business and government leaders do not provide a central vision, cohesive and strong leadership <u>today</u> this City's future, in spite of all its physical attributes and advantages, will fall into the same category of the 2nd-3rd tier cities of this North Texas area.

For our next meeting, I am going to submit a structured outline of an organization that could be utilized, <u>outside of and unrelated to Junto,</u> to encourage highly qualified, energetic, imaginative <u>men</u> and <u>women</u> to step forward and assume leadership rolls that would help bring the City of Irving back into a position of strength and vitality to stimulate and encourage economic growth and improvement in all of our governmental, public, and civic undertakings with a great emphasis on the absolute necessity for a high quality, educated, trained and skilled work force supplied by our local schools and academies.

I look forward to the discussions and your thinking as individuals who love this City and have contributed heavily to its magnificent growth since 1950.

Respectfully submitted,

John

John F. Boyle, Jr.

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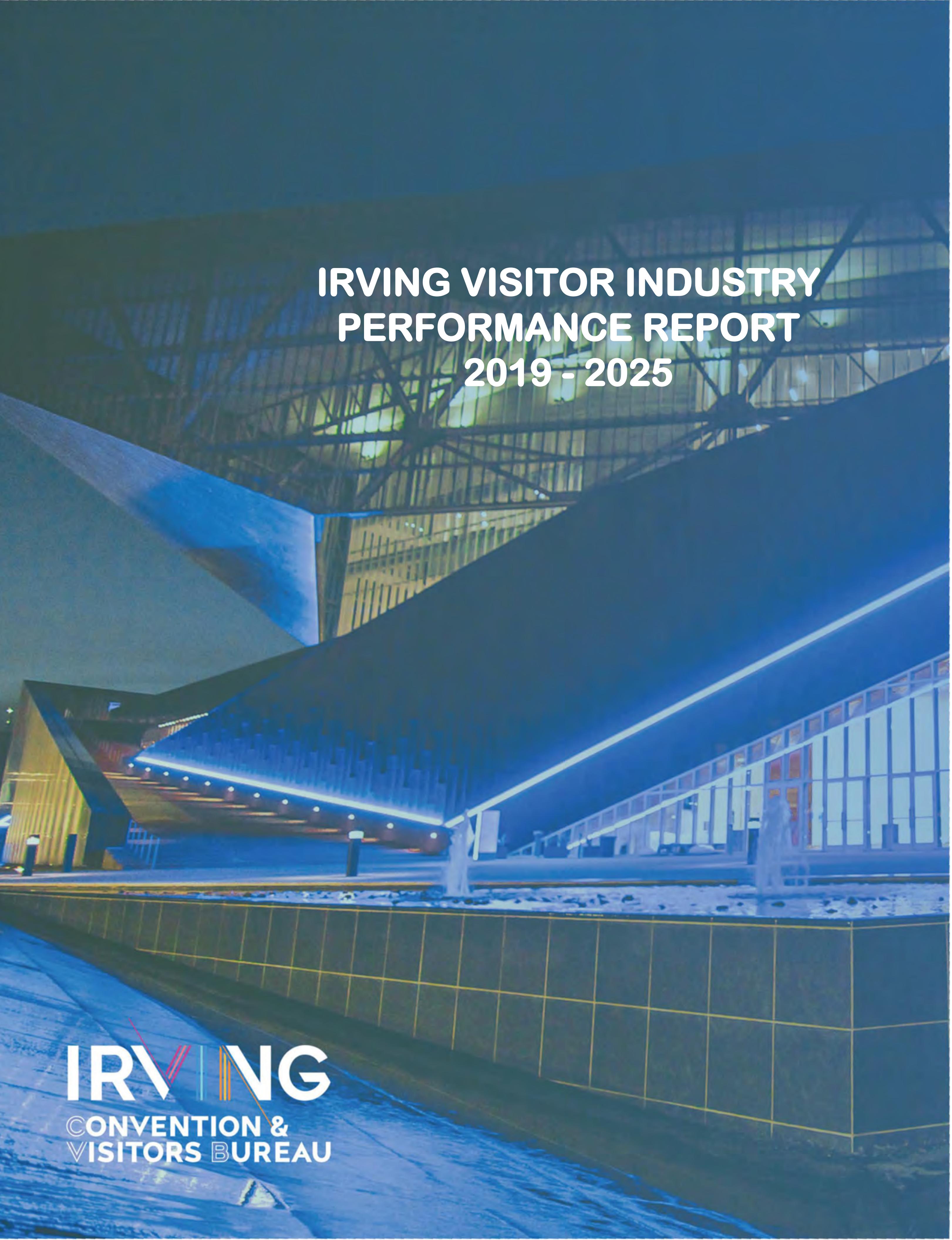
IRVING VISITOR INDUSTRY PERFORMANCE REPORT 2019 - 2025



IRVING CONVENTION & VISITORS BUREAU

December 2023

Irving Visitor Industry Performance Study, 2019-2025

Future Partners

Research Overview

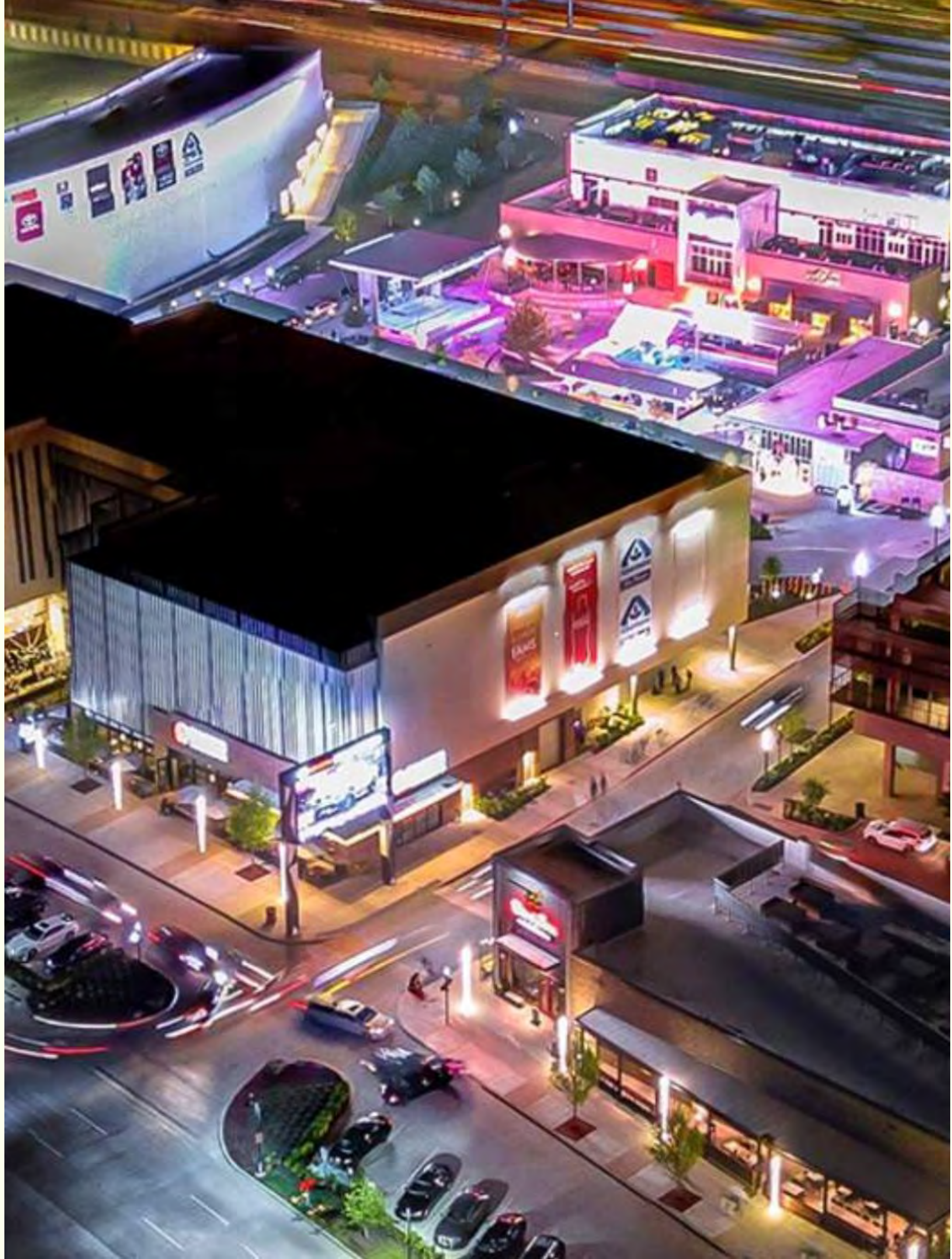
This report summarizes the findings of an economic research project developed to estimate the size of (and growth in) the Irving, Texas visitor industry. These estimates were prepared based on a long-standing approach developed by Future Partners for the Irving Convention & Visitors Bureau. This year's research was developed by gathering information needed for use in Future Partners' Travel Industry Economic Impact Model, which produces estimates of direct visitor spending in Irving, tax revenues generated by tourism for the City of Irving and the number of jobs (and payroll) supported by the industry. The results were prepared for calendar years 2019 to 2025. The estimates presented in this report reflect Future Partners best estimates based on available survey data, secondary data collected from numerous sources and existing economic impact model.

Methodology

The approach used in this research to estimate the size if Irving's visitor industry is straight-forward. The economic impact model developed by Future Partners for the Irving Convention & Visitors Bureau was implemented for calendar years 2019 to 2025. This model takes input data from many sources, including but not limited to:

- Proprietary traveler survey data collected by Future Partners in 2025
- Data from the State of Texas' historical visitor volume estimates (research also conducted by Future Partners)
- Historical citywide hotel occupancy and Average Daily Rate (ADR) data
- Census data on Irving's housing stock and population
- Tax collections data reported by the City of Irving
- An Irving Travel Price Index developed specifically for this project
- AirDNA data on usage of peer-to-peer lodging in Irving

An important note: Future Partners' economic impact model was updated in this wave of the research to include estimates of the impact of persons staying in peer-to-peer lodging.



The economic impact model used here is a standard price-quantity model used in economic measurement, with visitor spending estimated in detail from survey research and use of the aforementioned Irving Travel Price Index. Visitor volume estimated from the combined use of estimates from survey data, estimates of the existing stock of hotel rooms and occupied housing units in the City of Irving and, finally year-over-year growth rates in traveler segment behaviors from the State of Texas' economic impact studies (also conducted by Future Partners).

The approach used here was designed to be accurate, as well as conservative. The underlying philosophy is to not claim impacts where good data is not available and defensible assumptions can not be made. As such, this research does not include what are know as "multiplier effects" in the economic literature. These effects, while real, are purposefully excluded as they are most commonly derived from black box approaches that do not lend themselves to transparency.

Key Findings

Irving Welcomed Nearly 4.5 Million Visitors in 2025.

Irving's visitor economy has not only recovered from the steep declines caused by the COVID-19 pandemic, but has continued to grow in the years since. After visitation fell from 4.244 million visitors in 2019 to 2.386 million in 2020, the city began a steady rebound, reaching 3.280 million in 2021 and 4.278 million in 2022. That momentum continued through the years that followed, with visitation rising to 4.317 million in 2023, 4.388 million in 2024, and nearly 4.5 million in 2025 at 4.492 million visitors. These results show that Irving has moved well beyond recovery and is now setting a new high-water mark for annual visitation.

Direct Visitor Spending in Irving Surpassed $4.09 Billion in 2025.

Visitor spending in Irving has continued to strengthen well beyond the pandemic era, reaching a new peak in 2025. After contributing $3.19 billion to the local economy in 2019, direct visitor spending fell sharply to $1.55 billion in 2020 before beginning to recover in 2021 at $2.45 billion. By 2022, spending had rebounded to $3.45 billion, and that growth continued in the years that followed, rising to $3.67 billion in 2023, $3.87 billion in 2024, and just over $4.09 billion in 2025. These results underscore the growing strength of Irving's tourism economy and the increasingly important role visitor spending plays in supporting local businesses and economic activity.

Visitor Spending Generated $85.5 Million in Local Taxes Revenues in 2025.

Visitor spending in Irving continues to serve as an important source of tax revenue for the local community. In 2019, tourism generated $64.9 million in local taxes, including hotel taxes, property taxes, and sales taxes, before falling to $47.7 million in 2020 as the pandemic sharply reduced travel activity. Tax revenues then began to recover, reaching $57.1 million in 2021 and $70.3 million in 2022. That upward trajectory continued in the years that followed, with local tax generation rising to $76.3 million in 2023, $81.7 million in 2024, and $85.5 million in 2025. These results show that Irving's visitor economy is not only driving business activity but also generating meaningful public revenue that supports local services and infrastructure.

Visitor Spending Supported More Than 25,000 Jobs in 2025.

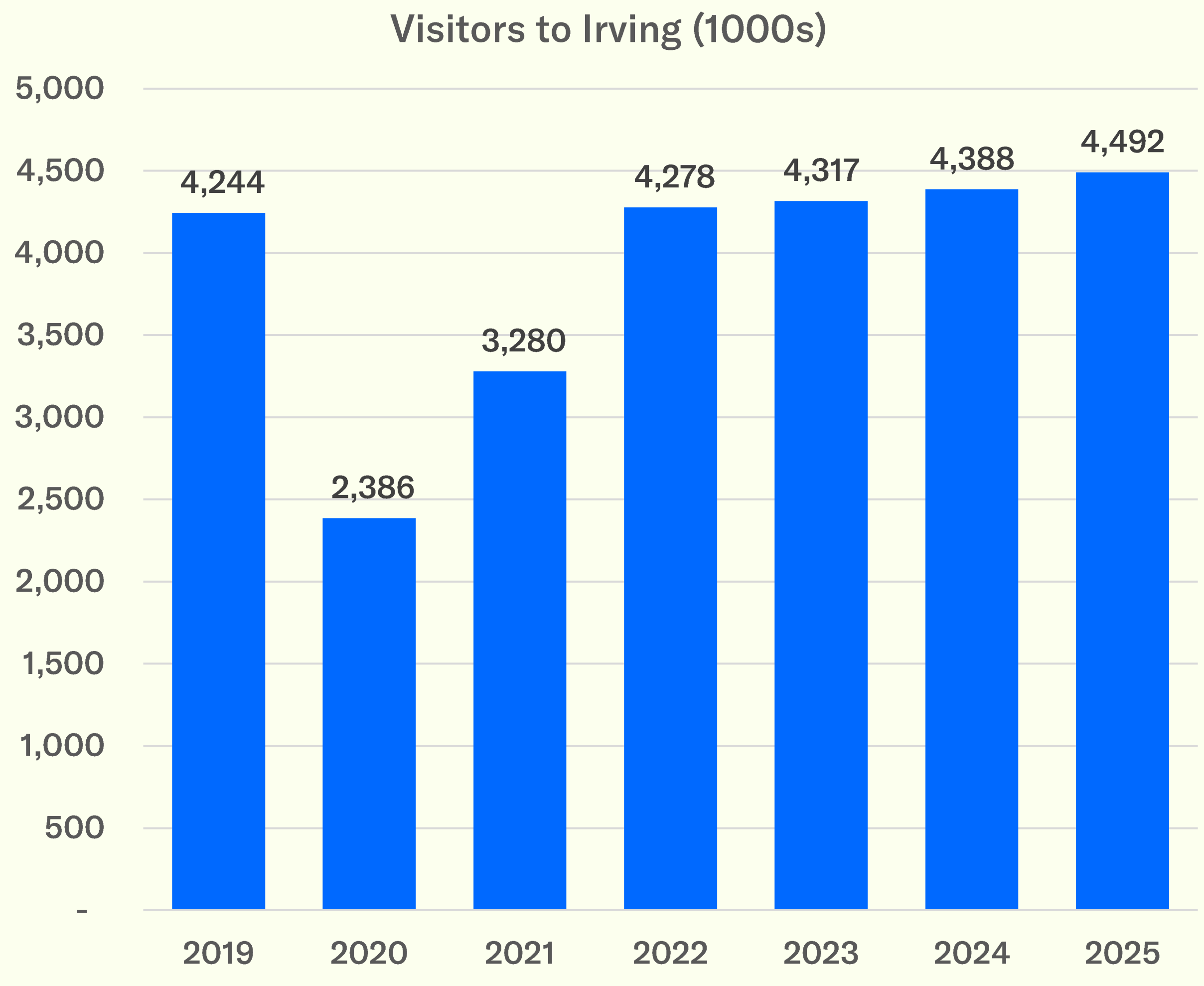
Visitor spending continues to play a vital role in supporting employment tied to Irving's tourism economy. In 2019, visitor spending supported 25,104 jobs, reflecting the importance of tourism as a source of employment. That total fell sharply in 2020 to 10,015 jobs as the COVID-19 pandemic disrupted travel and related business activity. Recovery began in 2021, with 15,985 jobs supported, and strengthened significantly in 2022, when the total climbed to 23,239. Growth continued in the years that followed, reaching 23,980 jobs in 2023, 24,578 in 2024, and 25,286 in 2025. These results underscore the strong connection between visitor spending and job support, highlighting tourism as an important driver of employment linked to Irving's visitor industry.

Key Metrics, 2025

Total visitors to Irving:	4.492 million
Visitors staying in Irving hotels or motels:	1.89 million
Visitors staying in private homes (inside Irving):	333 thousand
Visitors to Irving staying in other DFW locations:	1.77 million
Total visitor spending in Irving:	$4.09 billion
Spending by visitors staying in Irving hotels, motels or inns:	$1.32 billion
Economic impact of conferences and group meetings:	$802 million
Jobs supported by Irving visitor industry:	25,286
Irving visitor industry payroll:	$920 Million
Taxes generated by the visitor industry for the City of Irving:	$85.5 million
Tax revenues generated per Irving household:	$901
Visitors in Irving on an average day:	33,432
Visitor spending in Irving on an average day:	$11.2 million
Annual visitor spending per Irving resident:	$15,858

Irving's Tourism Industry Performance

Visitor Volume Reaches Nearly 4.5 Million in 2025



The visitor volume estimates presented at left represent the annual number of visitors to Irving, Texas, over a seven-year period. In 2019, the city welcomed an estimated 4.244 million visitors, before that number fell sharply to 2.386 million in 2020 amid the disruptions caused by the COVID-19 pandemic. Irving began to recover in 2021, with visitor volume rising to 3.280 million, and by 2022 the city had fully regained its momentum, reaching 4.278 million visitors and edging above 2019 levels. That growth continued steadily in the years that followed, with visitation climbing to 4.317 million in 2023, 4.388 million in 2024, and nearly 4.5 million in 2025 at 4.492 million visitors. This upward trajectory highlights not only the strength of Irving’s tourism recovery, but also the city’s ability to build on that recovery and attract record annual visitation.

Hotel Guests Accounted for 1.89 million visitors in 2025.

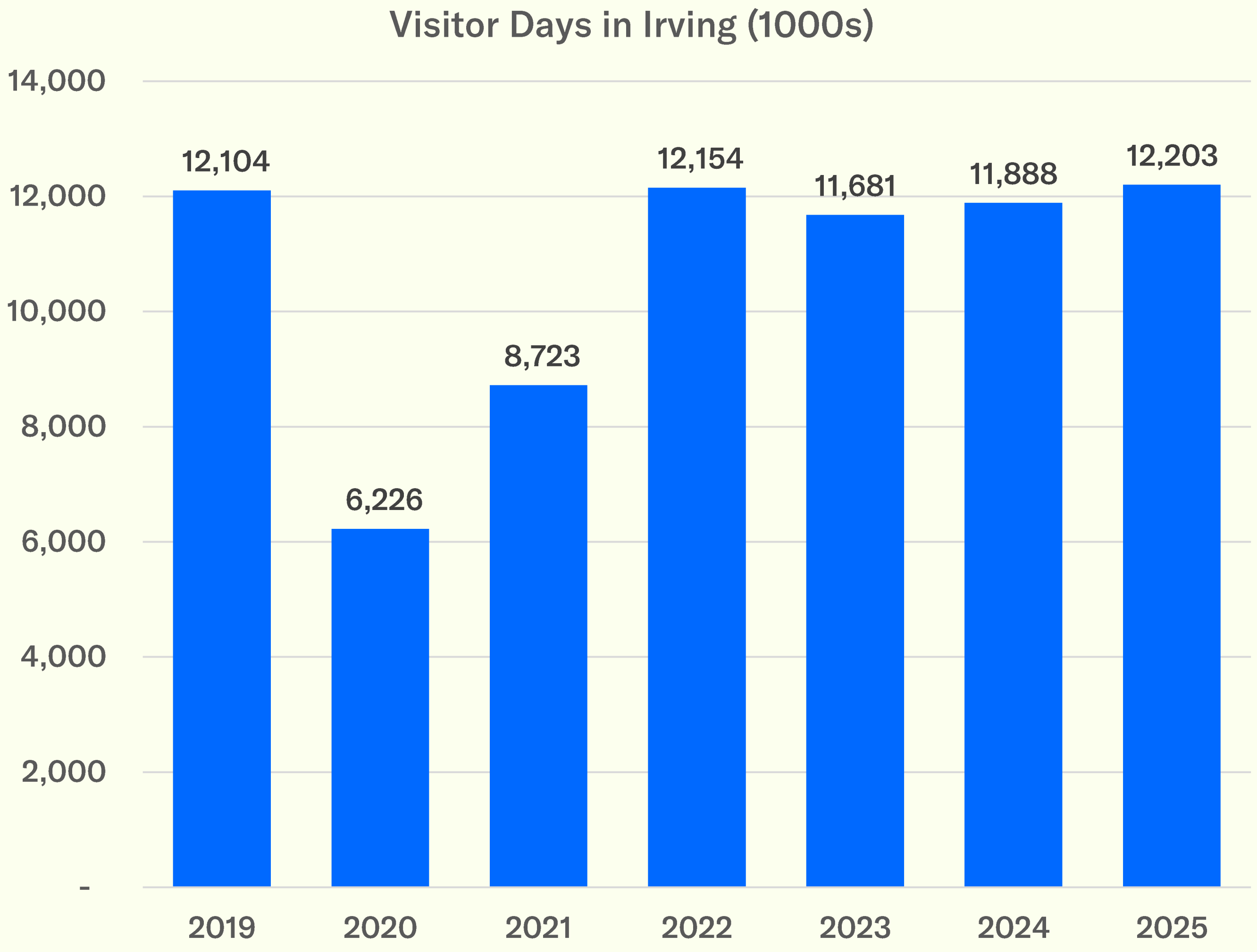
Looking at results for the most recent year provides valuable insights into the distribution of visitors' places of stay in Irving, Texas. Among the various accommodations, hotels in Irving remained the most preferred option, accounting for 42.0% of all visitation during 2025, with 1.887 million visitors choosing this lodging option. Other DFW area locations represented the second largest segment, accounting for 39.4% of visitors, or 1.769 million people. Private homes of Irving residents and peer to peer lodging within Irving each accounted for 7.4% of visitation, with 333 thousand and 334 thousand visitors, respectively. Finally, day trippers from beyond 50 miles from Irving represented 3.7% of all visitors, totaling 168 thousand individuals from outside the DFW metroplex who did not require overnight accommodations.

Visitors to Irving (in 1,000s)

	2019	2020	2021	2022	2023	2024	2025
Hotel in Irving	**1,910**	**1,049**	**1,676**	**1,962**	**1,808**	**1,807**	**1,887**
Private Home of Irving Resident	**307**	**173**	**207**	**305**	**323**	**329**	**333**
Other DFW Location	**1,550**	**861**	**1,027**	**1,516**	**1,698**	**1,724**	**1,769**
Peer-to-peer lodging in Irving	**237**	**190**	**240**	**325**	**325**	**361**	**334**
Day trippers	**240**	**114**	**131**	**169**	**163**	**166**	**168**
Total Annual Visitors	**4,244**	**2,386**	**3,280**	**4,278**	**4,317**	**4,388**	**4,492**

Visitor Days Spent in Irving Grew to 12.2 Million in 2025

The concept of visitor days provides a different perspective on the impact of tourism in Irving, Texas. In 2019, visitors collectively spent an estimated 12.104 million visitor days in the city, reflecting a substantial level of engagement with its attractions and amenities. The COVID-19 pandemic had a significant impact in 2020, when visitor days fell to 6.226 million. Recovery began in 2021, with visitors spending 8.723 million days in Irving, and by 2022 the city had climbed back above its pre-pandemic benchmark, reaching 12.154 million visitor days. Although totals eased somewhat in 2023 and 2024, at 11.681 million and 11.888 million respectively, Irving regained that momentum in 2025, rising to 12.203 million visitor days. These figures reflect both the scale of visitation and the duration of time visitors spend in the city, underscoring Irving's continued strength as a destination and the growing depth of its tourism economy.



Irving's Tourism Economy Approaches $4.1 Billion in Direct Visitor Spending

Direct visitor spending is a critical economic indicator that reflects the financial impact of tourism on Irving, Texas. In 2019, visitors contributed a substantial $3.19 billion to the local economy, underscoring the important role tourism played in supporting Irving's businesses and broader economy. That total fell sharply in 2020, when the disruptions of the COVID-19 pandemic reduced direct visitor spending to $1.55 billion. Spending recovered to $2.45 billion in 2021 and continued climbing in 2022, reaching $3.45 billion as visitation and travel activity strengthened. That momentum carried forward over the next three years, with direct visitor spending rising to $3.67 billion in 2023, $3.87 billion in 2024, and just over $4.09 billion in 2025. This steady growth highlights the expanding strength of Irving's tourism economy and its increasing value as a driver of local economic activity.

Hotel Guests Spent $1.3 Billion for Lodging in 2025

In 2025, the city's visitor spending profile showed that the largest single component of expenditures was directed toward lodging, totaling an impressive $1.319 billion. This underscores the central role hotel guests play in Irving's tourism economy and highlights the importance of the city's lodging sector in capturing visitor spending. Restaurants also attracted substantial spending at $962 million, followed by retail at $668 million. Entertainment and sightseeing, local transportation, and car rental expenses each represented additional major sources of visitor spending, illustrating Irving's appeal as a well rounded destination for both leisure and business travelers.

Spending in Irving (in 1,000s)

	2019	2020	2021	2022	2023	2024	2025
Lodging	$1,035,872	$397,491	$708,832	$1,075,338	$1,198,036	$1,267,367	$1,319,446
Restaurants	$754,995	$353,575	$529,115	$758,129	$833,856	$896,469	$962,493
Retail	$311,025	$282,111	$431,886	$605,449	$606,550	$632,679	$667,576
Entertainment & Sightseeing	$215,188	$151,695	$220,781	$314,038	$325,966	$349,793	$379,506
Local Transportation	$445,690	$114,349	$248,985	$336,428	$344,316	$359,401	$378,990
Car Rental	$264,697	$124,788	$161,381	$191,626	$170,437	$155,124	$142,686
Other	$66,845	$43,818	$66,739	$99,667	$104,718	$115,482	$128,814
Exhibitor/Assoc. Expends.	$91,246	$84,186	$84,186	$72,770	$81,772	$93,175	$112,794
Total Direct Spending in Irving	$3,185,559	$1,552,014	$2,451,905	$3,453,445	$3,665,651	$3,869,491	$4,092,306

Overall, Hotel Guests Contributed $2.88 Billion in 2025

Total annual direct visitor spending for 2025 reveals the distinct spending patterns of visitors depending on their place of stay, underscoring the importance of hotel guests to Irving's tourism economy. Hotel guests contributed an estimated $2.884 billion in direct spending, by far the largest spending segment. This substantial figure highlights the outsized economic role of traditional accommodations and their ability to generate revenue across a wide range of local businesses, including hotels, restaurants, retail establishments, and entertainment venues.

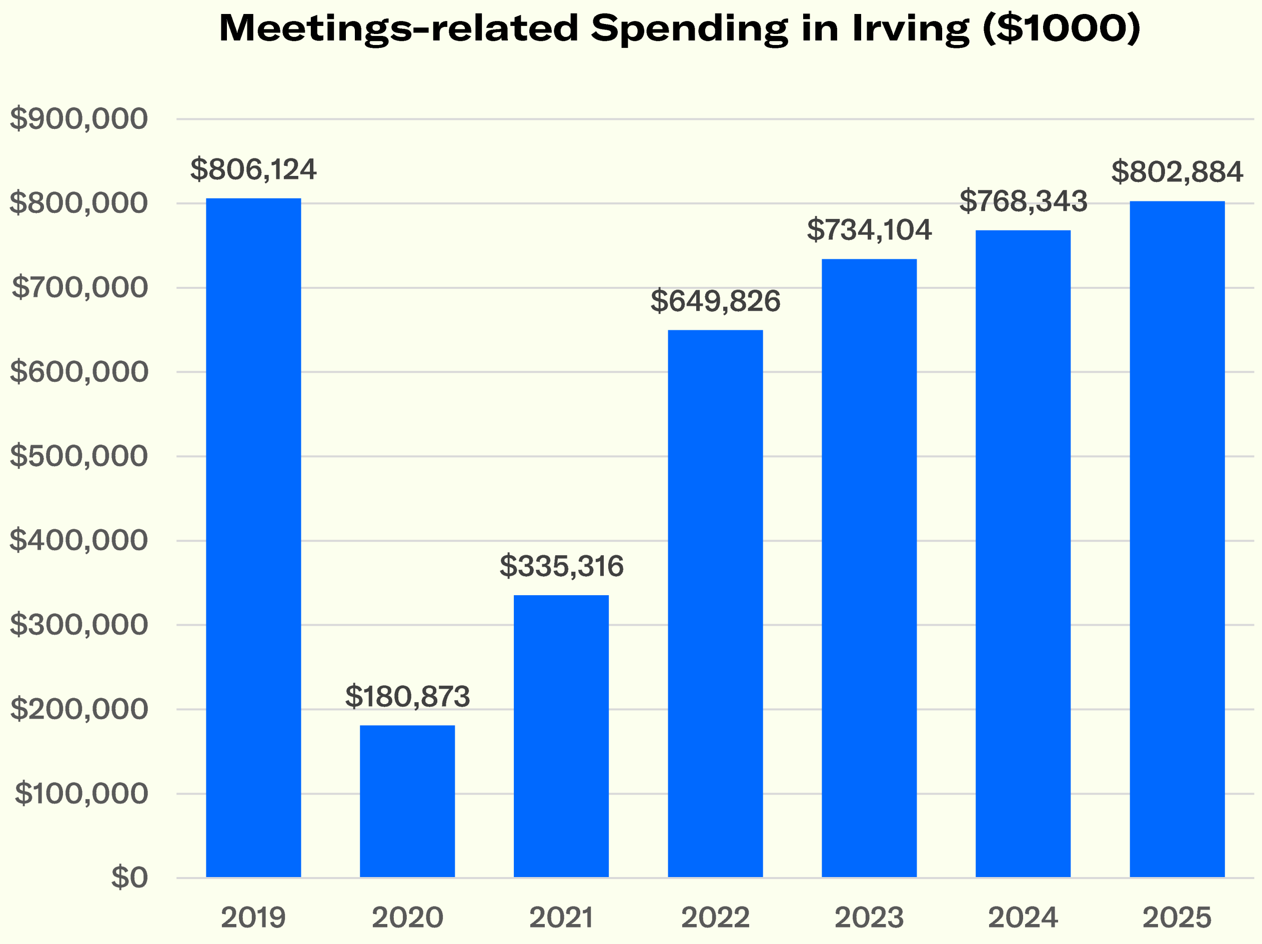
Visitors who stayed in other DFW locations contributed $528 million in direct spending, while those using peer to peer lodging within Irving accounted for $476 million. Visitors staying in private homes of Irving residents spent $179 million, representing a smaller but still meaningful contribution to the local economy. Day trippers from outside the metroplex accounted for just $25 million in spending.

Direct Visitor Spending in Irving (in 1,000s)

	2019	2020	2021	2022	2023	2024	2025
Hotel in Irving	$2,464,422	$1,116,175	$1,886,667	$2,384,302	$2,590,875	$2,689,407	$2,883,526
Private Home of Irving Resident	$145,818	$62,130	$78,786	$219,865	$148,648	$159,752	$178,922
Other DFW Location	$413,219	$247,077	$313,314	$433,208	$465,625	$493,005	$528,406
Peer-to-peer lodging in Irving	$141,482	$113,186	$156,429	$365,125	$437,916	$503,313	$475,988
Day trippers	$20,618	$13,446	$16,709	$50,944	$22,587	$24,014	$25,464
Total	$3,185,559	$1,552,014	$2,451,905	$3,453,445	$3,665,651	$3,869,491	$4,092,306

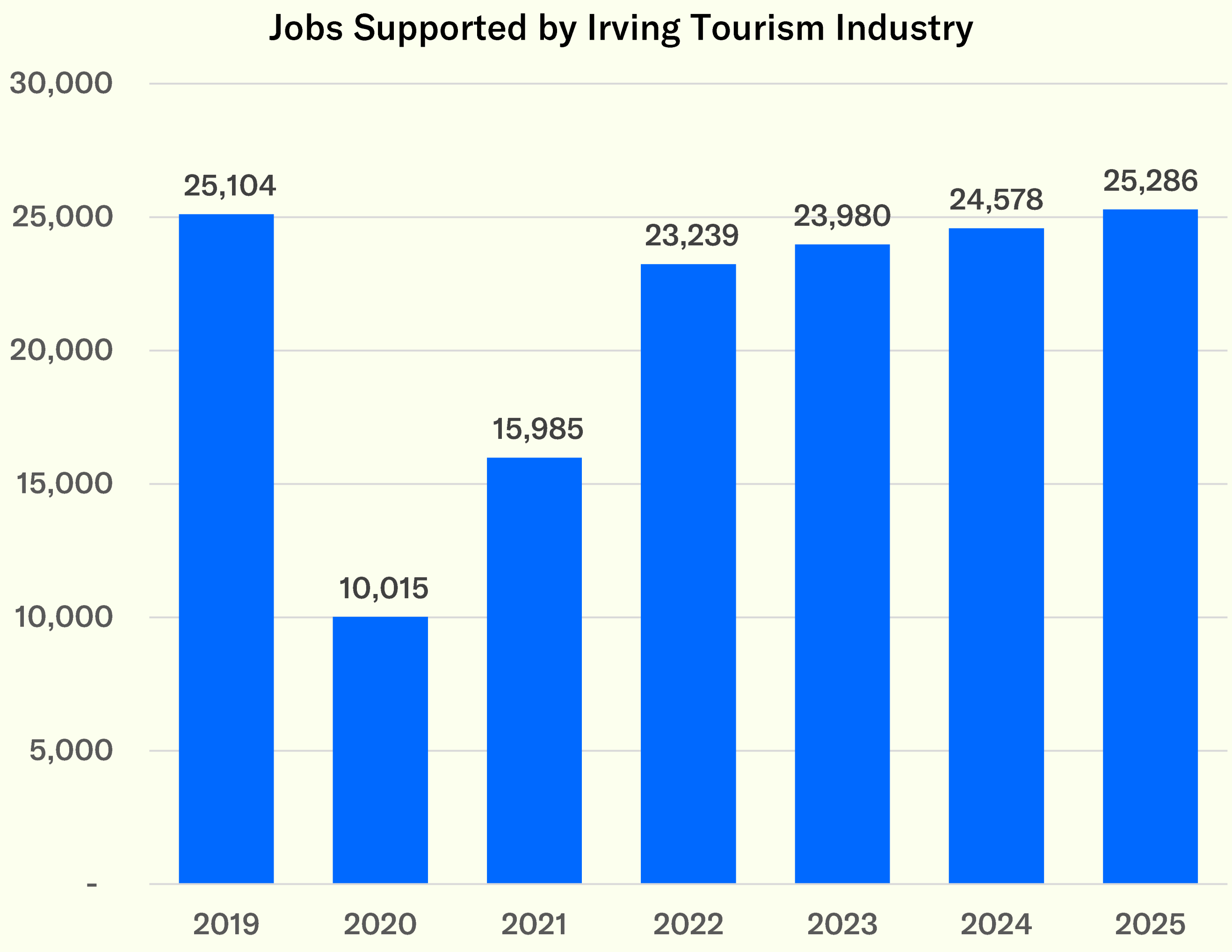
Meetings-related Spending Nears $803 Million in 2025.

Conventions, conferences, and group meetings in Irving are significant contributors to overall visitor spending. In 2019, meetings related spending reached an impressive $806.1 million, demonstrating the city's strong appeal as a destination for business events and group gatherings. That total fell sharply in 2020, when the COVID-19 pandemic disrupted travel and in person events, reducing meetings related spending to $180.9 million. Recovery began in 2021, with spending rising to $335.3 million, and continued in 2022, when it climbed to $649.8 million. That upward trend carried through the next three years, with meetings related spending reaching $734.1 million in 2023, $768.3 million in 2024, and nearly $802.9 million in 2025. These results underscore the continued economic importance of conventions, conferences, and group meetings in Irving, as well as the city's sustained strength in attracting this high value visitor segment.



Tourism in Irving Supported Over 25,000 Jobs in 2025

Visitor spending supports jobs. The number of jobs supported by tourism spending related to Irving over this seven-year period reflects the significant economic impact of the visitor economy on employment. In 2019, visitor spending supported approximately 25,104 jobs, demonstrating the important role tourism plays in sustaining employment opportunities. That number declined sharply in 2020, falling to 10,015 jobs as the COVID-19 pandemic disrupted travel and related business activity. Recovery began in 2021, when 15,985 jobs were supported, and strengthened further in 2022 as the total rose to 23,239. Growth continued in the years that followed, reaching 23,980 jobs in 2023, 24,578 in 2024, and more than 25,000 jobs in 2025 at 25,286.



Job Creation in Spread Across Industrial Categories

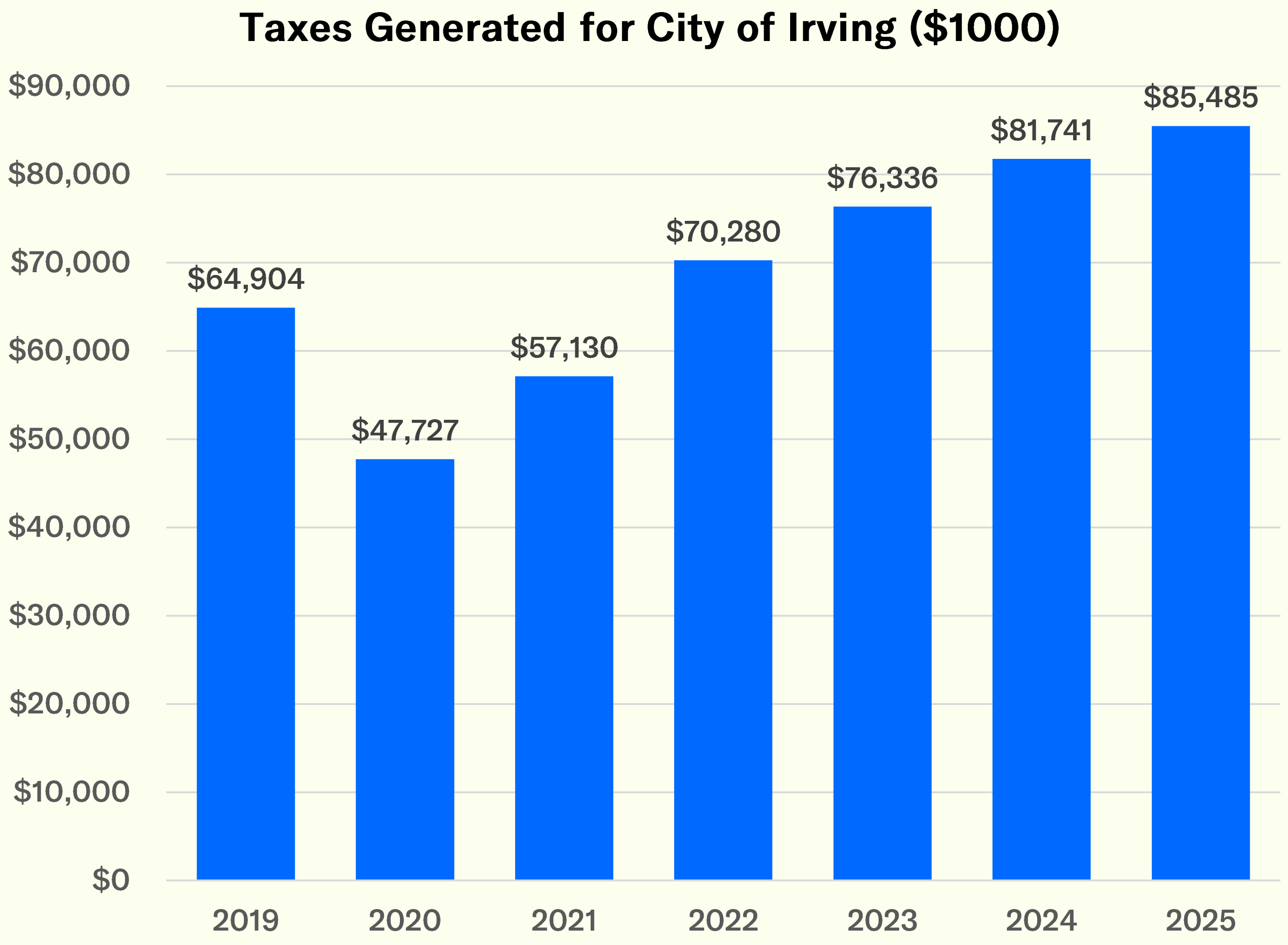
Visitor spending supports jobs across a diverse range of industry segments tied to Irving's tourism economy. In 2025, restaurants accounted for the largest number of jobs supported by visitor spending, with 10,932 positions, followed by hotels with 8,252 jobs. Entertainment and sightseeing supported an additional 2,419 jobs, while local transportation accounted for 1,469 and retail stores supported 1,260. Exhibition services also played a meaningful role, contributing 954 jobs. Altogether, visitor spending supported 25,286 jobs across these industry categories, illustrating how the economic benefits of tourism extend well beyond lodging alone and are distributed broadly throughout the visitor industry.

Jobs Supported by Visitor Spending in Irving

	2019	2020	2021	2022	2023	2024	2025
Hotels	10,878	2,807	5,005	7,593	8,018	8,196	8,252
Restaurants	8,189	4,534	6,785	9,722	10,136	10,529	10,932
Retail Stores	2,572	601	920	1,290	1,225	1,234	1,260
Entertainment and Sightseeing	1,714	1,092	1,589	2,260	2,224	2,306	2,419
Local Transportation	1,025	760	1,305	1,679	1,636	1,498	1,469
Exhibition Services	726	221	380	695	740	815	954
Total Visitor Industry	25,104	10,015	15,985	23,239	23,980	24,578	25,286

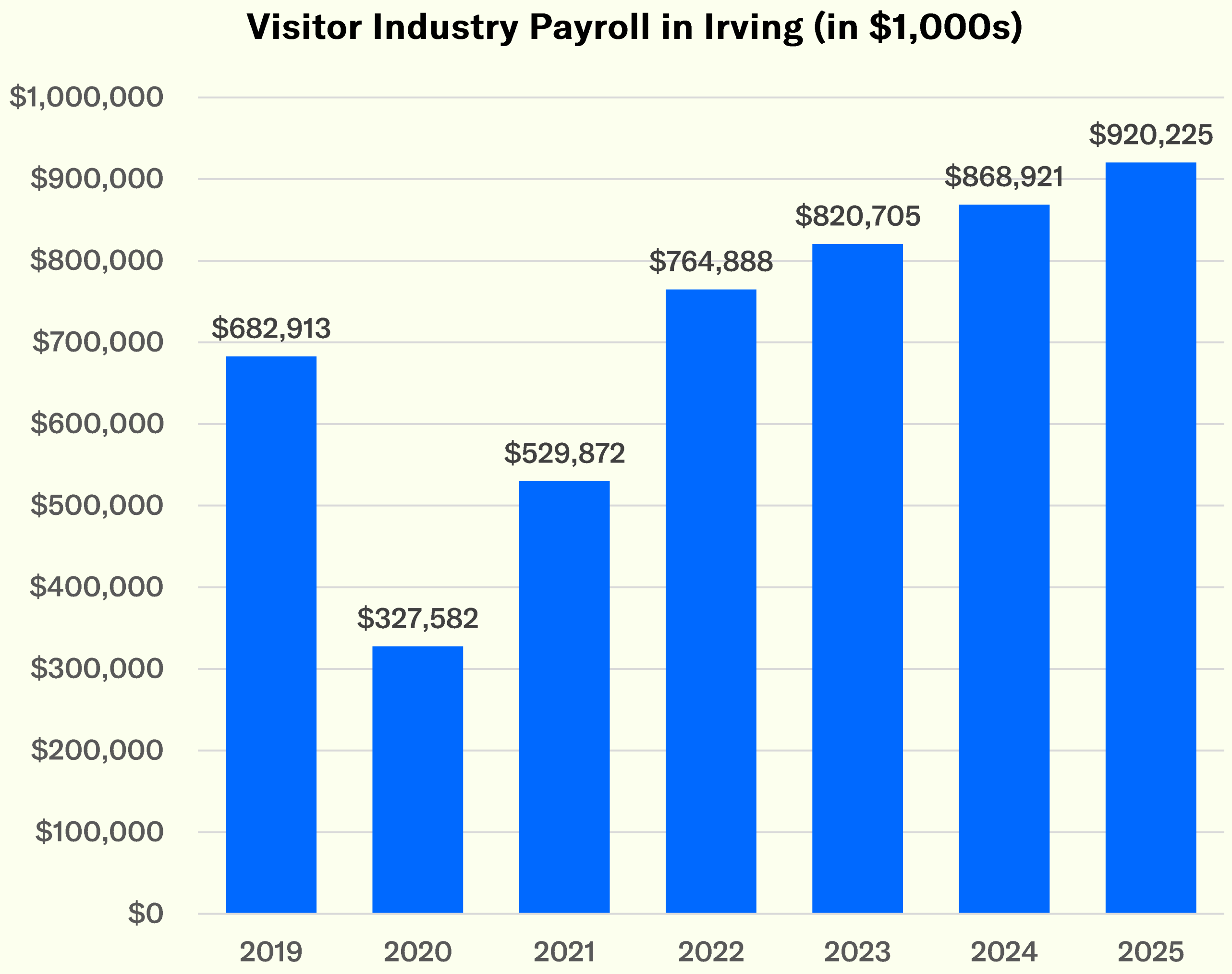
Visitor Spending Fuels Local Tax Revenues

Visitor spending in Irving plays a pivotal role in generating tax revenue for the local community. Over this seven-year period, the data shows both the disruption caused by the pandemic and the steady growth that followed. In 2019, visitor spending generated $64.9 million in local taxes, including hotel taxes, property taxes, and sales taxes. That total declined to $47.7 million in 2020 as travel activity fell sharply, before recovering to $57.1 million in 2021 and rising further to $70.3 million in 2022. Growth continued in the years that followed, with local tax revenues reaching $76.3 million in 2023, $81.7 million in 2024, and $85.5 million in 2025. These results highlight the important role tourism plays not only in supporting Irving's economy, but also in generating public revenue that helps fund local services and infrastructure.

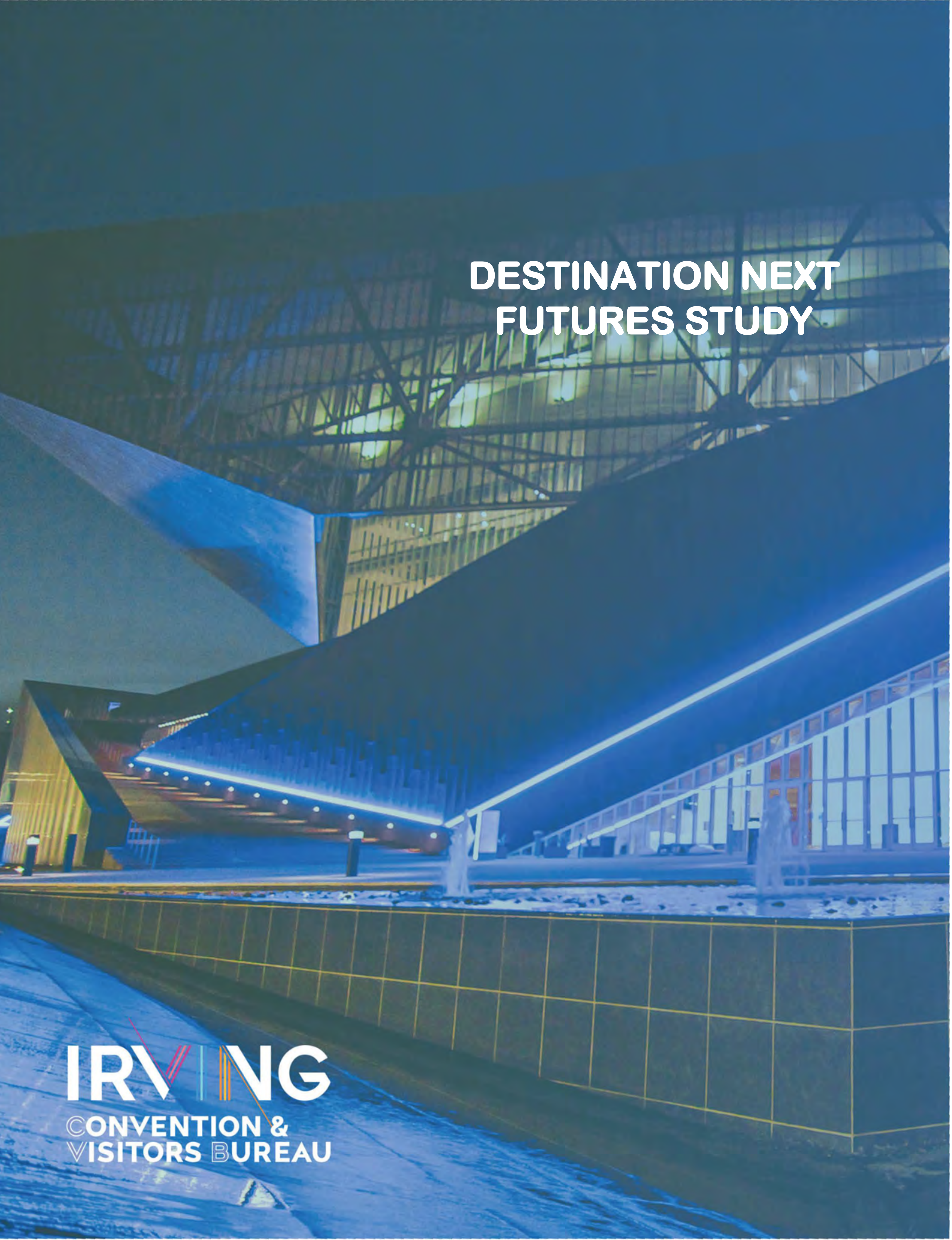


Irving's Visitor Industry Payroll Grows to $920 Million

Irving's total visitor industry payroll followed a trajectory similar to other metrics in this study over the seven-year period, reflecting both the impact of the pandemic and the strength of the recovery that followed. In 2019, payroll totaled a substantial $682.9 million, underscoring the significant employment base supported by the city's visitor industry. That figure declined sharply in 2020 to $327.6 million amid the unprecedented disruptions caused by COVID-19. Even so, the industry began to recover in 2021, when payroll rose to $529.9 million, and continued to strengthen in 2022, reaching $764.9 million. Growth persisted in the years that followed, with payroll climbing to $820.7 million in 2023, $868.9 million in 2024, and $920.2 million in 2025. These results highlight the continued expansion of Irving's visitor industry and its importance in supporting wages, employment, and broader economic activity.



Future Partners



DESTINATION NEXT FUTURES STUDY

IRVING
CONVENTION &
VISITORS BUREAU

DESTINATION NEXT

2025

DESTINATIONS INTERNATIONAL FUTURES STUDY

MMGY NextFactor

DESTINATIONS INTERNATIONAL FOUNDATION SUPPORTED INITIATIVE

DESTINATIONS INTERNATIONAL

What is the DNEXT Futures Study?

Strategic roadmap for the next generation of destination organizations

Visionary framework & strategic direction for destination leaders facing a rapidly changing landscape

2025 DestinationNEXT Futures Study

537

Participants

36

Countries

Informed by advisory panels, surveys, and global insights

2025 FUTURES STUDY

8 Forces Shaping the Future

Securing Investment Through Advocacy and Impact

Navigating Economic and Geopolitical Uncertainty

Scaling Organizational Capacity to Meet Expanding Expectations

Shaping Places for People and Prosperity

Reimagining Destination Marketing in the Age of AI and Authenticity

Driving Impact Through Intentional Event Strategies

Advancing Regeneration and Building Long-Term Resilience

Building a Future-Ready Industry Workforce and Organization

1 Securing Investment Through Advocacy and Impact

- 42% of destination organizations say their funding is at risk in the next three years.
- Funding stability remains one of the most pressing challenges for destination organizations and underscores the need for DMOs to evolve into proactive advocates—building government, resident and business support—while diversifying revenue streams without losing the foundational role of public investment.

"The ability to advocate effectively for the organization, the community and the industry is now as important as any marketing program or visitor campaign."

2 Navigating Economic and Geopolitical Uncertainty

- Despite a near full recovery in global travel, destination organizations face heightened complexity driven by economic volatility, geopolitical instability and shifting societal values. The 2025 Futures Study calls for agility as a core capability—emphasizing flexible, scenario-based planning, proactive risk management and an unwavering focus on safety, stability and openness to navigate constant uncertainty.

Factors Beyond Our Control

Global geopolitical tensions are reshaping travel flows

Economic volatility is demanding new agility

Climate change and social challenges requiring immediate responses

Successful destination organizations are adopting a mindset that views uncertainty not as an exception to be managed, but as a constant to be navigated.

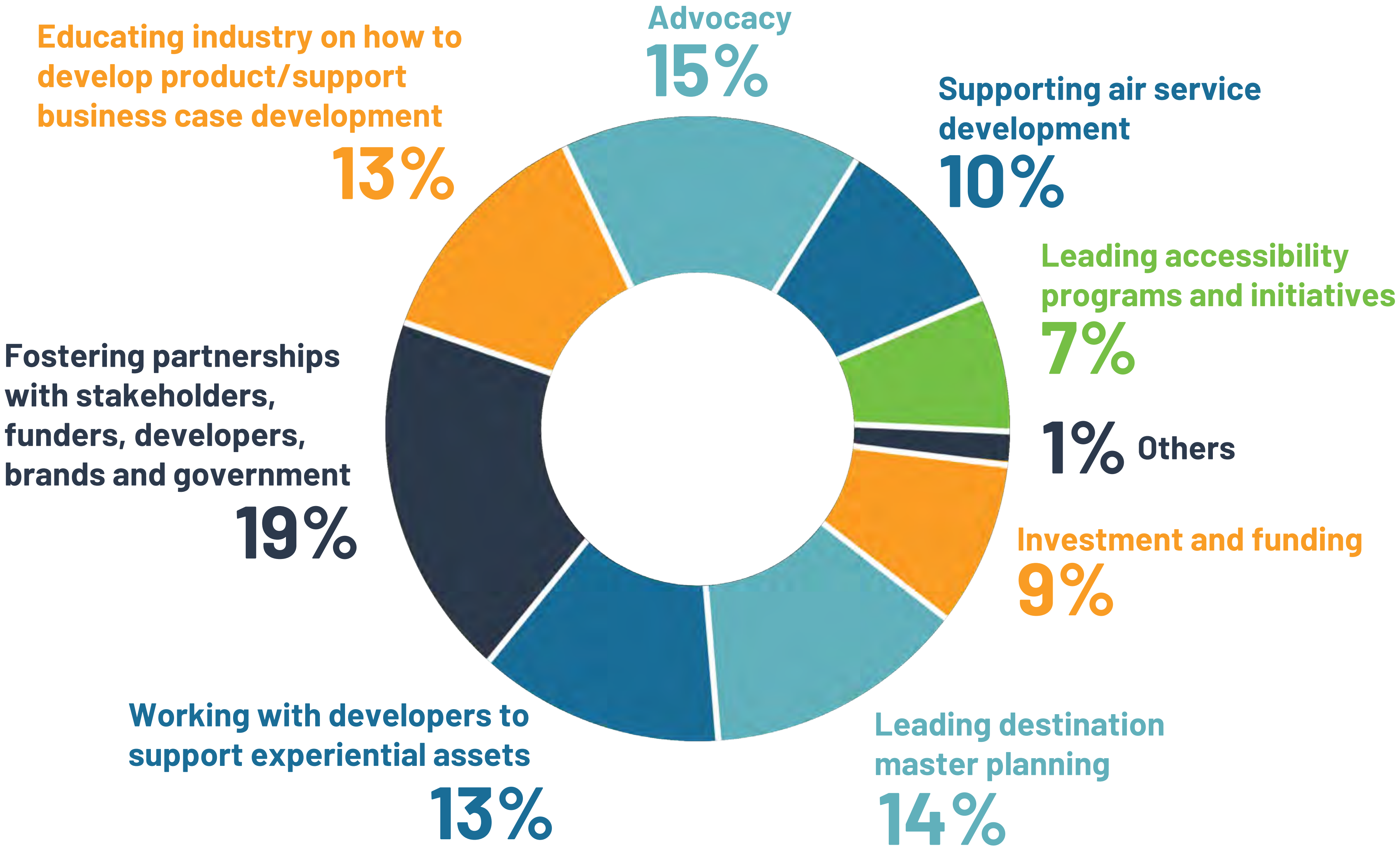
3 Scaling Organizational Capacity to Meet Expanding Expectations

- Destination organizations have evolved well beyond marketing, now serving as community developers, conveners and problem-solvers across sectors. The 2025 Futures Study emphasizes the need for clear mandates, strong governance and resident engagement to manage expanding roles while building the skills, systems, and partnerships required to deliver on a broader, community-aligned mission.

84%

Global destination organizations actively involved in destination development.

84% of global destination organizations are actively involved in destination development.



Defining Destination Development

> Destination development is the strategic art of shaping and enhancing places to deliver exceptional visitor experiences, foster local pride and drive economic vitality.
>
> It prioritizes creative placemaking, meaningful community collaboration and innovative tourism investments to build vibrant and resilient destinations.

4 Shaping Places for People and Prosperity

- As urban centers and tourism districts evolve, DMOs are taking a lead role in placemaking—creating vibrant, inclusive and authentic spaces for both residents and visitors. Success requires aligning investment, preserving authenticity, supporting local culture, and fostering cross-sector partnerships to build destinations people want to visit and live in.

“This shift has redefined what makes a city center successful – not just as a commercial hub, but as a cultural and social destination in its own right.”

5 Reimagining Destination Marketing in the Age of AI and Authenticity

- Generative AI is transforming how destinations create and deliver content, but authenticity remains the key differentiator. Destination professionals must strike a balance between technological agility and community-rooted storytelling, leveraging AI for efficiency while amplifying diverse local voices and fostering trust through transparent, values-driven branding.

In this new landscape, competitive advantage comes from both technological adaptability and human authenticity.

6 Driving Impact Through Intentional Event Strategies

- Events are engines for identity, investment, and year-round economic impact. The study urges DMOs to align event acquisition and development with long-term brand, community and economic goals, prioritizing legacy value and inclusivity over short-term wins.

… well-curated events offer a powerful opportunity to animate a place, spark community pride and showcase a destination’s brand on the world stage.

7 Advancing Regeneration and Building Long-Term Resilience

- Sustainability has evolved into a multidimensional mandate that includes environmental stewardship, cultural preservation and social inclusion. Leading destinations are redefining success metrics to reflect resident sentiment, environmental health and community benefit—ensuring tourism contributes positively for generations to come.

DESTINATION ORGANIZATION METRICS OF SUCCESS TODAY THROUGH TOMORROW

KPIs	Current Rank	Future Rank
Economic impact of tourism	1	1
Overnight visitation	2	2
Room nights generated	3	6
Marketing ROI	4	3
Number of visitors/delegates	5	7
Visitor satisfaction	6	4
Stakeholder support and business development	7	5
Hotel performance metrics	8	10
Member/partner satisfaction	9	8
Social media metrics	10	15
Resident sentiment	11	9

KPIs	Current Rank	Future Rank
Earned media metrics	12	13
Community benefits and social impacts	13	11
Leads/referrals to business	14	14
Conversion metrics	15	12
Long-term/legacy impacts from events	16	16
Environmental stewardship impacts	17	18
Equity, diversity, and inclusion	18	20
Air service	19	17
Event bid success ratio	20	19
Venue profits	21	21

Destination organizations must define and advance regenerative tourism on their own terms – rooted in local priorities but aligned with global frameworks like the UN Sustainable Development Goals.

8 Building a Future-Ready Industry Workforce and Organization

- Workforce shortages, housing challenges, and shifting generational expectations are reshaping talent strategies. The study calls for investment in skills development, inclusive workplace cultures and industry-wide advocacy for tourism as a viable, purpose-driven career to ensure destinations have the capacity to deliver on their expanded mandates.

Attracting and retaining mission-driven talent, modernizing internal processes and building cultures of learning and collaboration will be essential to sustaining high performance.

2025 FUTURES STUDY

Trends + Strategies

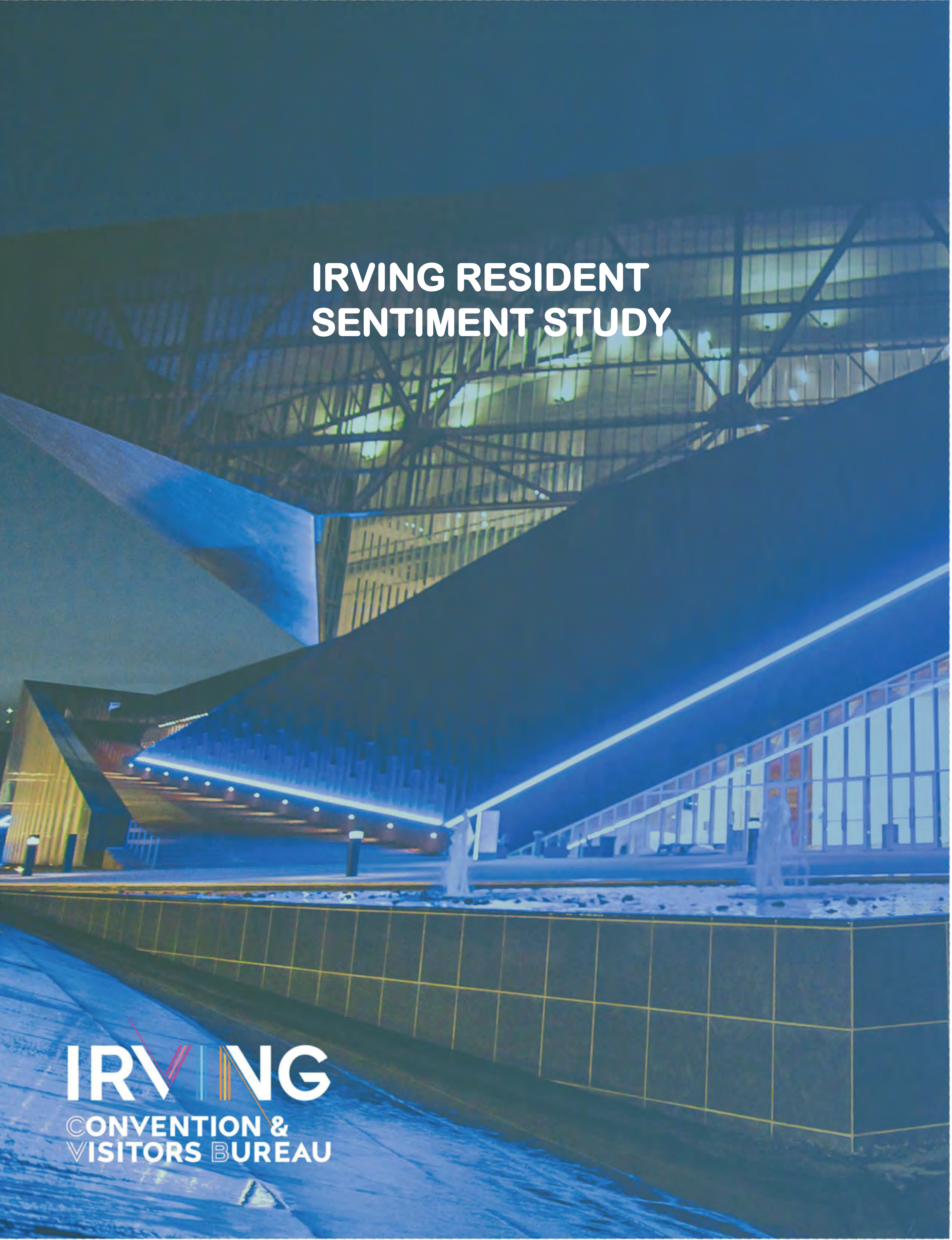
TOP 10 TRENDS

1	NEW	Tourism needs increased advocacy and recognition from government to grow economic impact
2	NEW	Need for multi-dimensional KPIs that go beyond traditional economic metrics to effectively measure and communicate the industry's full economic, social, and environmental value
3	-2	Greater industry, community and government alignment is driving destination competitiveness and brand
4	NEW	Domestic and regional tourism is becoming a more critical driver of destination resilience and growth
5	-1	Resident sentiment and community engagement are critical to maintaining destination alignment
6	NEW	The future desirability of downtowns depends on their evolution into vibrant, multi-use experience districts that attract residents, workers, and visitors alike
7	NEW	Destination Organizations must proactively manage Board and stakeholder expectations as their roles and responsibilities continue to evolve
8	-6	Preserving authenticity and distinctiveness is becoming critical as similar or standardized tourism offerings threaten destination brand value and visitor attachment
9	NEW	Geopolitical tensions and nationalism are rapidly altering global travel flows, as travelers seek destinations perceived as safe and welcoming
10	-6	Destinations are prioritizing visitors who deliver greater economic, cultural, and environmental value, rather than simply pursuing volume growth

TOP 10 STRATEGIES

1	+3	Develop the destination brand rooted in the community's goals, values and creative energy to deliver authentic experiences for the customer
2	+15	Lead destination advocacy by strengthening government relations to shape supportive policies
3	+15	Strengthen local community engagement and sentiment to build sustainable support for the visitor economy
4	-3	Safeguard existing revenue streams while exploring diverse funding sources to maintain and expand financial stability
5	-2	Better align tourism and economic development
6	NEW	Develop and lead a comprehensive destination master plan that defines long-term strategy while integrating product development initiatives
7	+9	Establish multi-dimensional data-driven KPIs to measure and enhance both economic and social impacts of a sustainable visitor economy
8	+35	Leverage data management capabilities and innovative technologies, including generative AI, to enhance business intelligence, marketing, and community engagement
9	NEW	Embrace adaptability by developing strategies with flexible initiatives that can adjust to a range of potential futures and disruptions
10	+4	Develop and support new events that enhance destination brand, attract visitors, and support the local economy

The future belongs to destination organizations that are clear in purpose, aligned with their communities and equipped to lead across a broader landscape.



IRVING RESIDENT SENTIMENT STUDY

IRVING
CONVENTION & VISITORS BUREAU

Irving, TX Resident Study

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Longwoods INTERNATIONAL

Longwoods INTERNATIONAL

Project Overview & Methodology

Who We Are

Longwoods International History

Established in 1978 as a market research consultancy, Longwoods International is a premier market research firm that is a respected leader within the travel and tourism industry.

With headquarters in Columbus, Ohio and Toronto, Ontario and with offices across the U.S., Longwoods conducts strategic market research for public- and private-sector clients throughout North America, Europe and the Pacific Rim.

Longwoods International works with over 150 Destinations and Brands.

Destination Marketing Research Services

Longwoods is known for a multitude of destination marketing services, most notably:

- Overnight and day visitor profiles through **travel USA**.
- **Return on Investment** of advertising campaigns,
- **Brand Health and Image Assessment** research provides insights into how travelers view leisure travel destinations, and measures advertising impact on a destination's image.
- **"Halo Effect"** of tourism advertising on a destination's image for broader economic development objectives.
- **Resident sentiment research,** which investigates both practical and emerging concerns among residents in a destination regarding tourism.

Longwoods International:

The Gold Standard

Soundly grounded in scientific principles, our research methodologies have been peer-reviewed, intensely scrutinized by legislators and the media, and critically evaluated by academics and economists. Our scientific integrity has been recognized with numerous Best Practice awards, as well as invitations for speaking engagements across North America.

With the acquisition of **Clarity of Place, Longwoods** now also offers cutting-edge approaches to help destinations evaluate the alignment of the needs of visitors with those of residents, the community capacity for destination growth, the health of their brand, and their ability to remain competitive.

Research Overview

- Longwoods was engaged to conduct a research study to understand perceptions regarding the value of tourism to Irving's quality of place and as a generator of economic activity. The insights from this study will help identify opportunities and shared priorities that will help inform Irving Convention and Visitors Bureau's upcoming strategic plan.
- The study was designed to understand the perceptions of individuals who live and/or work in Irving on the following topics:
  - Awareness of the Irving Convention and Visitors Bureau and its destination marketing and management efforts.
  - Level of support for tourism and perception of tourism's impact on the local economy, quality of life, etc.
  - Residents' use of local recreational amenities and interest in additional amenities.
  - Development opportunities that enhance residents' quality of life.

Methodology

- A self-completion study was completed by 1,004 adults (18 years and older) residing and/or working in Irving, Texas.
  - Irving residents: 895
  - Non-residents working in Irving: 109
- Fieldwork was completed between September 11 – October 7, 2025.
- Irving Convention and Visitors Bureau and their community partners distributed the survey via social media and other distribution channels. Five $50 local restaurant gift cards were offered as incentives to participate in the survey. Respondents provided their email address to enter the drawing.

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Key Findings

Executive Summary

- There is strong support for tourism, its development, and growth among Irving residents and non-residents throughout the study.
- While support for tourism is high, both residents and non-residents show limited awareness of how hotel occupancy taxes directly fund local arts, culture, and public amenities.
- Both residents and non-residents of Irving strongly prioritize the development of culinary, cultural, and experiential amenities, with a clear focus on high-end food and art festivals as well as food halls.

Key Findings Summary

Irving Residents

- Irving residents demonstrate substantial awareness of key attractions, yet past visitation rates significantly lag awareness levels.
- Irving residents prioritize culinary and experiential amenities for future development, with high-end food and art festivals (65%) at the top of the list.
- Irving residents are most drawn to the city's central location and accessibility (41%), which significantly outpaces all other attributes.
- Irving residents identify improvement of amenities (39%) as the most significant opportunity for improving their quality of life.

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Key Findings Summary

Irving Residents

- **Irving residents demonstrate strong support for tourism –** Three in four Irving residents think tourism is important to the local economy and good for Irving. Six in ten believe that in general, the positive benefits of tourism outweigh the negative impacts. Seven in ten support building new tourism attractions and believe there should be more development/hosting of major events to attract tourists to Irving.
- **Irving residents demonstrate limited understanding of hotel occupancy tax (HOT) benefits –** Only three in ten residents assert that hotel occupancy taxes have improved the quality of life in Irving by funding arts and culture in the city and are aware that some of the attractions and amenities they in enjoy in Irving are funded with hotel occupancy taxes.
- Irving residents most strongly associate Visit Irving with promoting the city as a destination for meetings, events, conventions (84%), and for business and leisure travelers (78%).

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Key Findings Summary

Non-Residents Working in Irving

Low sample

- Non-residents working in Irving also demonstrate substantial awareness of key attractions, yet past visitation rates significantly lag awareness levels.
- Non-residents working in Irving prioritize culinary and experiential amenities for development, with high-end food and art festivals (73%) at the top of the list.
- Non-residents working in Irving are most drawn to the city's Amenities (34%), followed by Location and Accessibility (24%), as the second major appeal.

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Key Findings Summary

Non-Residents Working in Irving

Low sample

- **Non-residents working in Irving demonstrate overwhelming support for tourism –** Nine in ten non-residents working in Irving think tourism is important to the local economy and good for Irving. Eight in ten believe that in general, the positive benefits of tourism outweigh the negative impacts. Eight in ten support building new tourism attractions and believe there should be more development/hosting of major events to attract tourists to Irving.
- **Non-residents working in Irving demonstrate higher understanding of hotel occupancy tax (HOT) benefits when compared to Irving residents, however knowledge is still limited –** Half of non-residents assert that hotel occupancy taxes have improved the quality of life in Irving by funding arts and culture in the city, while almost half are aware that some of the attractions and amenities they in enjoy in Irving are funded with hotel occupancy taxes.
- Non-residents working in Irving most strongly associate Visit Irving with promoting the city as a destination for meetings, events, conventions (89%), and for business and leisure travelers (86%).

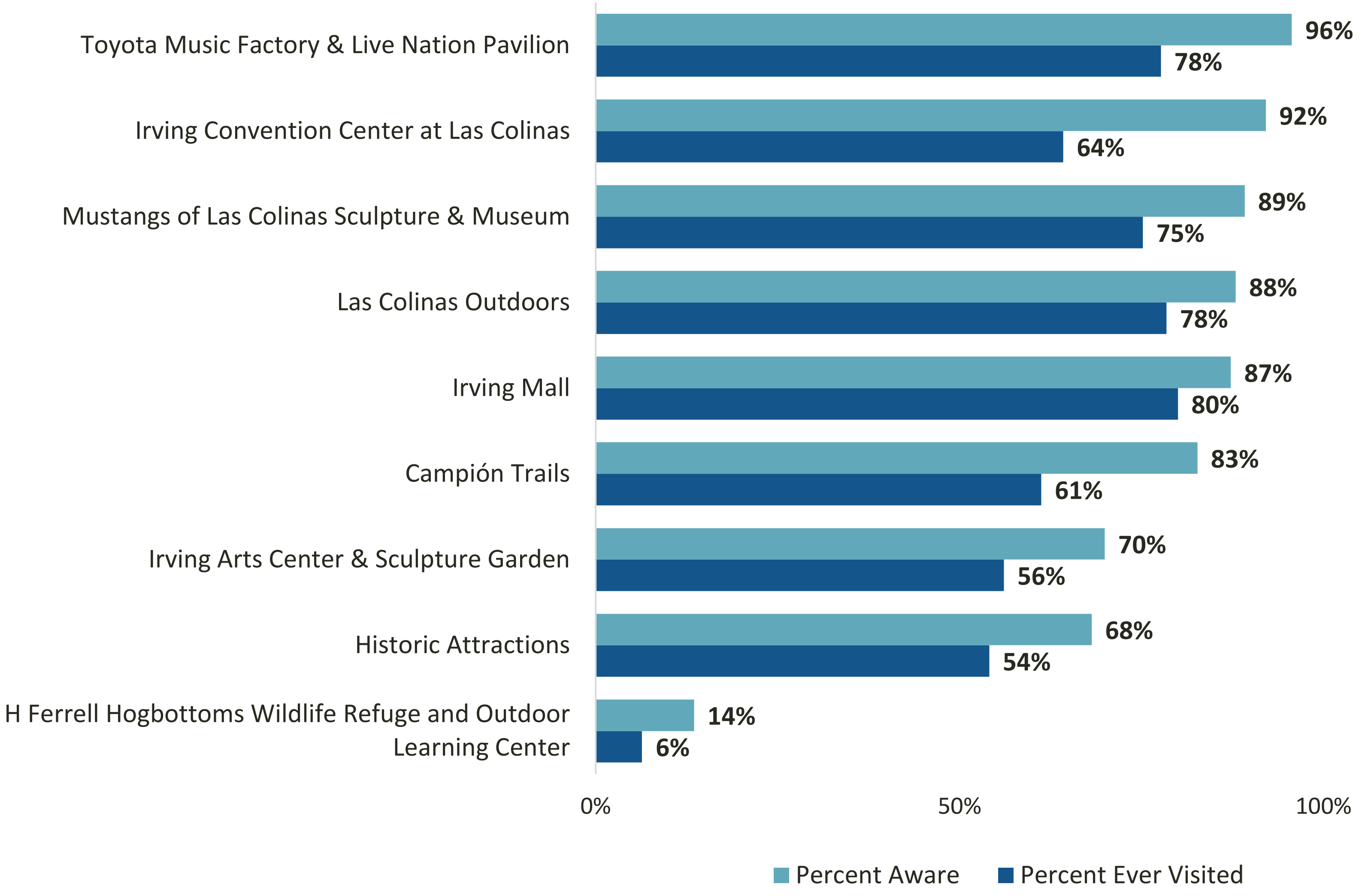
Irving Residents

Amenities and Attractions: Awareness and Past Visitation

Irving Residents

Irving residents demonstrate substantial awareness of key attractions, yet past visitation rates significantly lag awareness levels. The top three attractions with the largest gaps are:

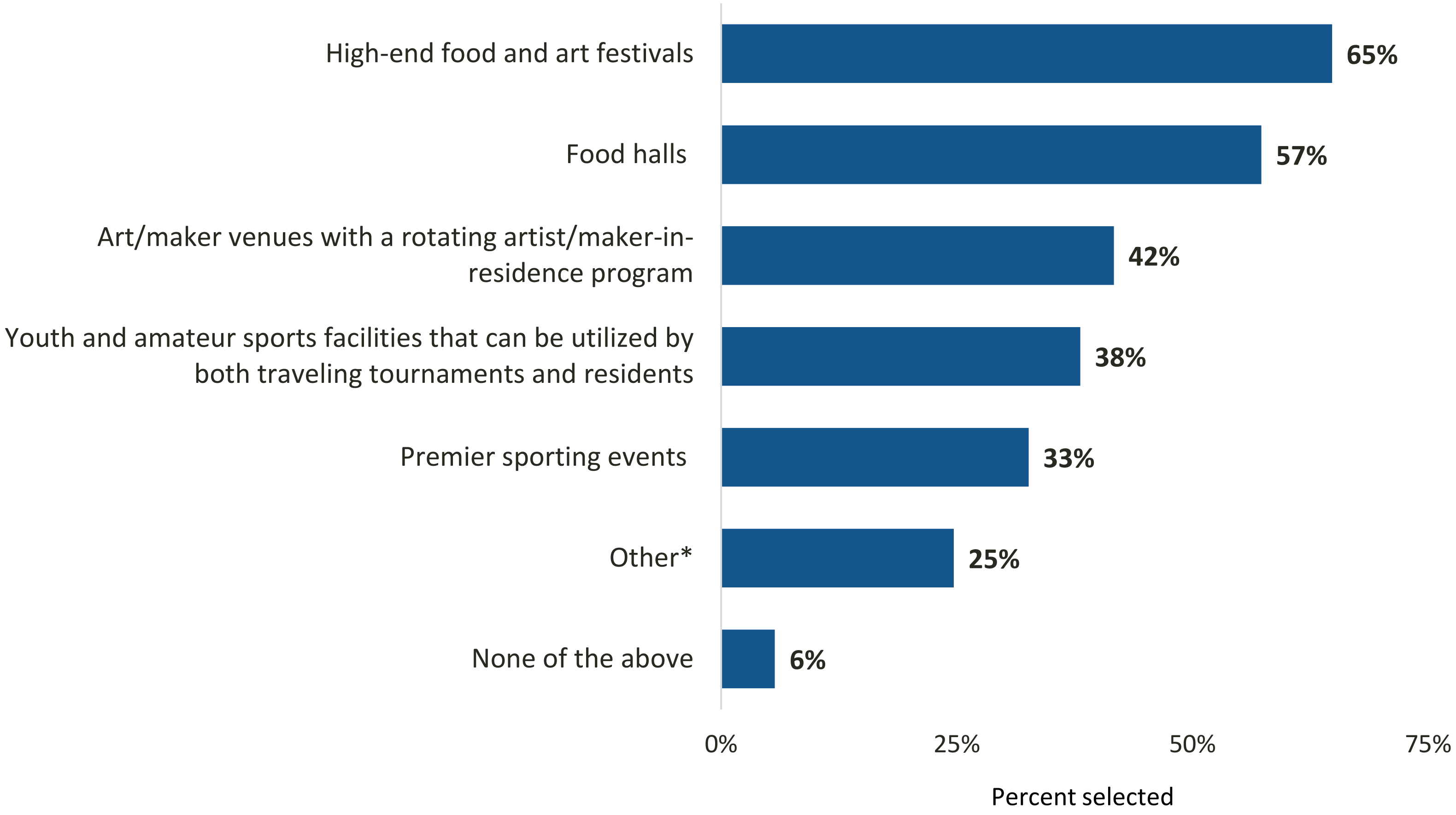
The Irving Convention Center at Las Colinas (28 pts)
Campión Trails (22 pts)
Toyota Music Factory & Live Nation Pavilion (18 points)



Amenities and Attractions: Interest for Development

Irving Residents

Irving residents prioritize culinary and experiential amenities for future development, with **High-end Food and Art Festivals (65%)** and **Food Halls (57%)** leading preferences. **Art/Maker Venues (42%)** demonstrate substantial support for creative spaces, while **Youth and Amateur Sports Facilities (38%)** and **Premier Sporting Events (33%)** garner moderate interest.



*Other: Family entertainment and kid-friendly activities; shopping and retail development; restaurants and dining; parks, trails, and green spaces; community events and festivals; sports facilities and activities; arts, culture, and music venues; South Irving development; casino and resort development; infrastructure and public services; safety and cleanliness

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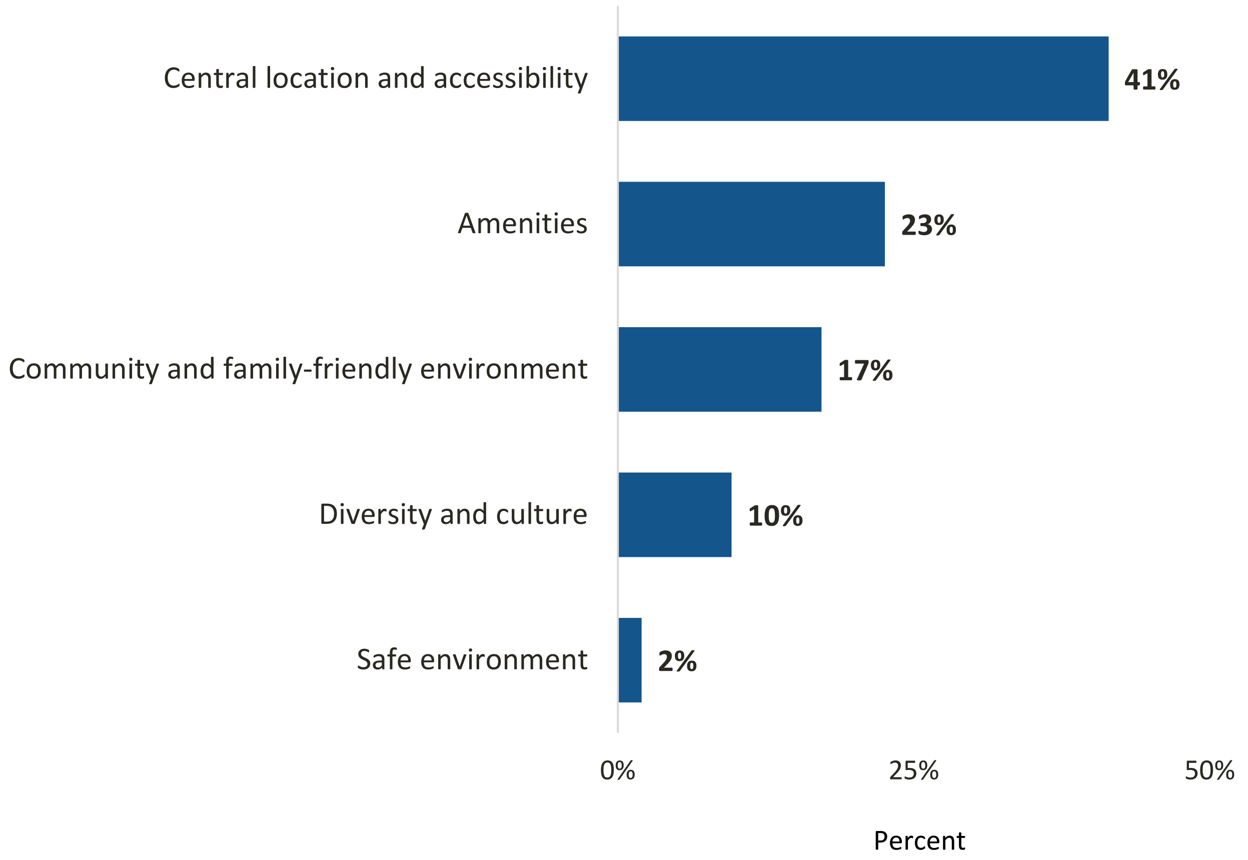
What Do You Like Most About Living in Irving?

Irving Residents

Irving residents are most drawn to the city's **Central Location and Accessibility (41%)**, which significantly outpaces all other attributes. Access to **Amenities (23%)** represents the second major appeal, followed by the **Community and Family-Friendly Environment (17%)**. **Diversity and Culture (10%)** hold more moderate appeal, followed by **Safety (2%).**



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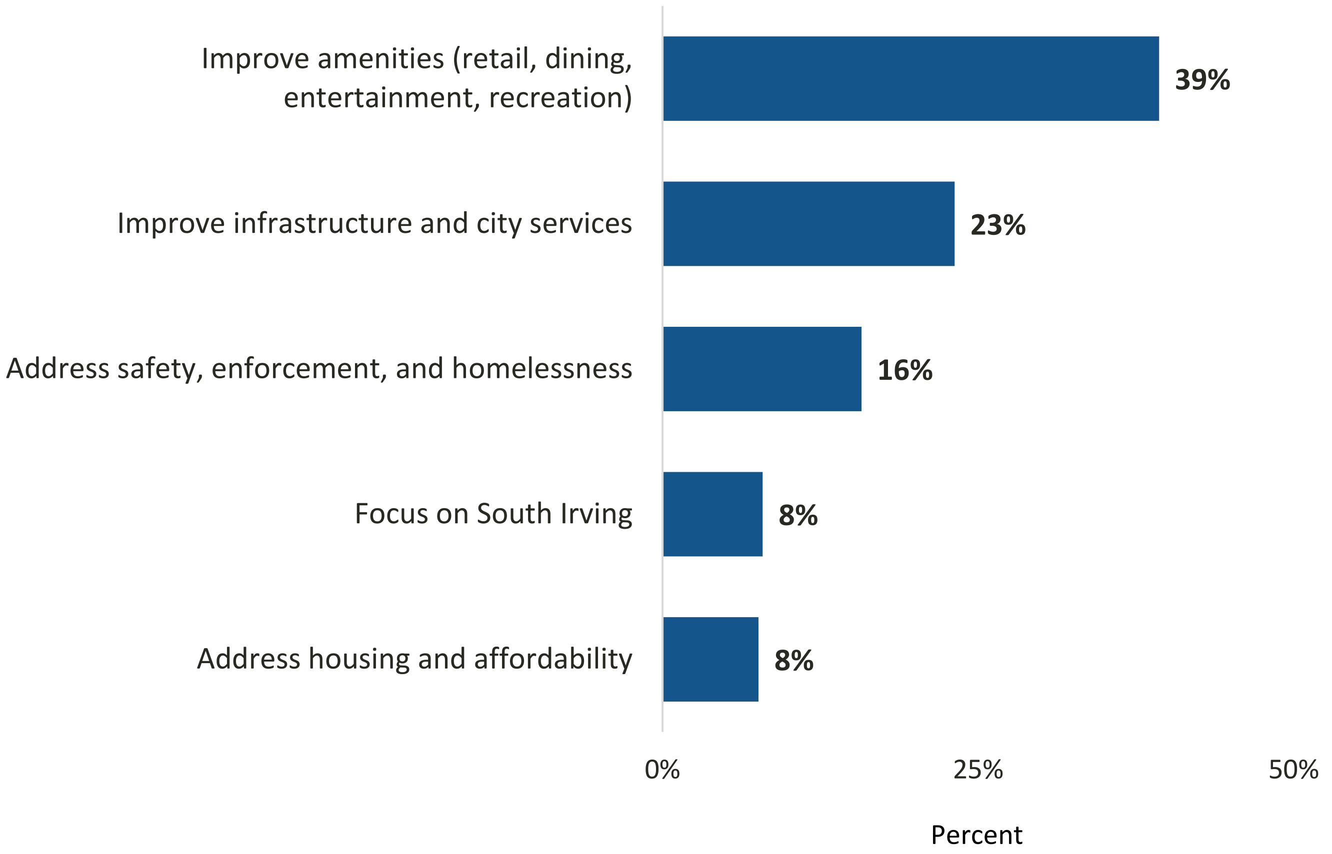
What Would Improve Your Quality of Life in Irving?

Irving Residents

Irving residents identify improvement of **Amenities (39%)** as the most significant opportunity for improving their quality of life. Improvement of **Infrastructure and City Services (23%)** represents the second major opportunity, followed by **Safety, Enforcement, and Homelessness (16%)** , focused development in **South Irving (8%)** and addressing **Housing and Affordability (8%)** challenges.



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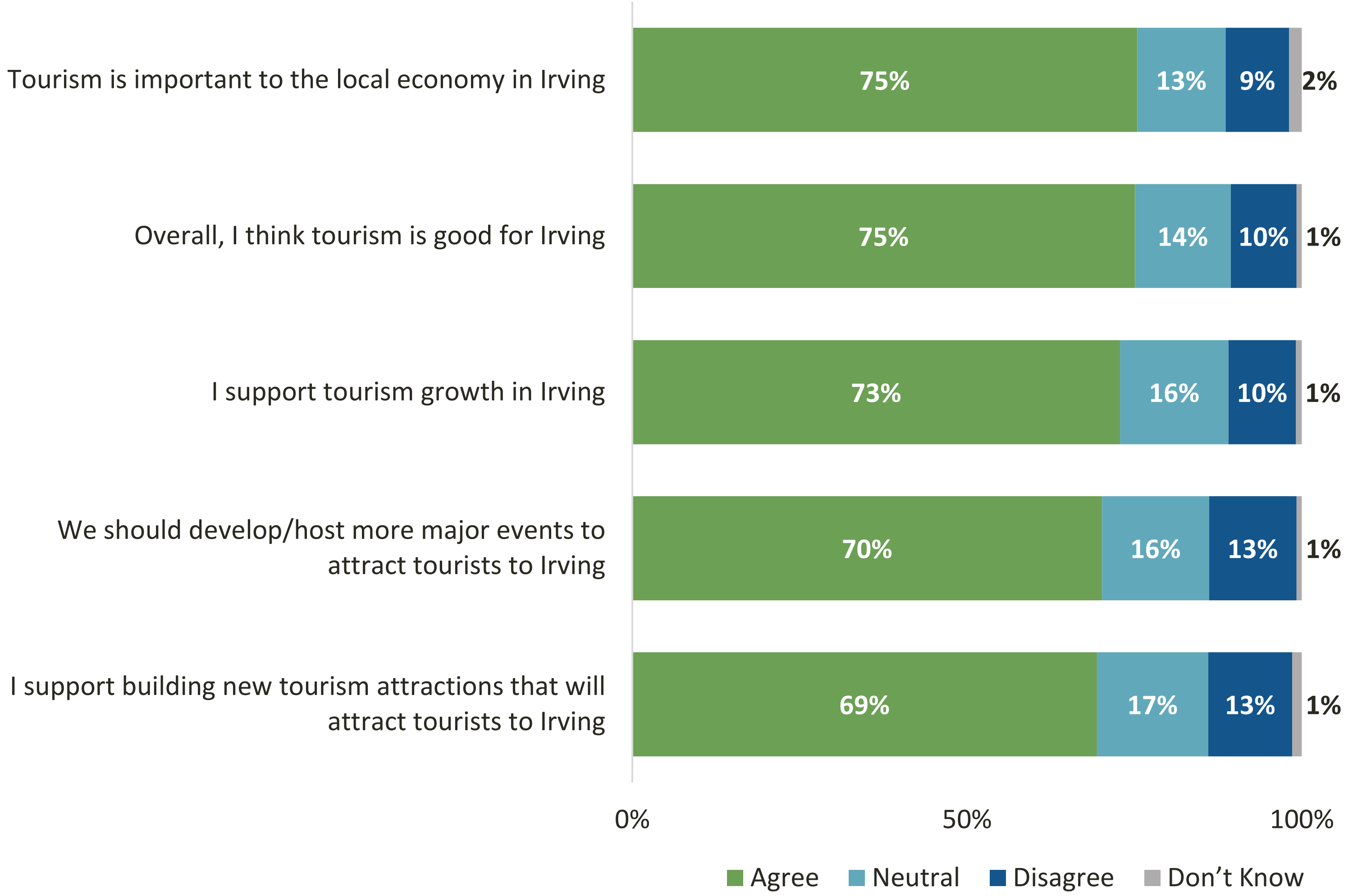
Perceptions of Tourism

Irving Residents

Irving residents demonstrate strong support for tourism.



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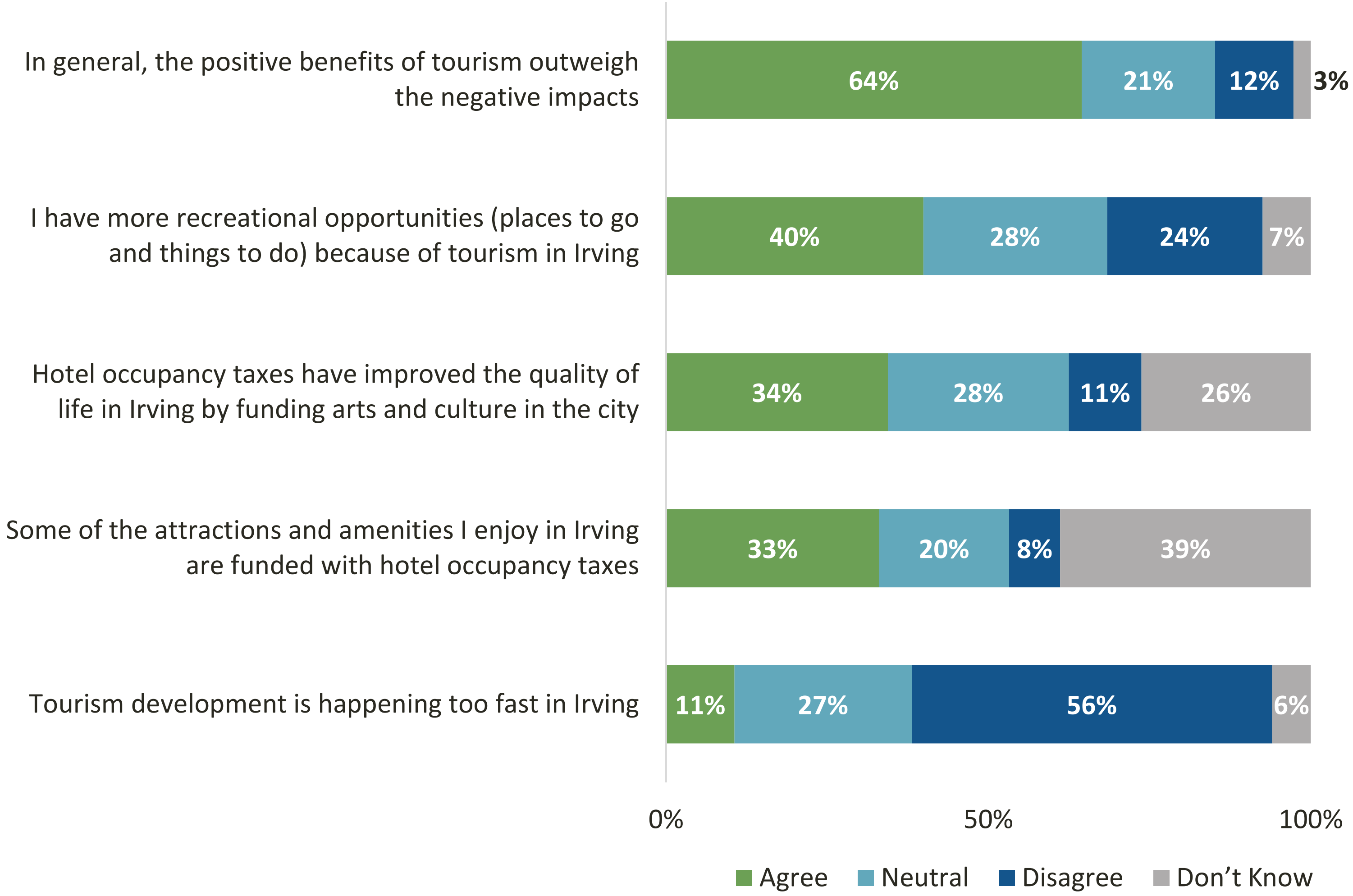
Perceptions of Tourism (Cont'd)

Irving Residents

Irving residents demonstrate limited understanding of hotel occupancy tax (HOT) benefits.



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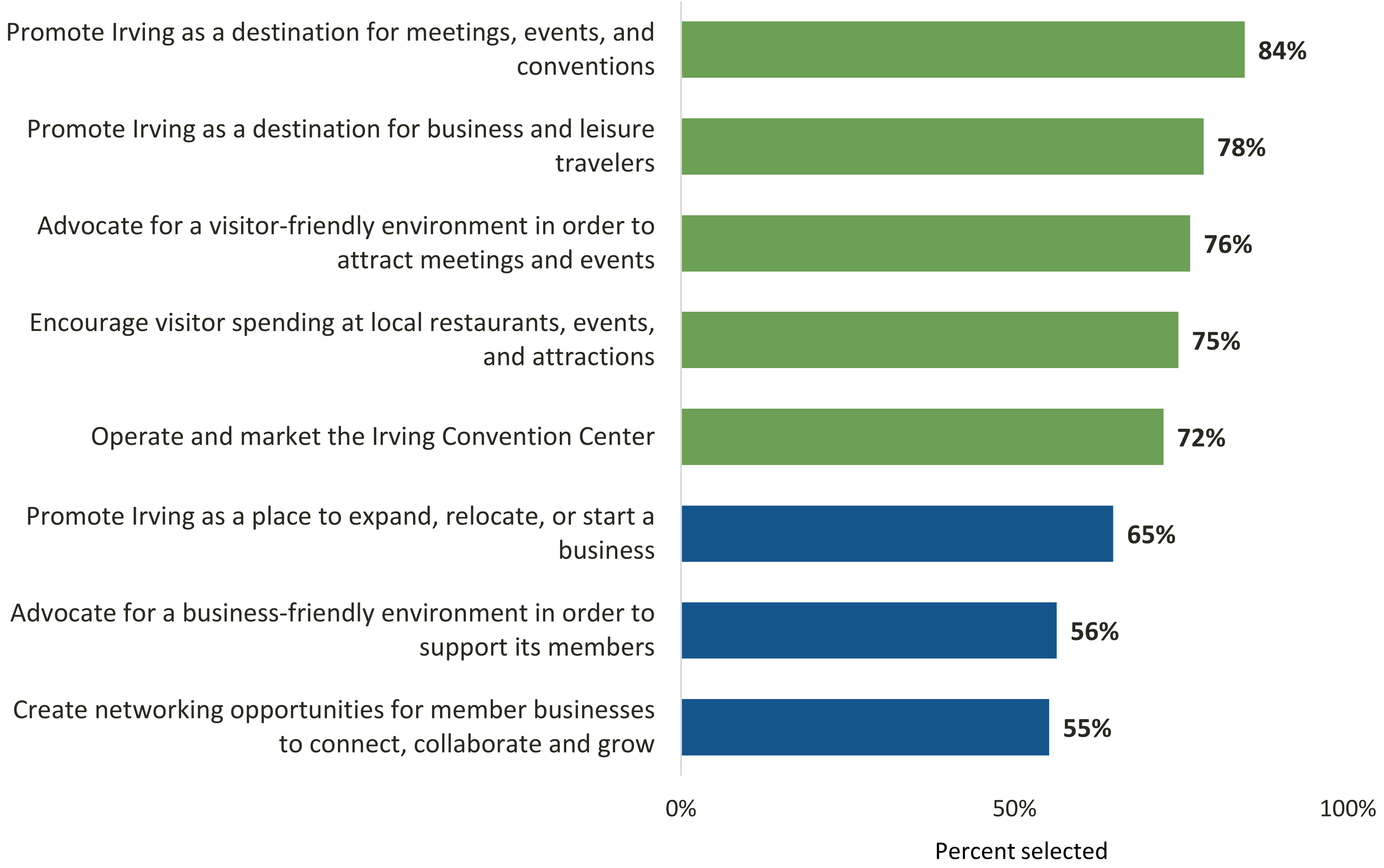
Visit Irving Responsibilities

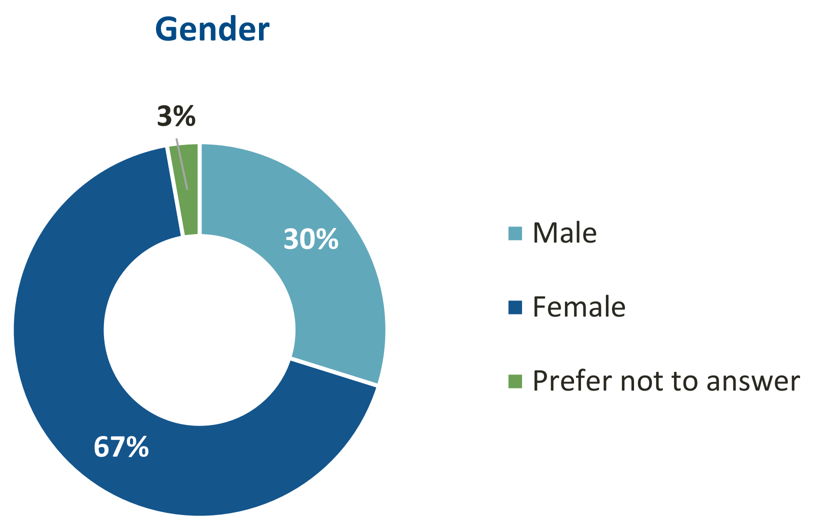
Irving Residents

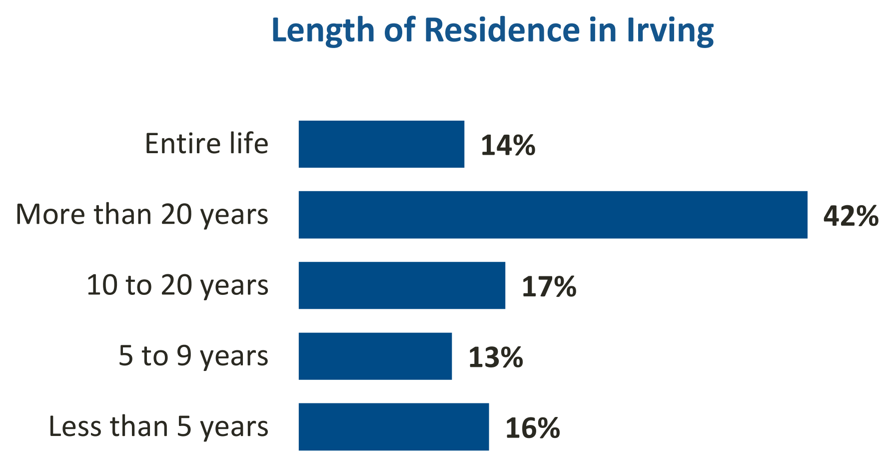
Irving residents most strongly associate Visit Irving with **Promoting the City as a Destination for Meetings, Events, and Conventions (84%),** and for **Business and Leisure Travelers (78%).**

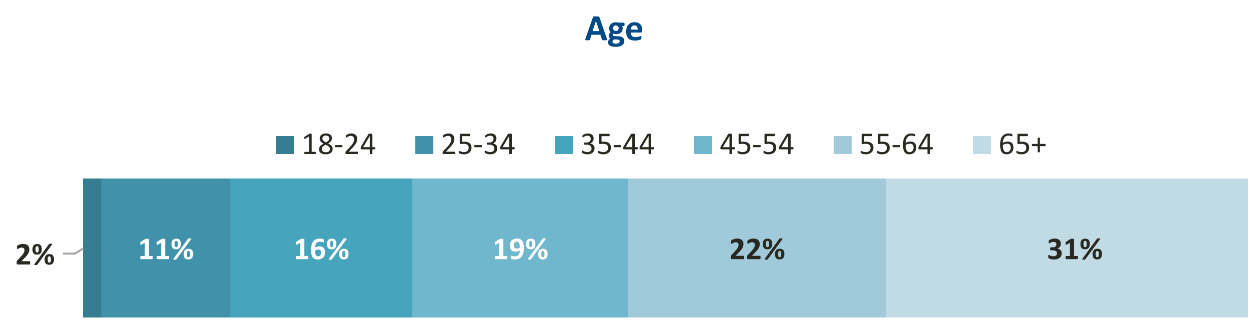


Demographics

Irving Residents



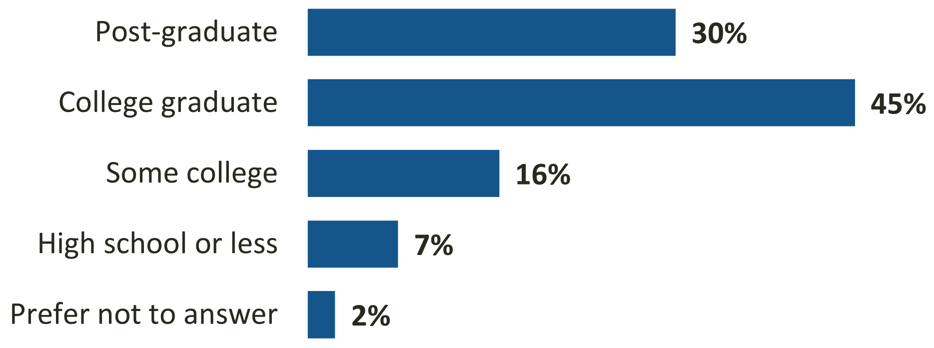




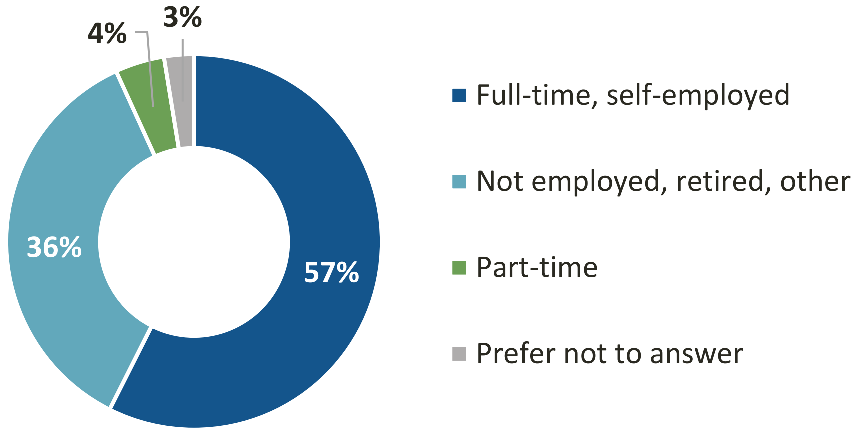
Demographics

Irving Residents

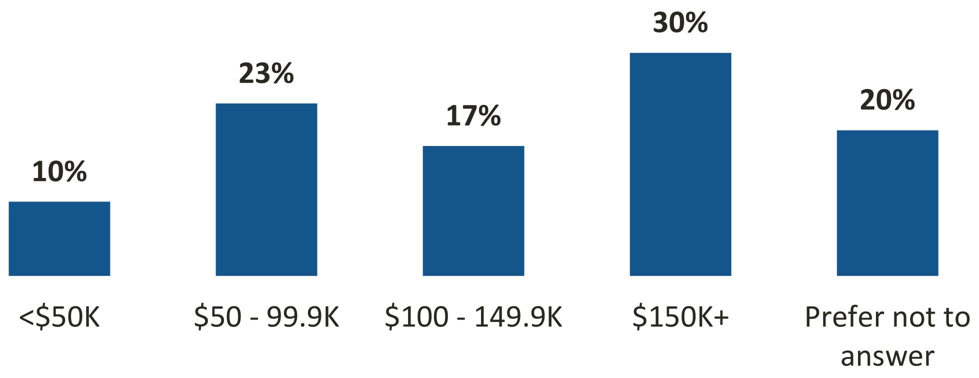
Educational Attainment



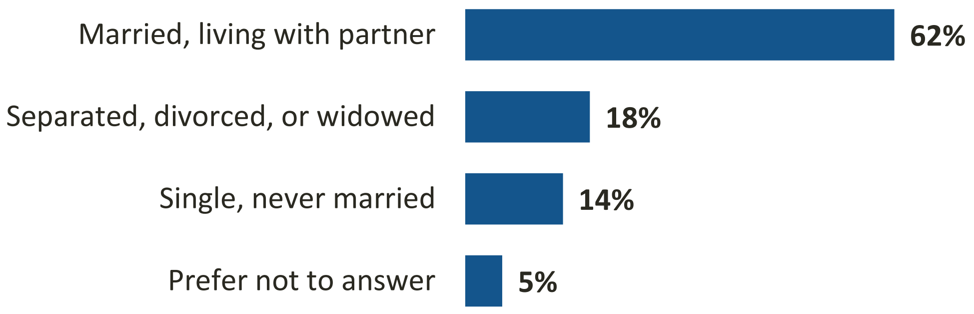
Employment



Household Income



Marital Status



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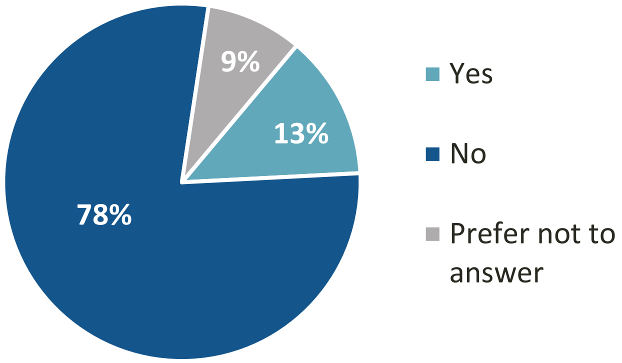
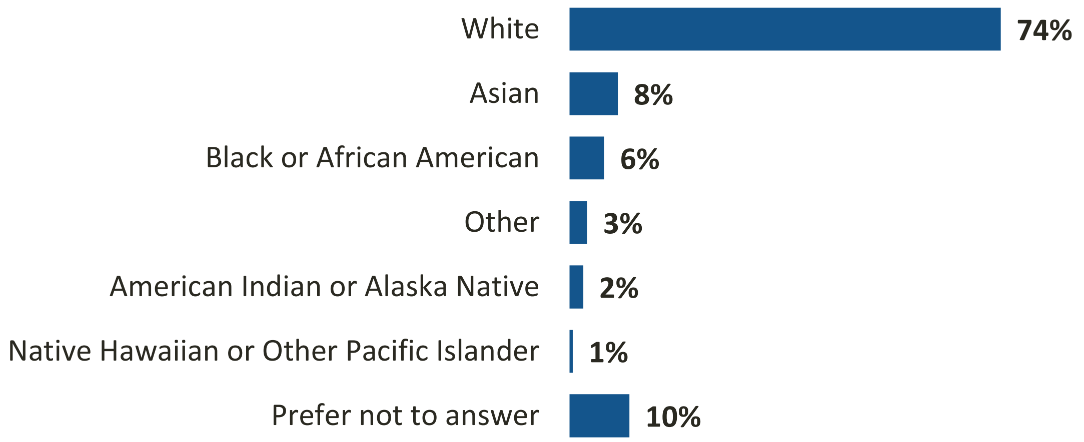
Demographics

Irving Residents

Hispanic Background



Race



Household Size

Longwoods INTERNATIONAL

Non-Residents Working in Irving

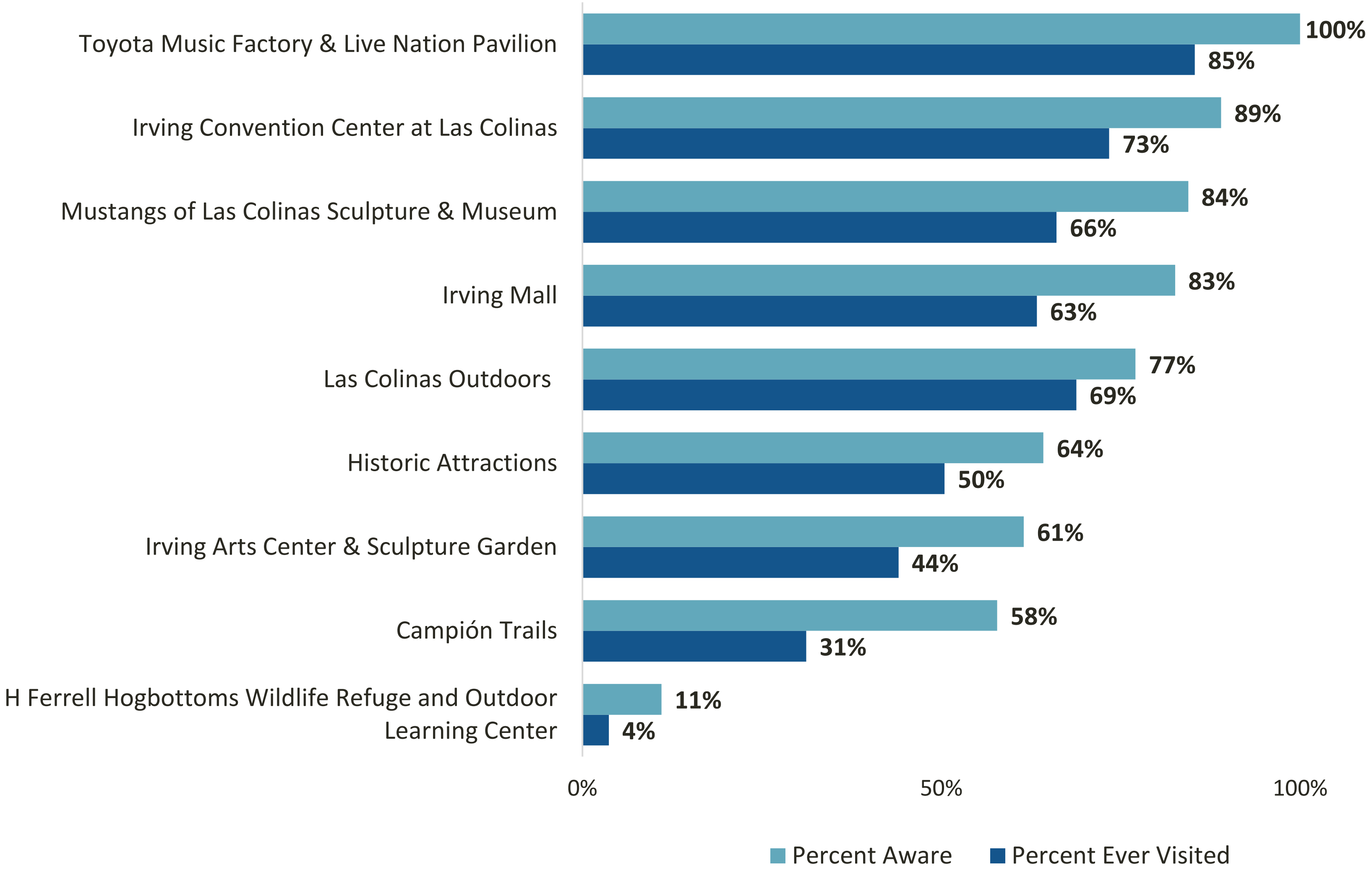
Amenities and Attractions: Awareness and Past Visitation

Non-Residents Working in Irving

Low sample

Non-residents working in Irving also demonstrate substantial awareness of key attractions, yet past visitation rates significantly lag awareness levels. The top three attractions with the largest gaps are:

Campión Trails (27 pts)
Irving Mall (20 pts)
Mustangs of Las Colinas Sculpture & Museum (18 pts)



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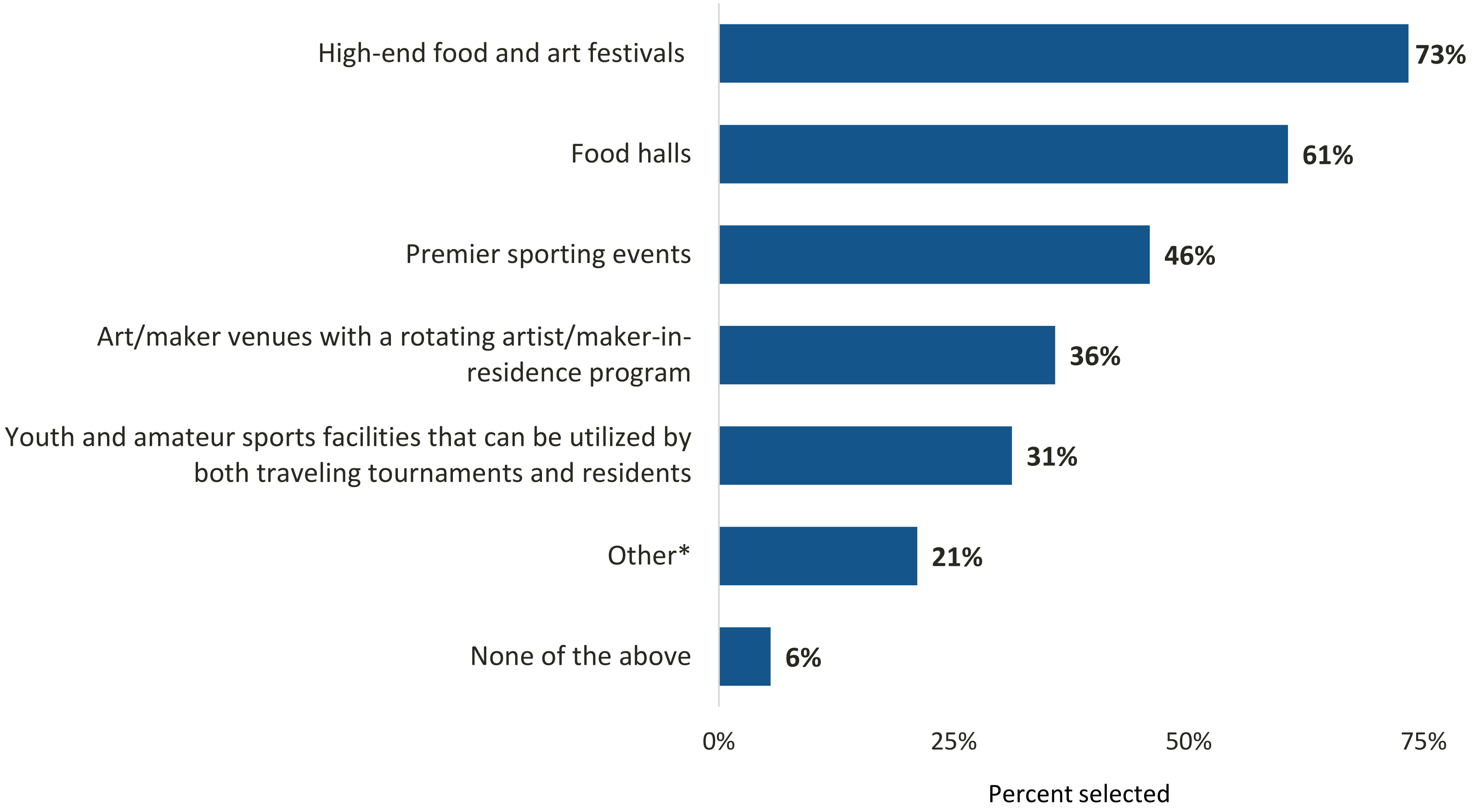
Amenities and Attractions: Interest for Development

Non-Residents Working in Irving

Low sample

Non-residents working in Irving prioritize culinary and experiential amenities for development, with **High-end Food and Art Festivals (73%)** and **Food Halls (61%)** leading preferences. **Premier Sporting Events (46%)** rank third, followed by **Art and Maker Venues (36%),** and **Youth and Amateur Sports Facilities (31%)** which receive moderate support.



*Other: Shopping and retail development; casino and resort development; sports and entertainment venues; community events and festivals; city infrastructure and improvement; South Irving development

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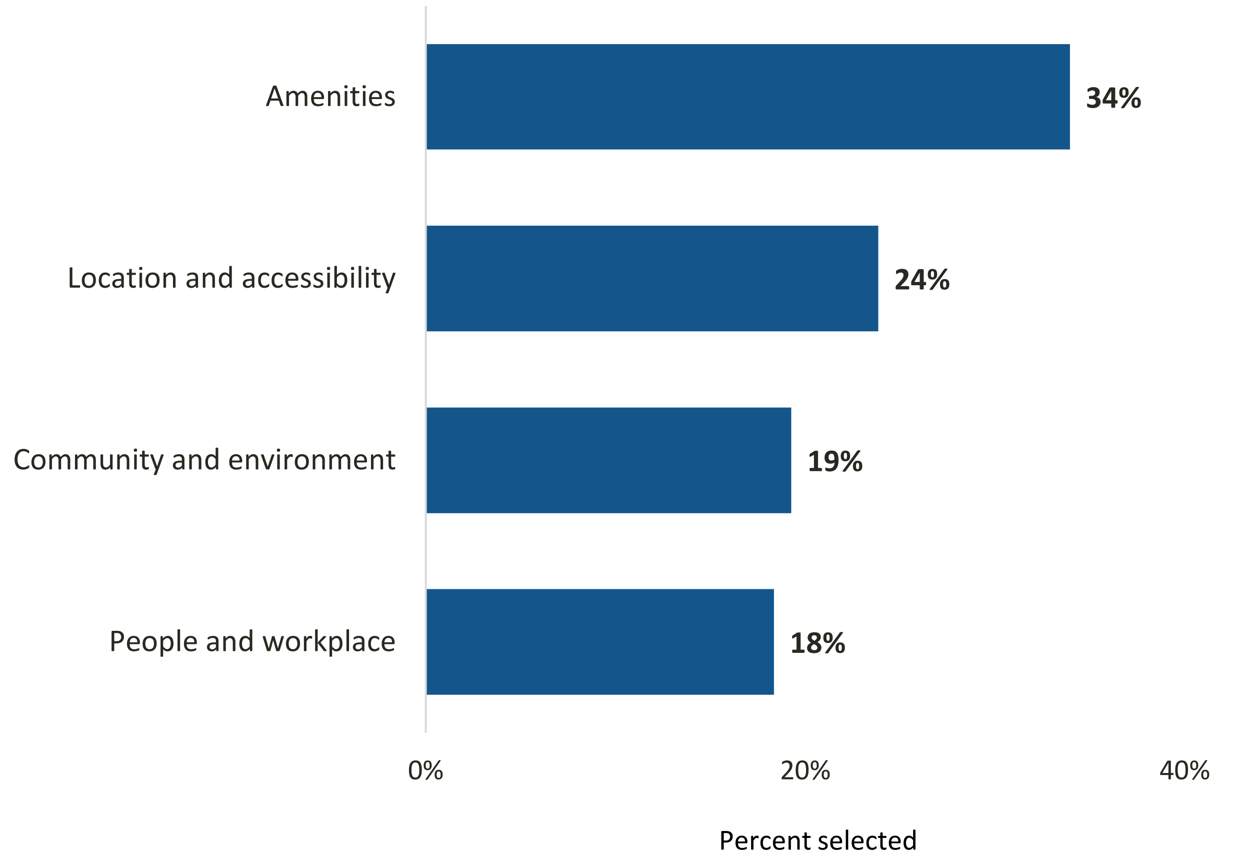
What Do You Like Most About Working in Irving?

Non-Residents Working in Irving

Low sample

Non-residents working in Irving are most drawn by the city's **Amenities (34%)**, followed by **Location and Accessibility (24%)**, as the second major appeal, with non-residents valuing Irving's convenient position. **Community and Environment (19%)** hold moderate importance, followed by **People and Workplace (19%).**

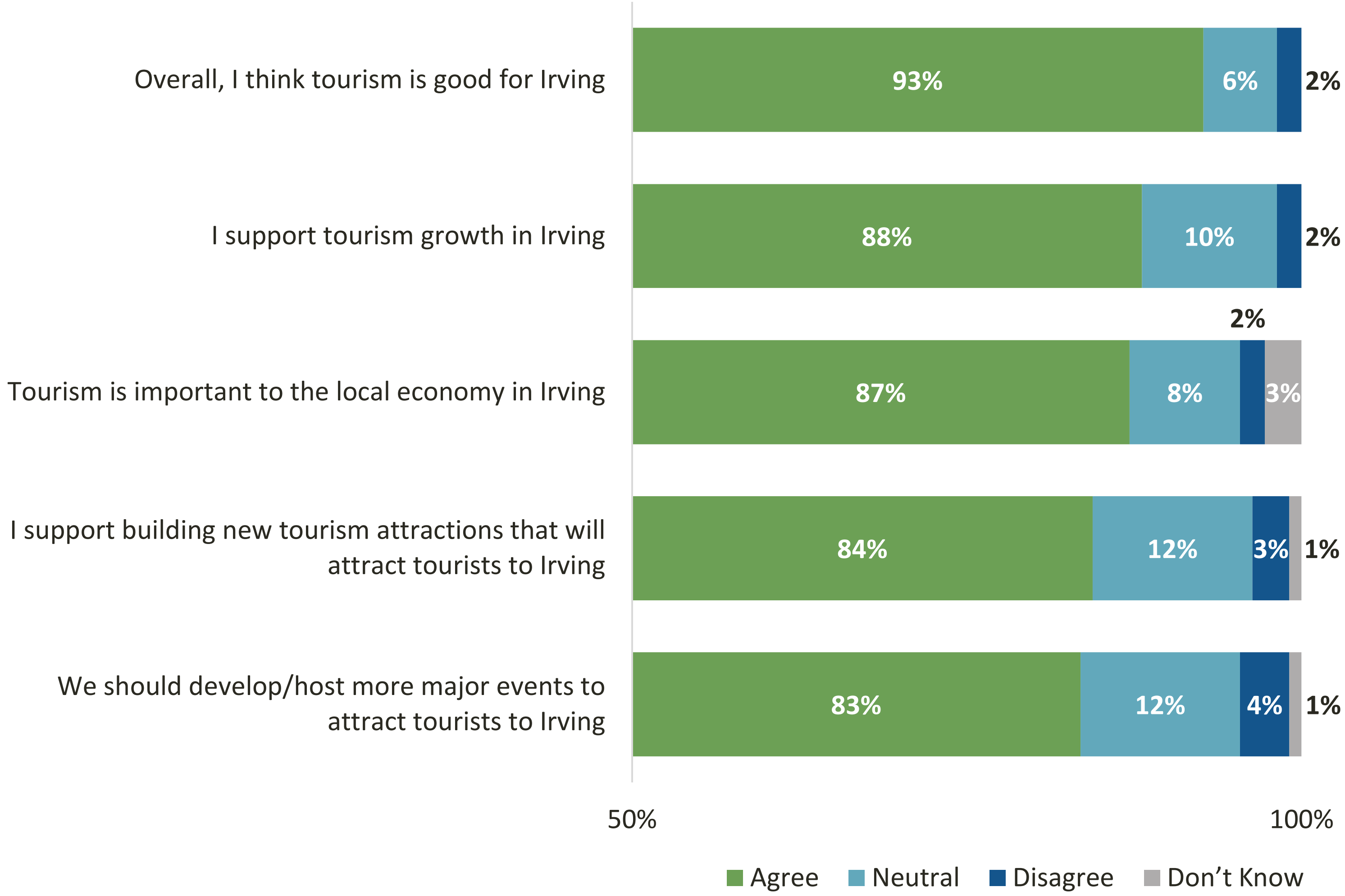


Perceptions of Tourism

Non-Residents Working in Irving

Low sample

Non-residents working in Irving demonstrate overwhelming support for tourism.

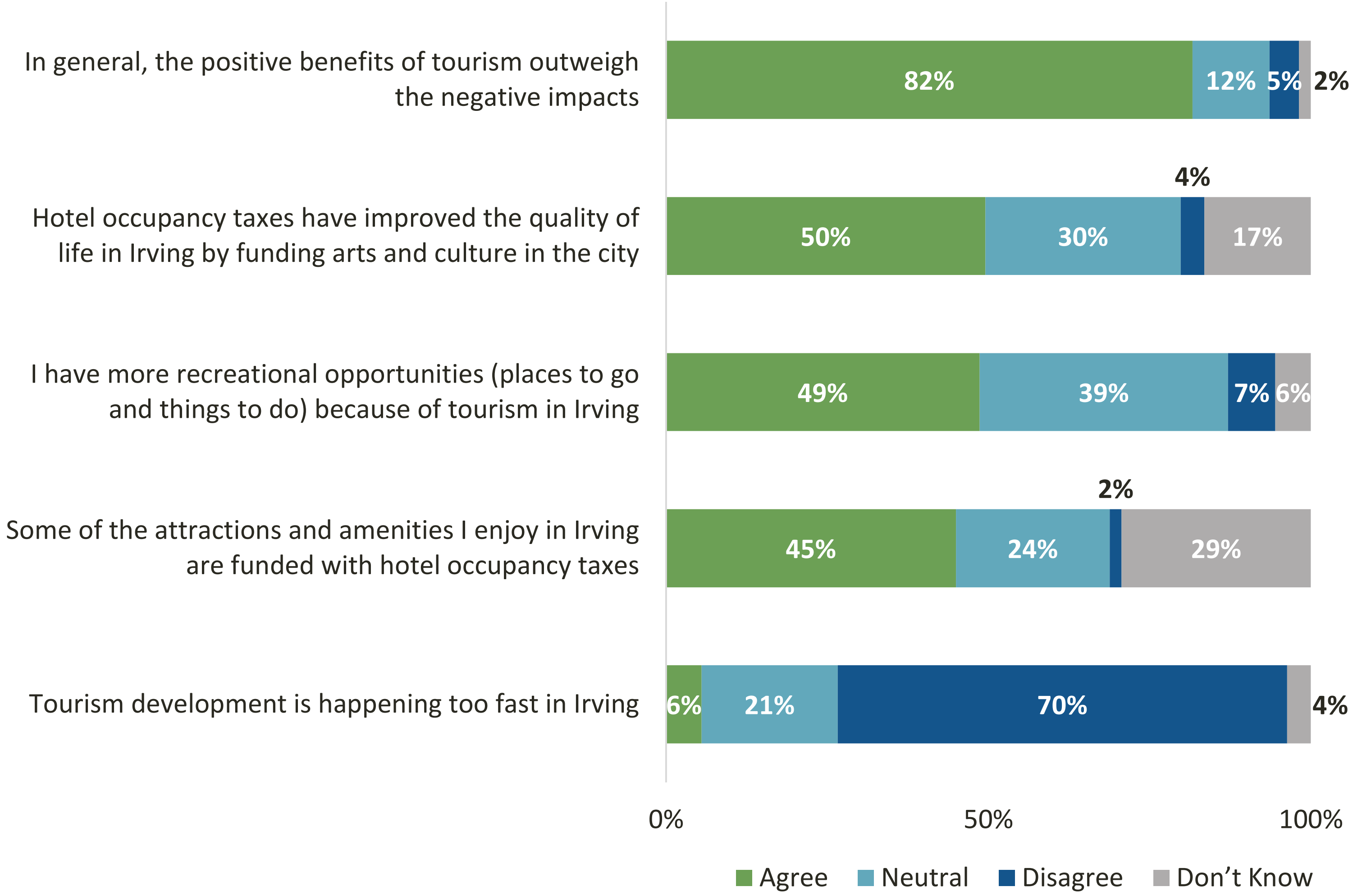


Perceptions of Tourism (Cont'd)

Non-Residents Working in Irving

Low sample

Non-residents working in Irving demonstrate higher understanding of hotel occupancy tax (HOT) benefits when compared to Irving residents, however knowledge is still limited.

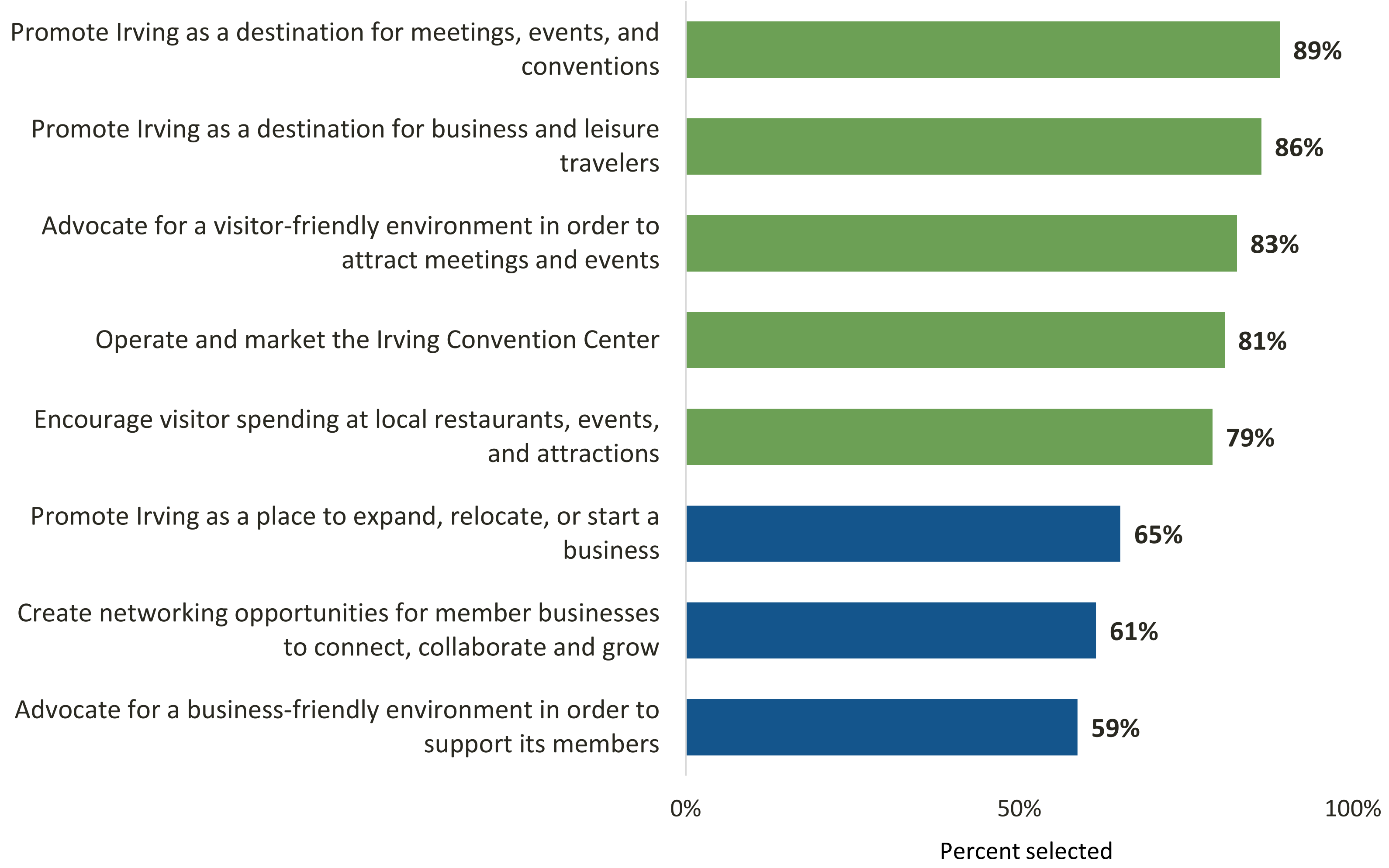


Visit Irving Responsibilities

Non-Residents Working in Irving

Low sample

Non-residents working in Irving most strongly associate Visit Irving with **Promoting the City as a Destination for Meetings, Events, and Conventions (89%),** and for **Business and Leisure Travelers (86%).**



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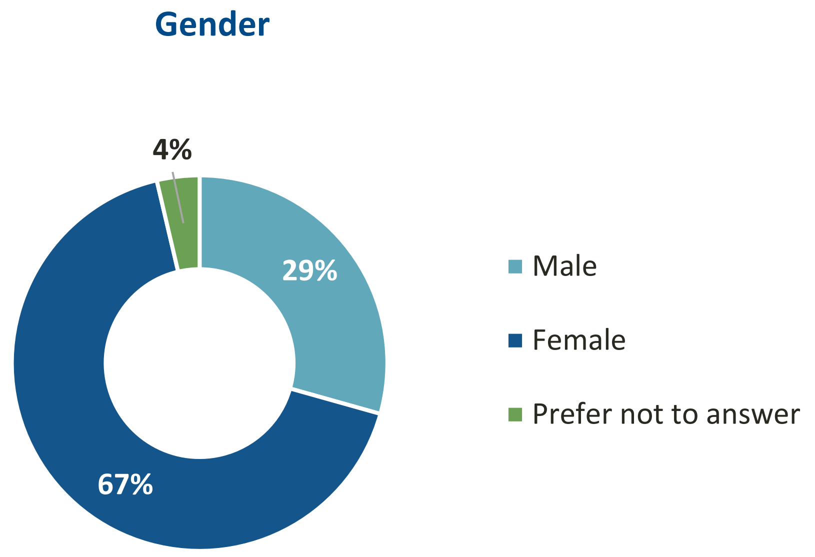
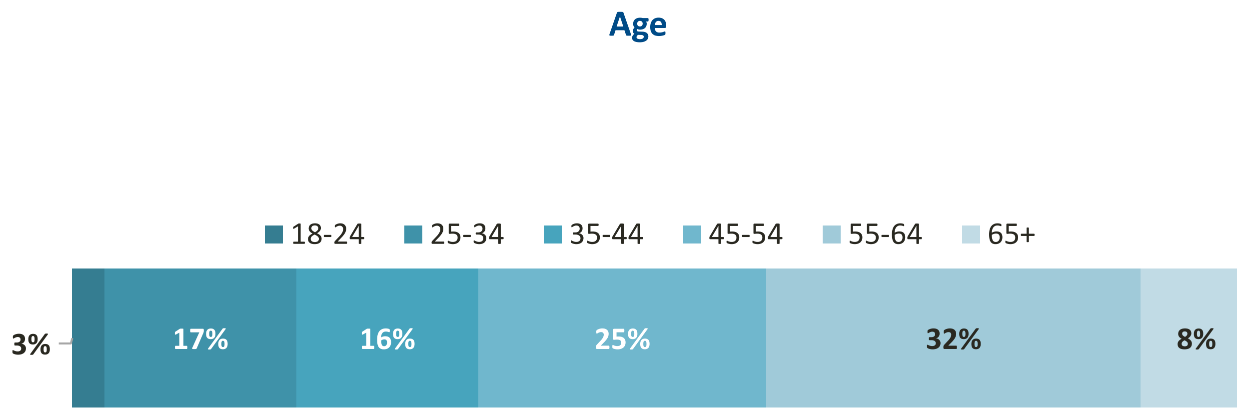
Demographics

Non-Residents Working in Irving

Low sample



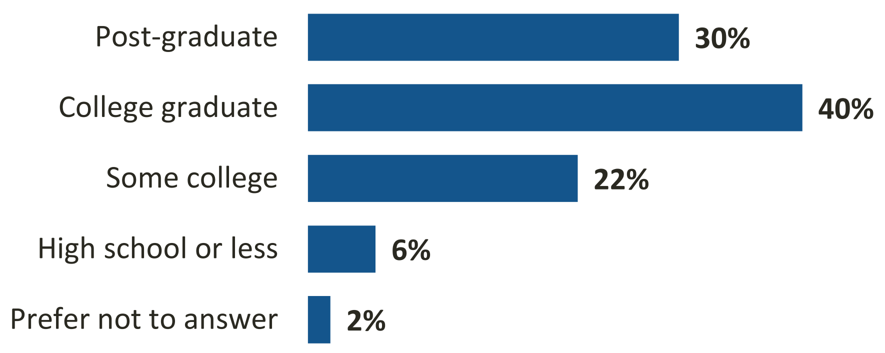


Demographics

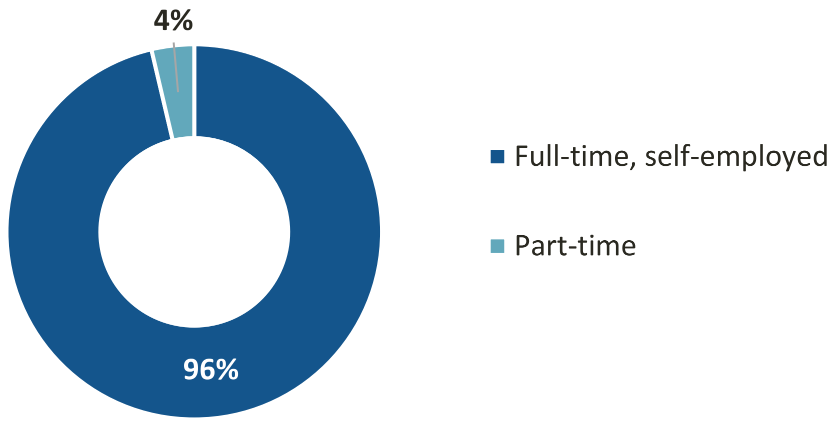
Non-Residents Working in Irving

Low sample

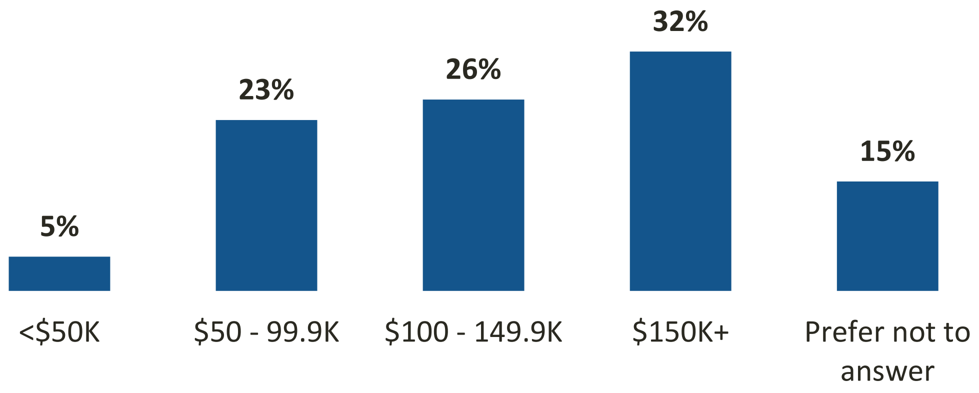
Educational Attainment



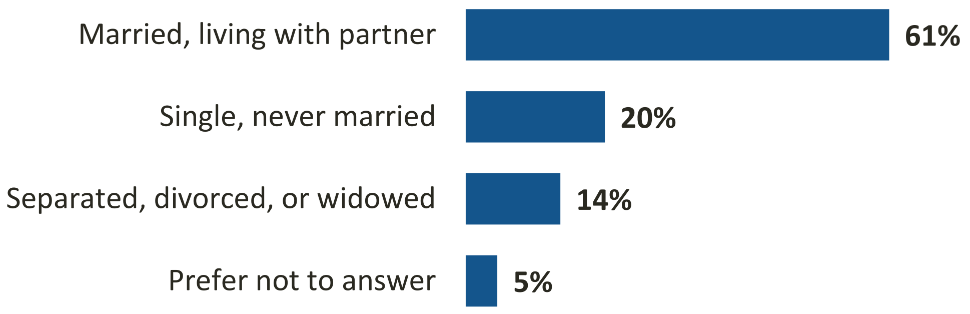
Employment



Household Income



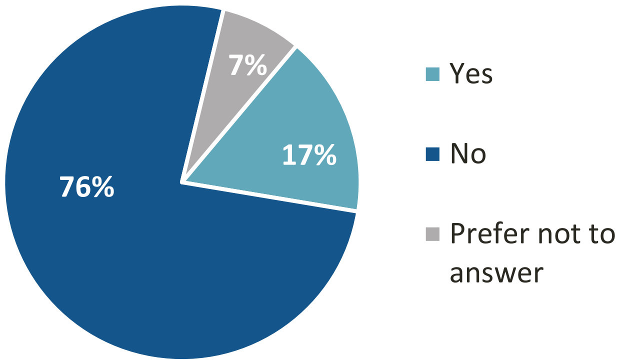
Marital Status



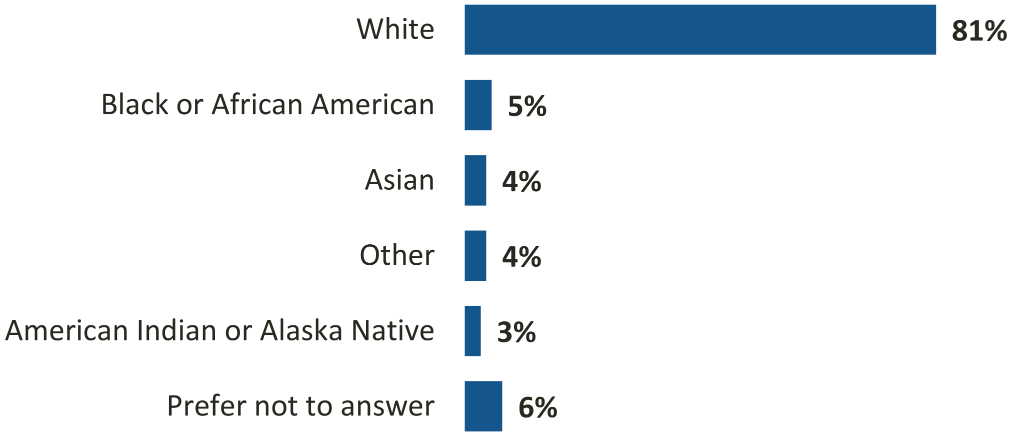
Demographics

Non-Residents Working in Irving
Low sample

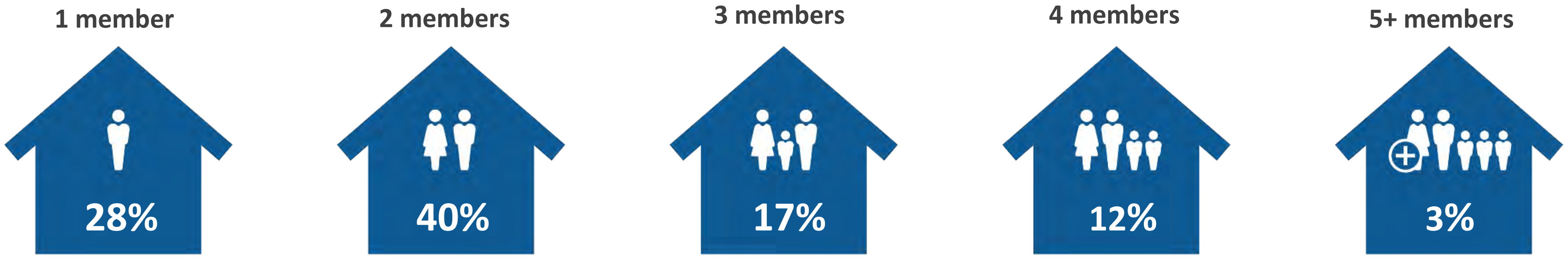
Hispanic Background



Race



Household Size



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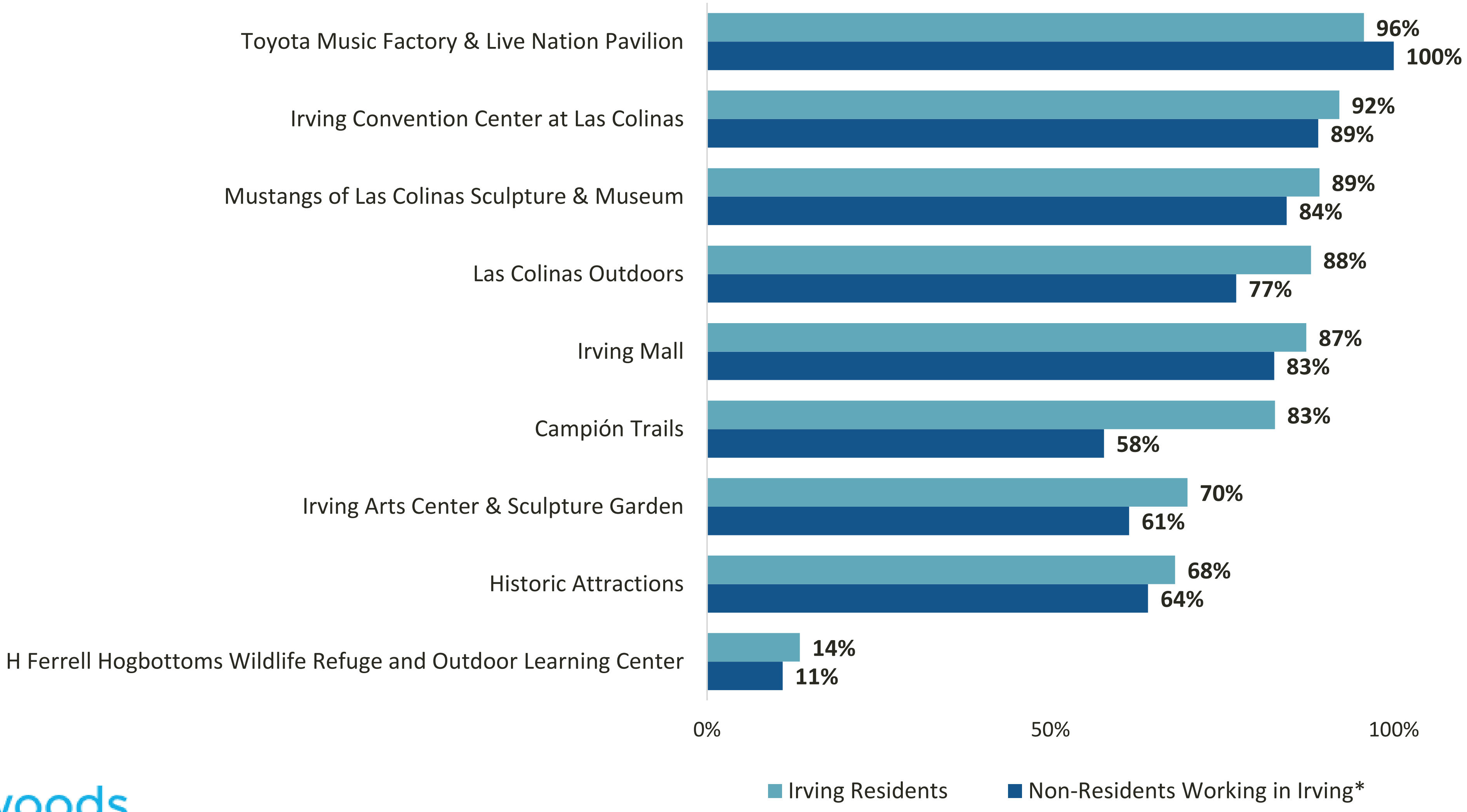
Appendix

Amenities and Attractions: Awareness

Irving Residents and Non-Residents Working in Irving



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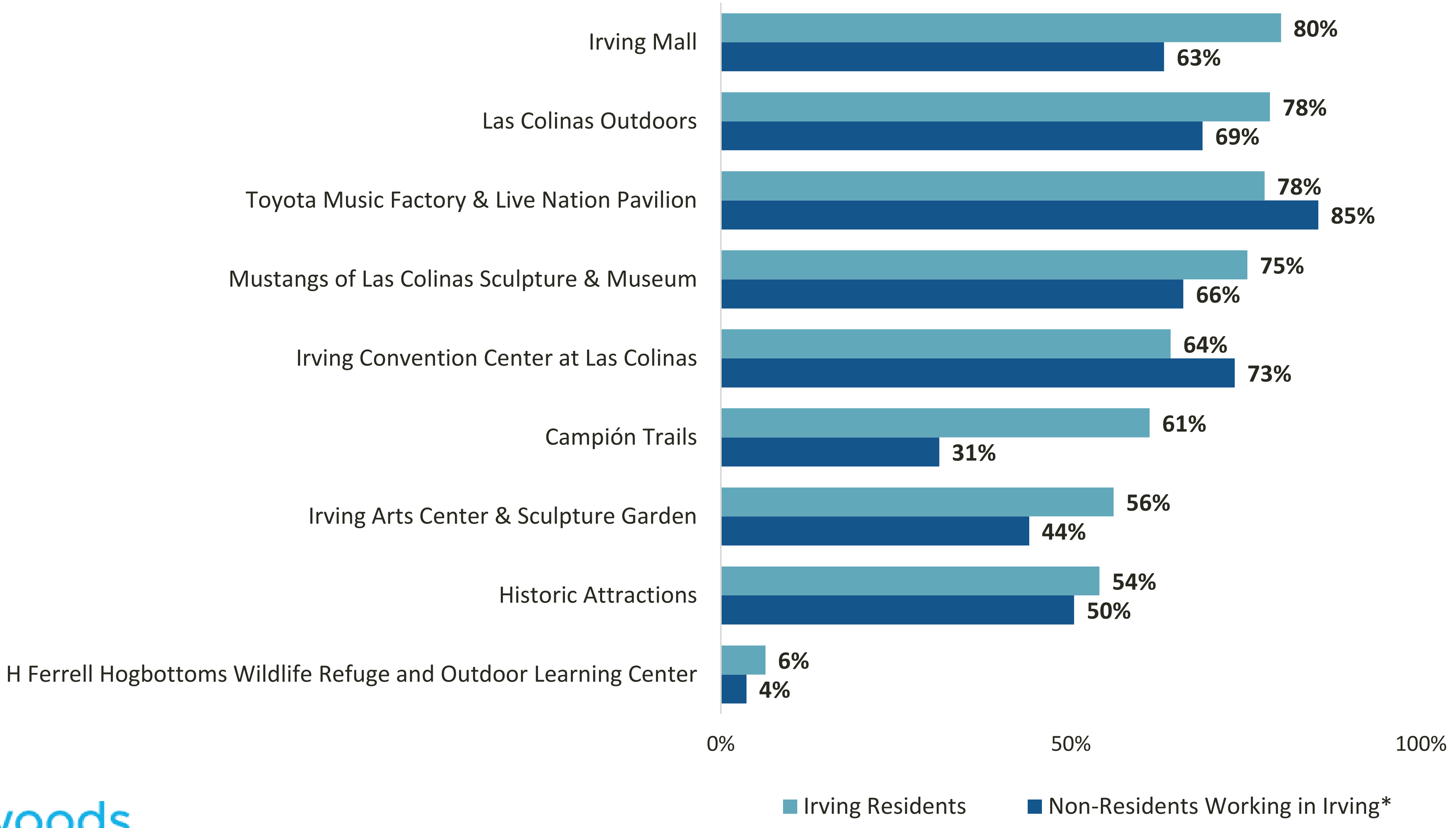
Amenities and Attractions: Visitation

Irving Residents and Non-Residents Working in Irving



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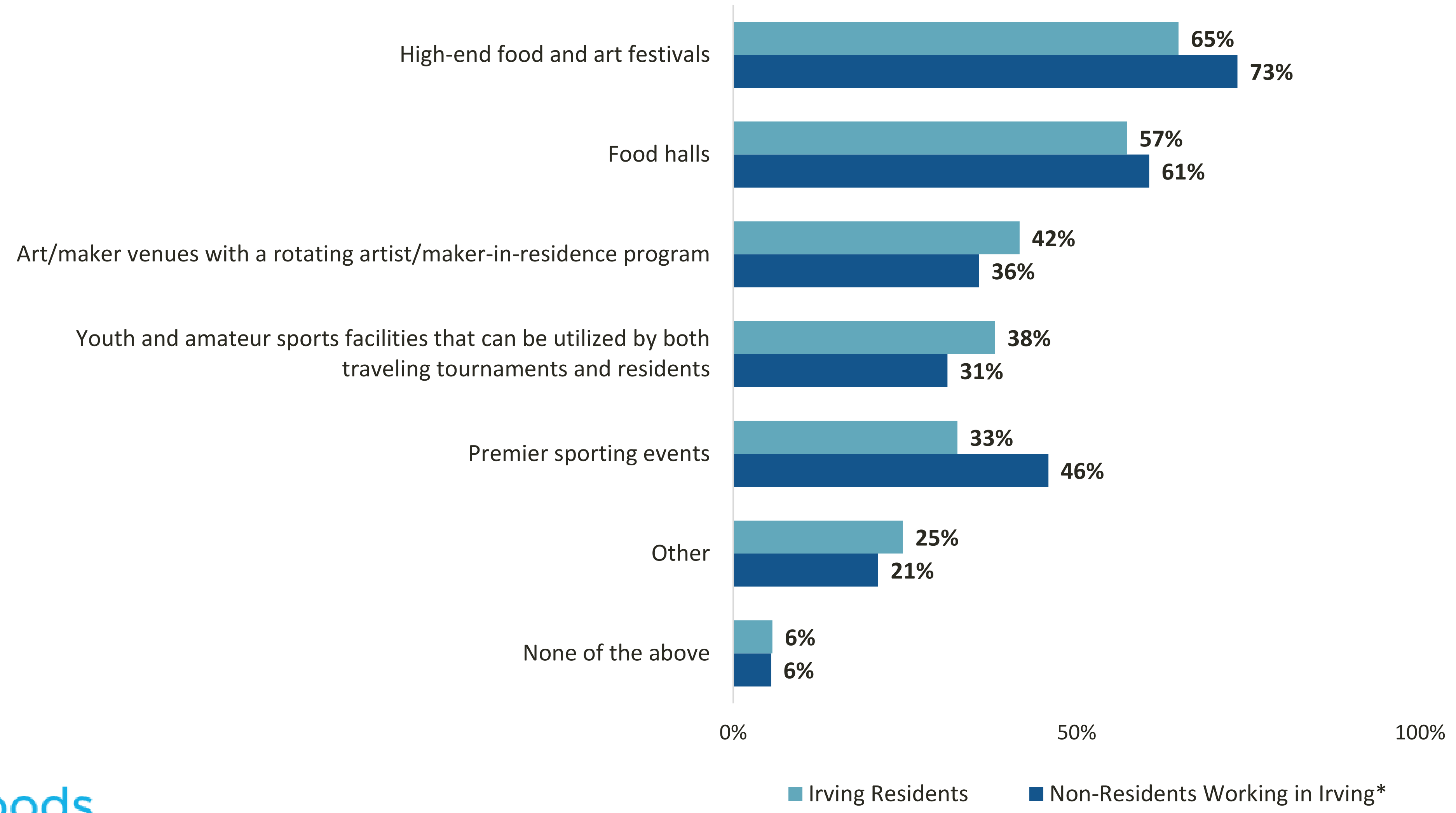
Amenities and Attractions: Interest for Development

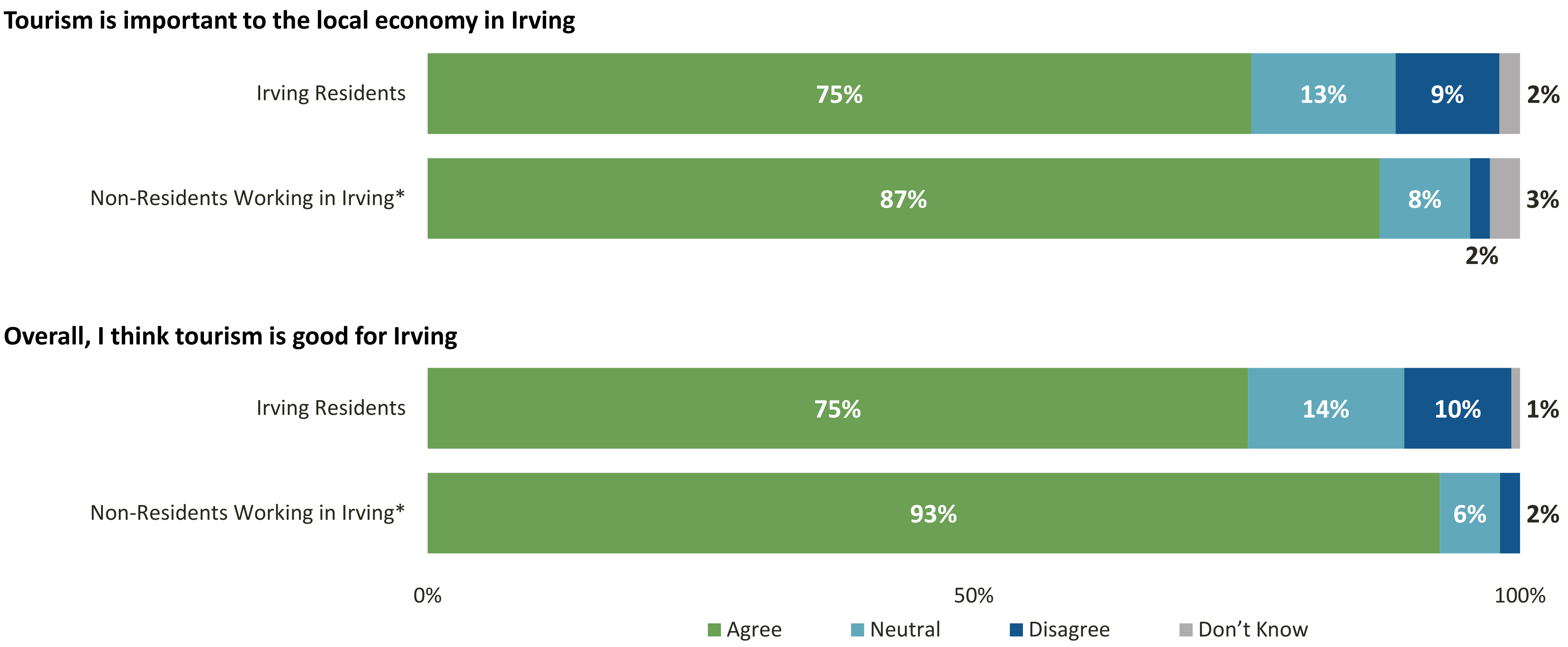
Irving Residents and Non-Residents Working in Irving



*Low sample

Perceptions of Tourism

Irving Residents and Non-Residents Working in Irving



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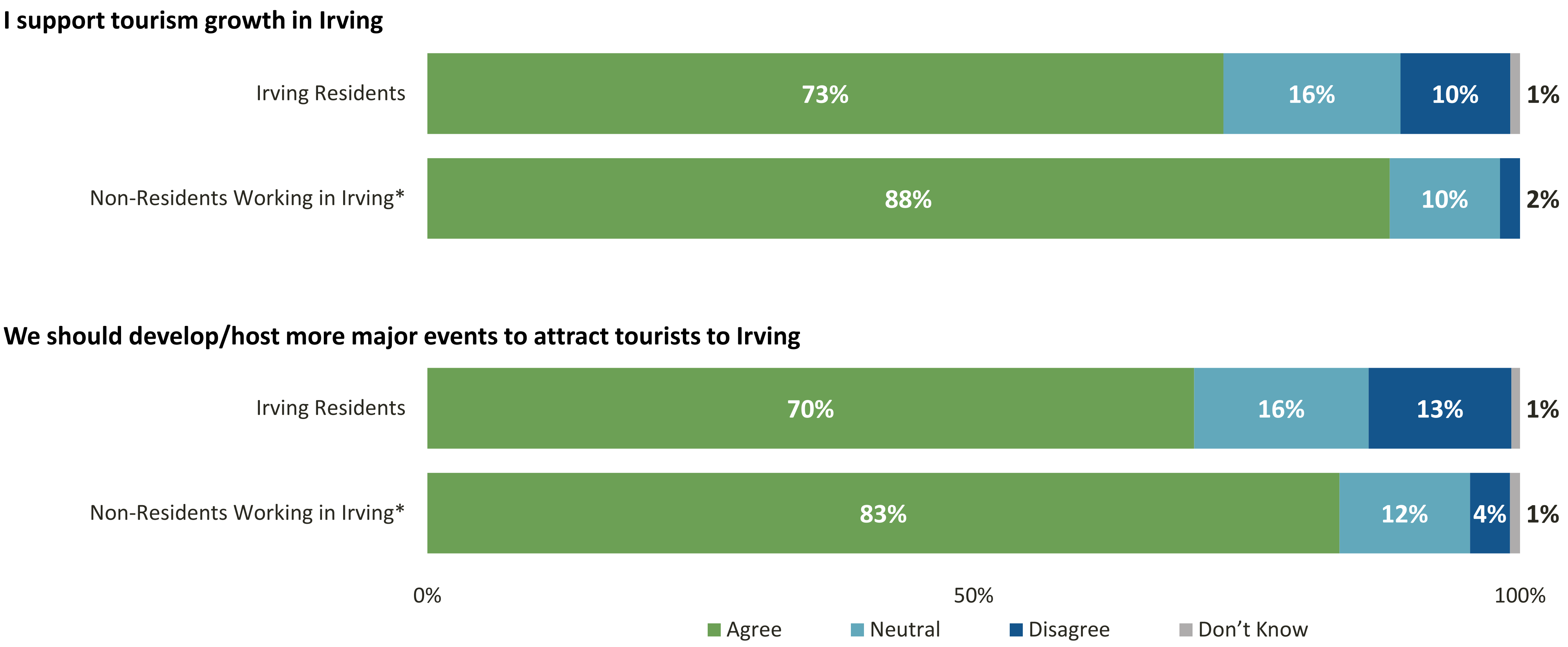
Perceptions of Tourism (Cont'd)

Irving Residents and Non-Residents Working in Irving



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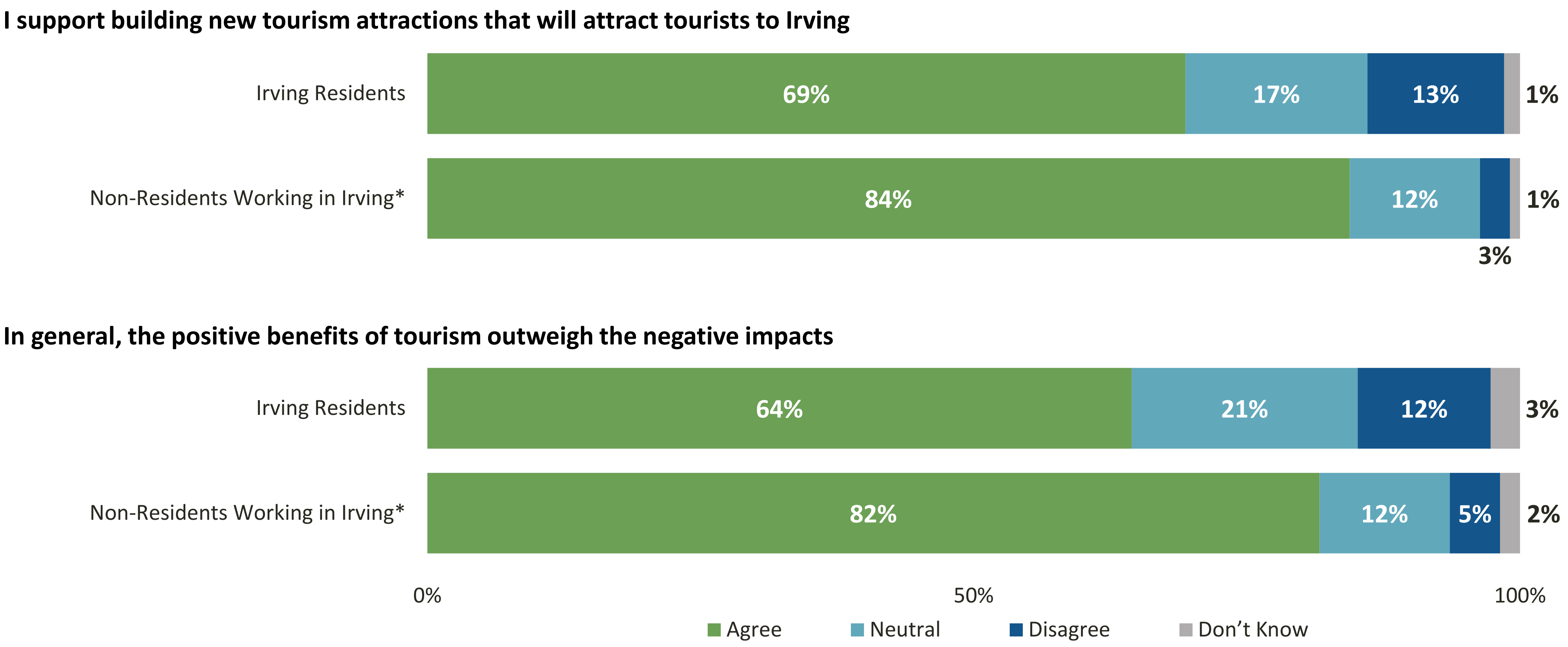
Perceptions of Tourism (Cont'd)

Irving Residents and Non-Residents Working in Irving



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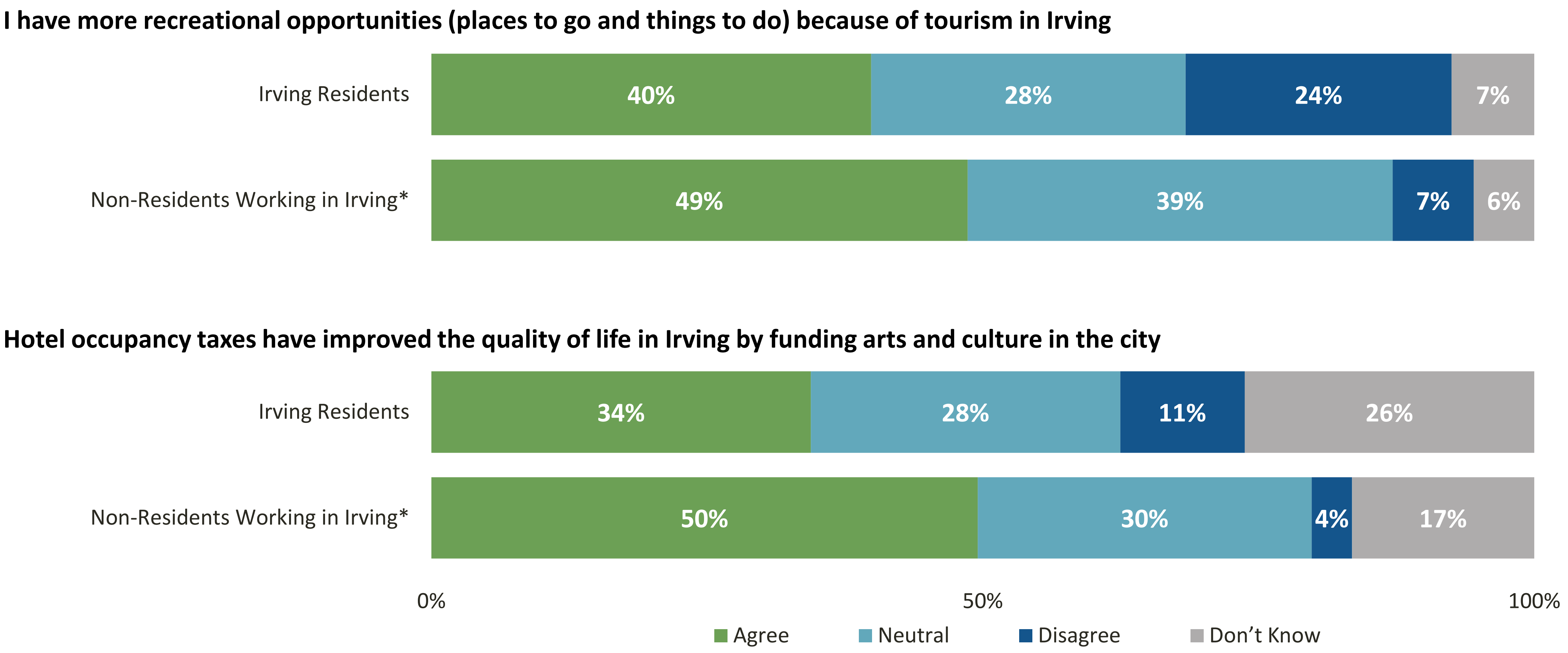
Perceptions of Tourism (Cont'd)

Irving Residents and Non-Residents Working in Irving



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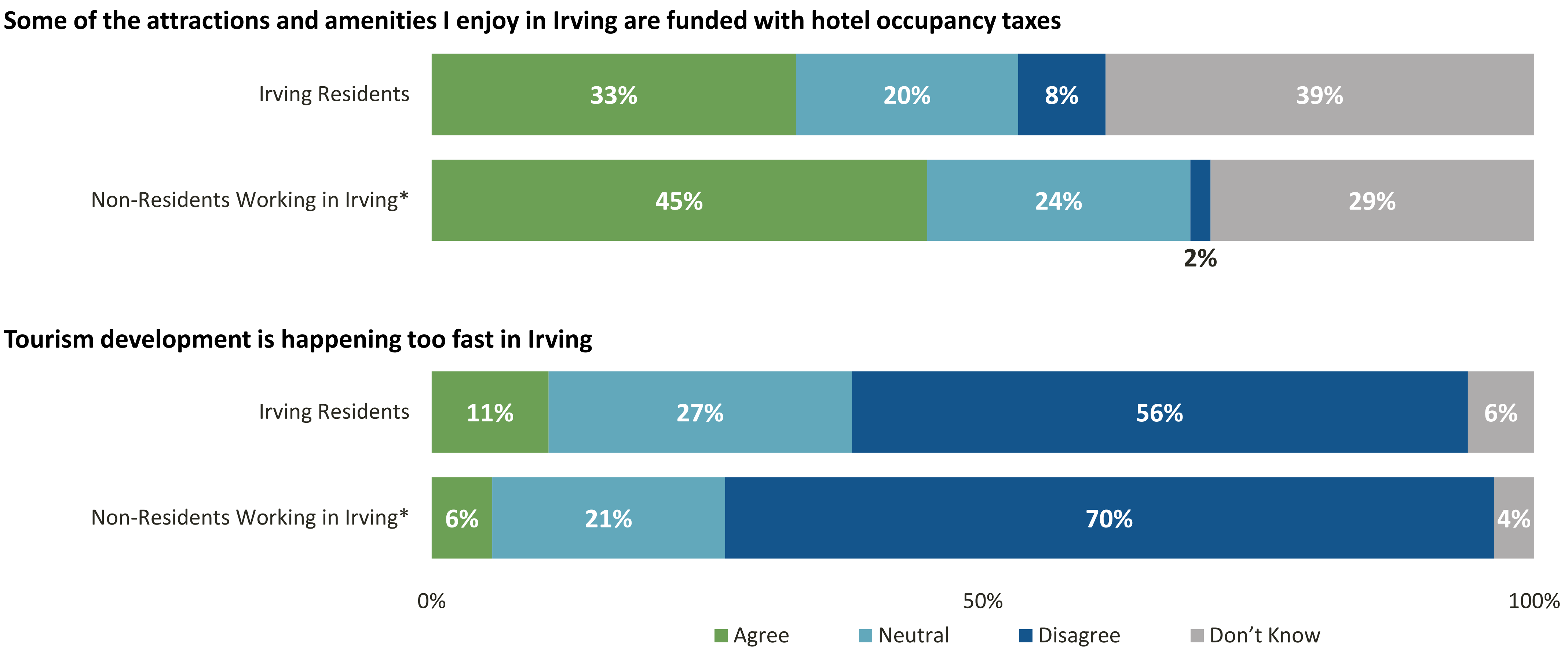
Perceptions of Tourism (Cont'd)

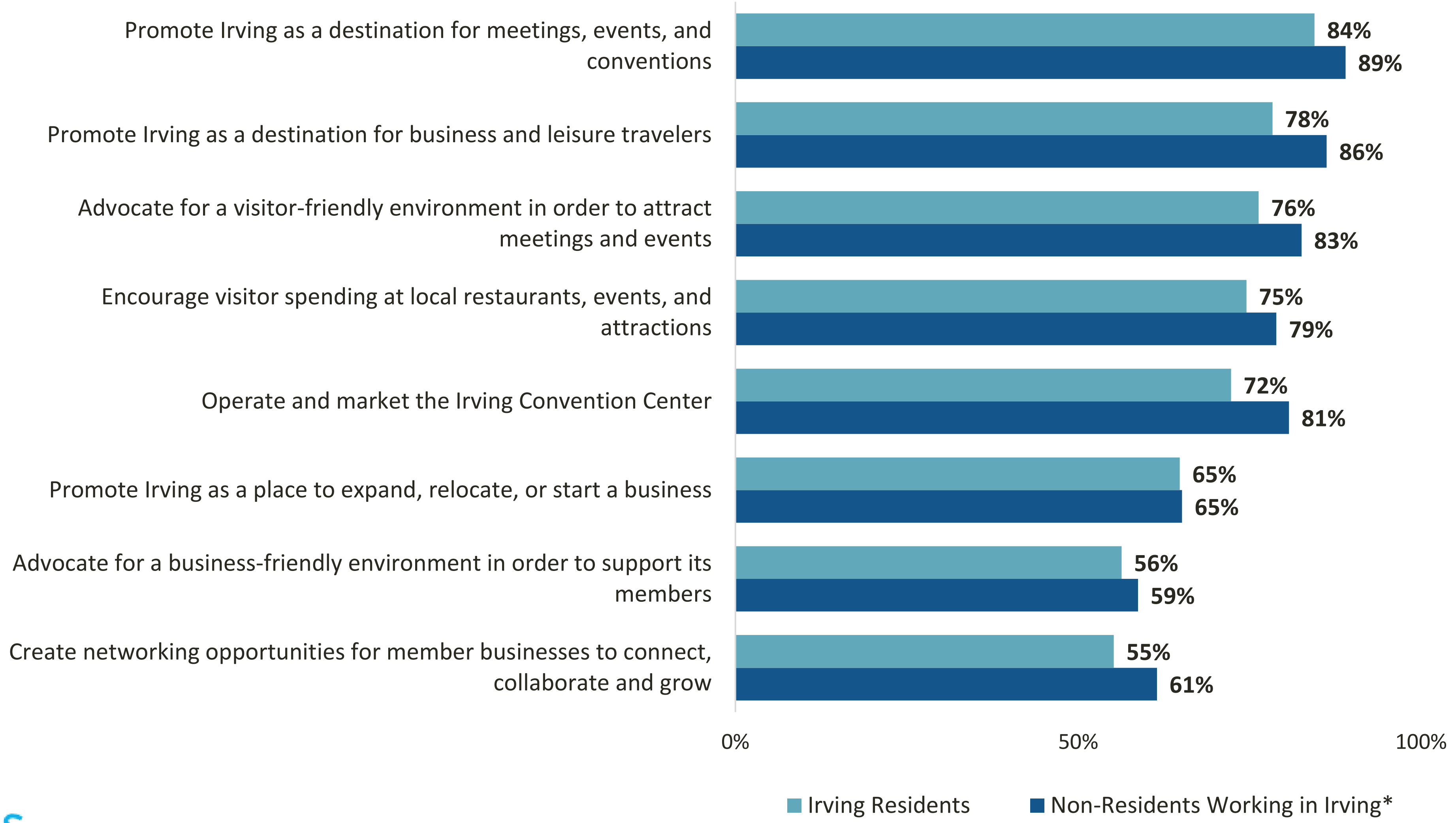
Irving Residents and Non-Residents Working in Irving



*Low sample

Visit Irving Responsibilities

Irving Residents and Non-Residents Working in Irving



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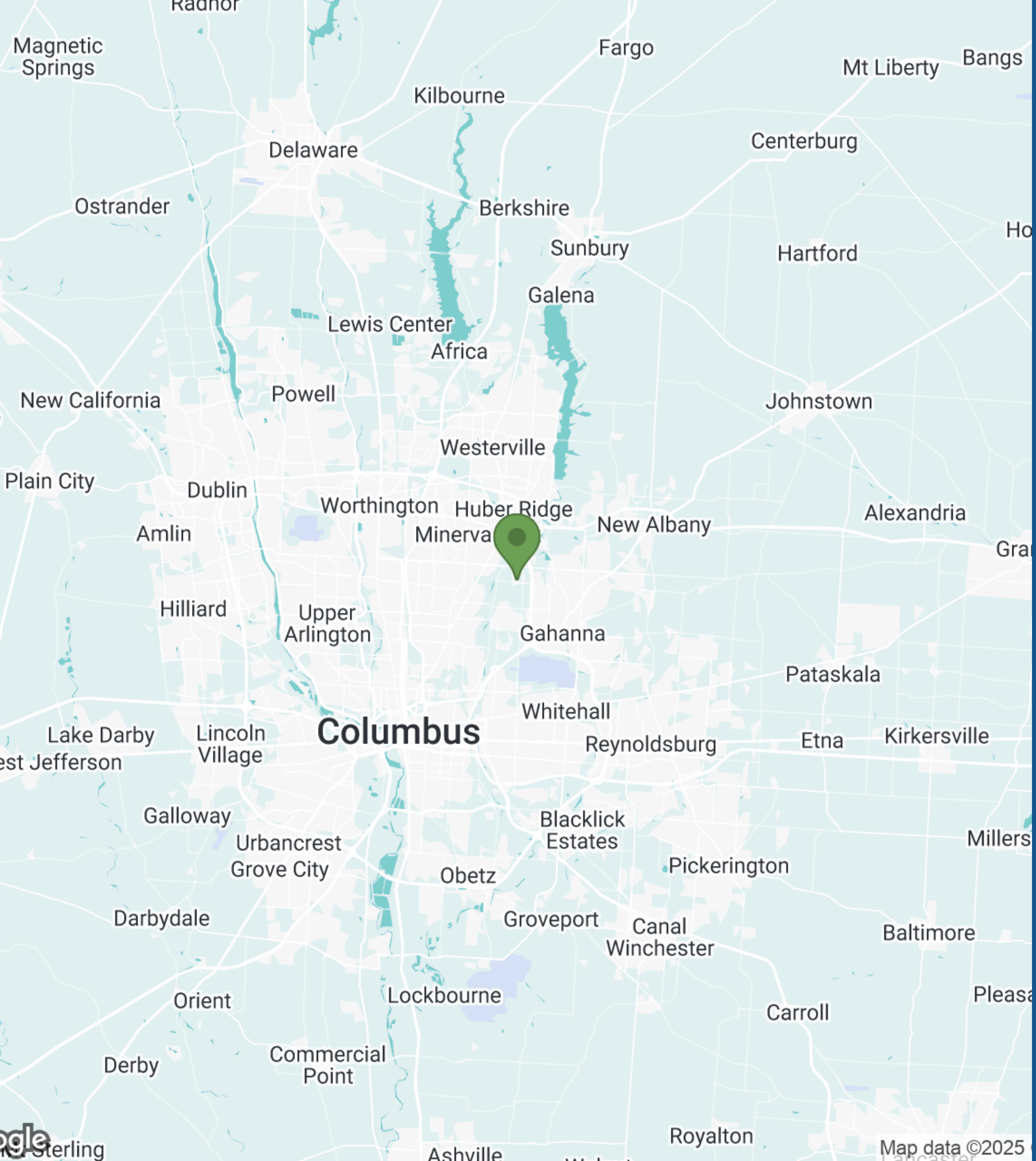

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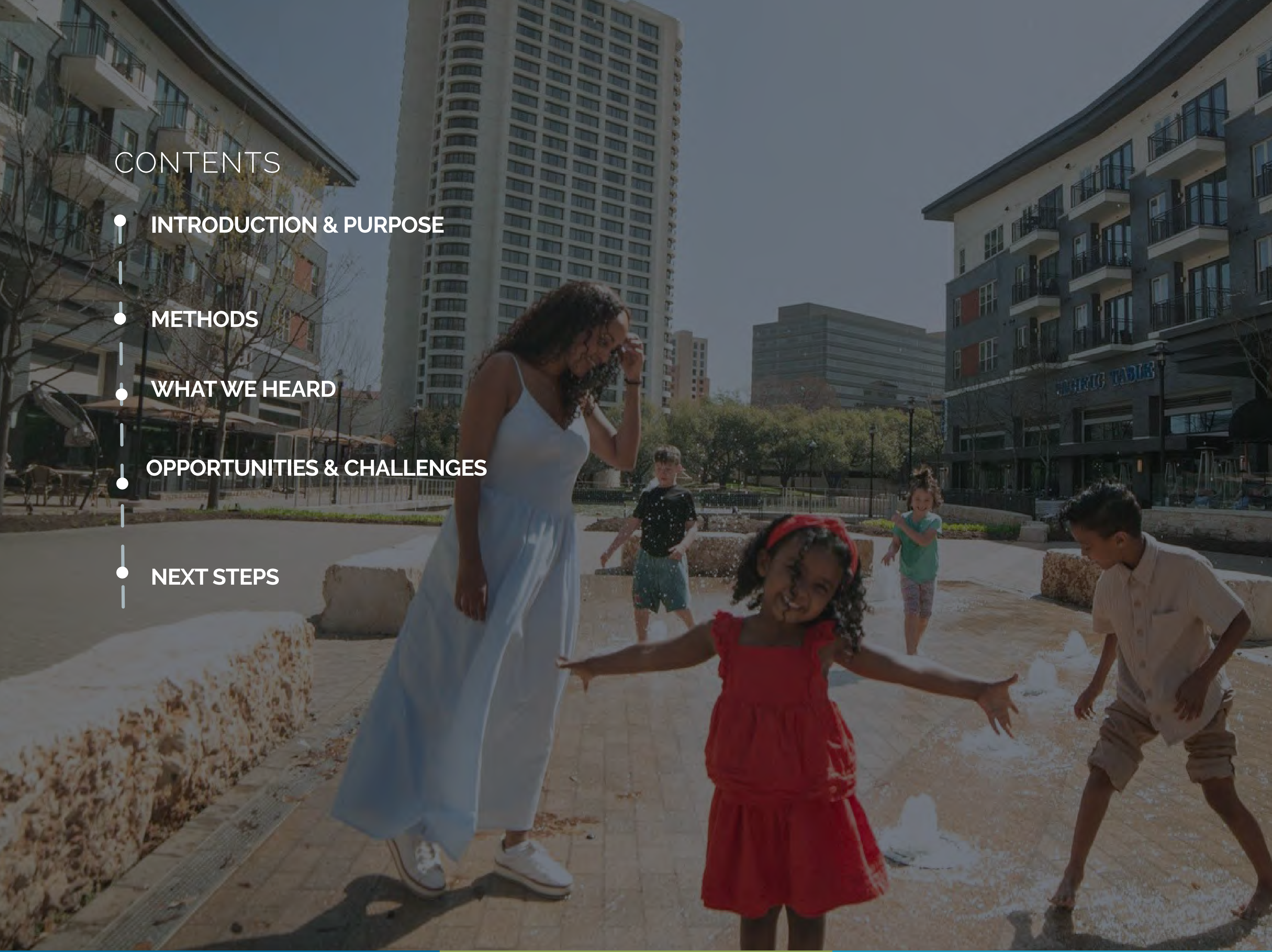
ICVB STAKEHOLDER ENGAGEMENT REPORT

IRVING CONVENTION AND VISITORS BUREAU

STAKEHOLDER ENGAGEMENT REPORT

March 2026



CONTENTS

INTRODUCTION & PURPOSE

As the Irving Convention & Visitors Bureau (ICVB) prepares to develop its 2026 Forward Tourism Strategic Plan, stakeholder engagement was conducted to ensure the plan reflects the lived experience, aspirations, and concerns of those who shape and are shaped by Irving's visitor economy. This engagement was designed not only to gather input, but to clarify what a destination is, what opportunities and challenges exist, and how tourism can serve both economic and quality-of-life goals for the community.

The pages that follow summarize who was engaged, what we heard, and the major themes that emerged across conversations. Together, these insights establish a shared understanding of Irving's strengths, gaps, and possibilities as a destination, and provide a clear foundation for the priorities and strategies that the 2026 Tourism Strategic Plan must explore.

Stakeholder Engagement Process

The stakeholder engagement process grounded the strategic planning effort in real-world perspectives from those who experience, influence, and are impacted by Irving's visitor economy. Engagement focused on listening first to clarify Irving's destination identity, the role of tourism in community life, and the gap between strong assets and persistent challenges, rather than starting with predetermined solutions, Topics covered with the Stakeholder Engagement process included weak weekend visitation, disconnected districts, limited public understanding of tourism's value, and coordination barriers that marketing alone cannot address. The resulting insights provide a clear foundation for a strategic plan focused on destination development, connectivity, resident education, and shared ownership of Irving's future direction.

Interviews were conducted in early November 2025 with a broad range of stakeholders who influence or are impacted by Irving's visitor economy, including hospitality leaders, elected officials, business and civic partners, cultural and event organizers, developers, and city departments. Participants were intentionally selected to reflect a wide range of voices from the community.

METHODS

Stakeholder engagement was conducted through a mix of one-on-one interviews and small-group conversations with individuals and organizations connected to Irving's visitor economy and the greater community. Participants were intentionally selected to reflect a wide range of perspectives, including hospitality leaders, event and cultural organizers, elected officials, business and corporate partners, developers, city departments, and long-time residents. This approach ensured input reflected diversity across sectors, geographies, and lived experience within Irving.

Engagement was complemented by informal site observations across key areas of the city, including Las Colinas, Downtown and the Heritage District, South Irving, and major corridors, helping place stakeholder feedback in real-world context.

Throughout the process, ICVB staff were actively engaged to provide context, share institutional knowledge, and help interpret themes as insights from interviews and discussions were synthesized to identify recurring patterns, areas of alignment, and points of tension across stakeholder groups.

WHO WE SPOKE TO

Engagement included voices from across Irving's ecosystem, including:

- Hoteliers
- City Officials
- Chambers of Commerce
- Event Organizers
- Arts & Culture
- Developers
- Business Leaders
- Restaurateurs
- Community Organizations
- Convention Center
- Resident Advocates

WHAT WE HEARD

Irving stakeholders overwhelmingly agree that Irving has exceptional fundamentals—an elite location at the center of the Metroplex, strong infrastructure, a diverse and globally connected community, and significant corporate, convention, and hospitality assets. At the same time, there is equal consensus that Irving has not yet fully translated those strengths into a cohesive, compelling destination experience. While Irving works extremely well as a place to do business, it is less clearly defined as a place to live, explore, and return, particularly outside the weekday, corporate travel window.

Across conversations, several consistent themes emerged. Irving's location and accessibility are viewed as its greatest competitive advantages, reinforced by proximity to two major airports and regional highway access. However, stakeholders struggle to articulate a clear, shared (destination) identity beyond convenience and business travel. Weekend visitation was repeatedly identified as the weakest point in the visitor economy, with hotels performing strongly midweek but lacking significant leisure drivers.

While participants noted that Irving has a wide range of assets—including the Convention Center, Music Factory, water features, trails, and diverse dining—these assets were viewed as disconnected, car-dependent, and under-activated. There is also strong appetite for a destination-defining anchor attraction that not only elevates Irving's profile, but generates consistent, repeat visitation throughout the year—supporting evenings, weekends, and shoulder seasons rather than relying solely on one-time peak events.

Differences in perspective emerge around how—and how quickly—Irving should pursue change. Stakeholders vary in their views on the type, timing, and feasibility of a major anchor attraction, as well as comfort with risk versus incremental improvement. There is also divergence in expectations around how quickly political, cultural, and community resistance can be addressed, and how to balance resident-first amenities with visitor-driven investments. These differences underscore the need for clarity, communication, and shared expectations moving forward.

Stakeholders agreed Irving must evolve beyond being (or being perceived as) a primarily weekday, corporate destination and create clearer reasons for visitors to stay longer, explore more, and return. There were consistent suggestions of better physical and experiential connections between existing assets through improved mobility, walkability, and coordinated programming. Just as importantly, stakeholders agree that incremental change alone will not reposition Irving in a competitive regional marketplace; meaningful progress will require investment at a scale that matches Irving's location, infrastructure, and ambition.

WHAT MAKES IRVING UNIQUE

When asked what makes Irving a special place to visit and live, stakeholders consistently expressed pride in Irving's core qualities and opportunities including:

Diversity & Culture - Irving's multicultural population and globally connected communities are a defining strength, reflected in its food, arts, neighborhoods, and lived cultural experiences across the city.

Location & Convenience - Often described as a "home-base" or "thirty minutes from everything," Irving's most mentioned competitive advantage is its proximity and centralization.

Culinary Offerings - Independent, culturally rooted restaurants—throughout the city—form a rich, everyday expression of the city's global identity and remain one of the community's most valued assets.

Convention Center – Widely viewed as a high-quality, high-performing facility that consistently exceeds expectations and serves as a reliable anchor for meetings, conventions, and weekday visitation.

Toyota Music Factory – Seen as a strong foundation with significant potential for deeper activation and integration. Stakeholders noted opportunities to expand daytime programming, diversify uses, elevate the concert caliber, and strengthen connections to surrounding districts and assets.

Trails & Water Assets - Canals, Lake Carolyn, Campion Trail, and green spaces add natural beauty and calm to the city, but remain only partially activated and loosely connected.

Small-Town (Feel) with Global Access - Irving offers a welcoming, community-oriented environment paired with unparalleled access to major airports, global business, and cultural exchange opportunites.

CHALLENGES & OPPORTUNITIES

"We have too much business and not enough play."
— -Hospitality stakeholder

"If we connect the pieces, this place can compete with anyone in the region."— Business stakeholder

CHALLENGES

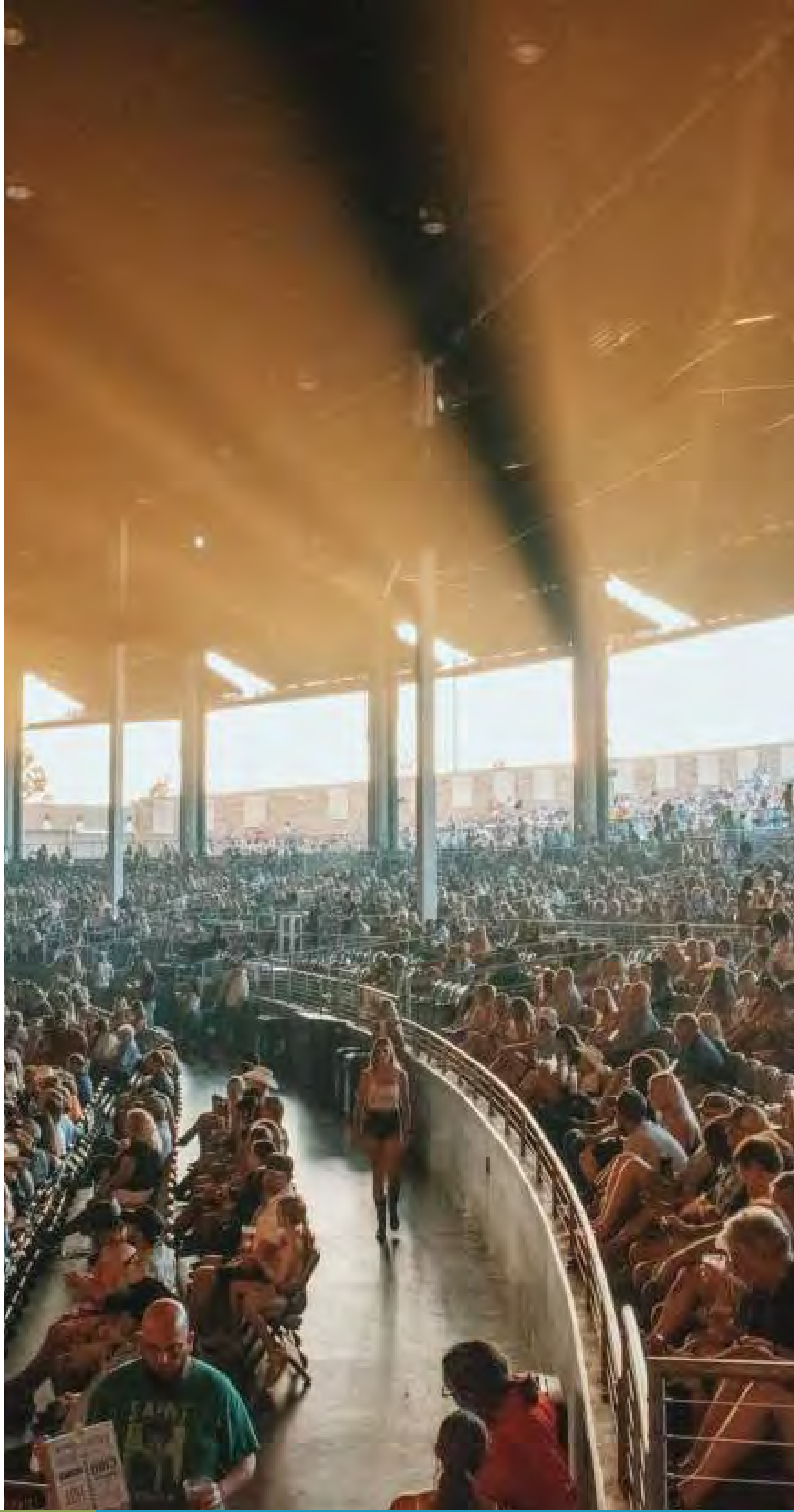
Irving's Identity Gap: Across nearly every conversation, stakeholders returned to a fundamental question: What is Irving's identity?

While Irving is widely recognized for its location, convenience, and corporate strength, it is far less clear to stakeholders (and, by extension, visitors) what distinguishes Irving as a destination. The city is often described as functional, efficient, and business-forward, but not distinctive or emotionally resonant in the way destinations such as Frisco, Grapevine, or Dallas have cultivated clear, experience-driven identities.

This lack of a shared identity is not rooted in a lack of assets. Rather, stakeholders expressed frustration that Irving's many strengths have not been shaped into a cohesive story or experience that people can easily understand, articulate, or advocate for. Across interviews, stakeholders consistently described Irving as a place where assets are geographically close, but not yet experienced as fully connected.

This sentiment reflects a broader perception that Irving excels at hosting meetings and corporate travel, but has not yet fully defined what it offers beyond the workday—or why someone would choose to spend discretionary time here.

Weekend Visition: The most consistent operational challenge identified by stakeholders is the sharp contrast between strong weekday performance and



weaker weekends. Hotels across Irving report healthy occupancy from Monday through Thursday, driven largely by corporate and convention demand—performance that has strengthened overall, with occupancy reportedly increasing approximately 15% since the Irving Convention Center opened. However, this momentum is not yet translating into consistent weekend demand. Many visitors stay in Irving for convenience and price, but leave the city to dine, shop, or recreate elsewhere in the region, resulting in a noticeable drop-off on Fridays and Saturdays.

Stakeholders noted that this pattern represents both a missed economic opportunity and a perception problem. Visitors frequently ask what there is to do in Irving, particularly during evenings and weekends, and front-line staff struggle to provide compelling answers. As one hotel stakeholder shared, *"Guests ask what there is to do—and we don't have a great answer."* Without clear leisure drivers, Irving risks being perceived primarily as a place to stay for business rather than a place to explore, limiting discretionary spending, length of stay, and repeat visitation.

Need for an Anchor Attraction: There is near-universal agreement among the participants that scale matters if Irving is to change this trajectory. Many expressed that while incremental improvements are valuable, they will not fundamentally shift perception or behavior without a catalytic, destination-defining attraction. Stakeholders repeatedly cited the need for an anchor that can generate sustained leisure demand, create critical mass, and serve as a focal point for surrounding development.

Ideas raised include a casino or resort-style development, a major sports or youth sports complex, large-scale family or entertainment attractions, and expanded water-based dining and experiences. The former Texas Stadium site emerged repeatedly as both Irving's greatest opportunity and its greatest risk. Stakeholders described the site as uniquely positioned—due to its size, infrastructure, and regional access—to host a transformative project, but cautioned that underutilization or fragmented development could represent a multi-generational missed opportunity.

Disconnected Assets: While Irving has no shortage of assets, stakeholders consistently emphasized that those assets are not experienced as a cohesive whole. Hotels, venues, dining areas, public spaces, and districts often feel isolated from one another, requiring visitors and residents to rely heavily on cars and limiting spontaneous exploration.

Stakeholders expressed a strong desire for improved walkability, clearer wayfinding, or mobility solutions that connect hotels, the Convention Center, the Music Factory, Water Street, Downtown/Heritage District, and South Irving. Ideas ranged from enhanced shuttle service or people-mover systems to better pedestrian infrastructure and parking strategies. The recurring message was not simply about transportation, but about experience—making it easier and more intuitive to move through Irving in a way that feels welcoming, safe, experiential, and connected.

Music Factory's Untapped Potential: The Toyota Music Factory is widely viewed as an important asset and a point of pride, but stakeholders were candid about its current limitations. While the venue performs well at night and draws strong crowds for concerts and events, it lacks daytime energy and the mix of retail, local food, and programmed activity that would allow it to function as a true destination district.

Stakeholders described the Music Factory as a strong foundation rather than a finished product—more of a venue than a place where people linger, explore, and spend time throughout the day. Many expressed interest in seeing it better integrated with surrounding hotels, public spaces, and programming, with expanded activation that could anchor festivals, pre- and post-event activity, and repeat visitation.

Resident Understanding of Tourism's Value: Another recurring theme was the limited public understanding of tourism's role in Irving's economy and quality of life. Stakeholders pointed to misinformation, generational divides, and politically charged narratives that have made it difficult to build broad resident support for tourism investment and destination development.
education, and transparency around tourism's benefits.

KEY OPPORTUNITIES

Despite noted challenges, stakeholders expressed strong optimism about Irving's potential and identified several areas where focused investment and coordination could significantly move the needle.

Anchor Attractions: Consistently cited as the most powerful lever for change, particularly redevelopment of the former Texas Stadium site, resort-style or entertainment-driven development, and sports, esports, or family-scale attractions that generate year-round demand.

Activation of Existing Assets: Stakeholders see significant potential in expanded water-based dining and events, enhanced programming at the Music Factory, and more intentional use of trails, parks, and public spaces to create everyday activity and signature moments.

Walkability and Mobility: Continued improvements were viewed as essential to unlocking value across Irving's districts, with interest in shuttles or people-movers, better pedestrian connections, and clearer wayfinding that reduces friction for visitors and residents alike.

Signature Events: Repeatedly identified as a way to bring life to public spaces, strengthen identity, and drive weekend visitation. Stakeholders emphasized the importance of events that feel uniquely Irving—tied to culture, food, arts, or water—rather than generic festivals that could happen anywhere.

Water Activation and Destination Development: Viewed as critical opportunities to differentiate Irving within the Metroplex, with strong interest in activating canals and Lake Carolyn through water-adjacent dining, events, and experiences that encourage people to linger and connect with the surrounding districts.

Arts and cultural activation: Seen as key to shaping identity, with stakeholders suggesting public art installations, multicultural festivals, live performances, and culturally rooted programming that activate canals, plazas, and shared public spaces.

NEXT STEPS

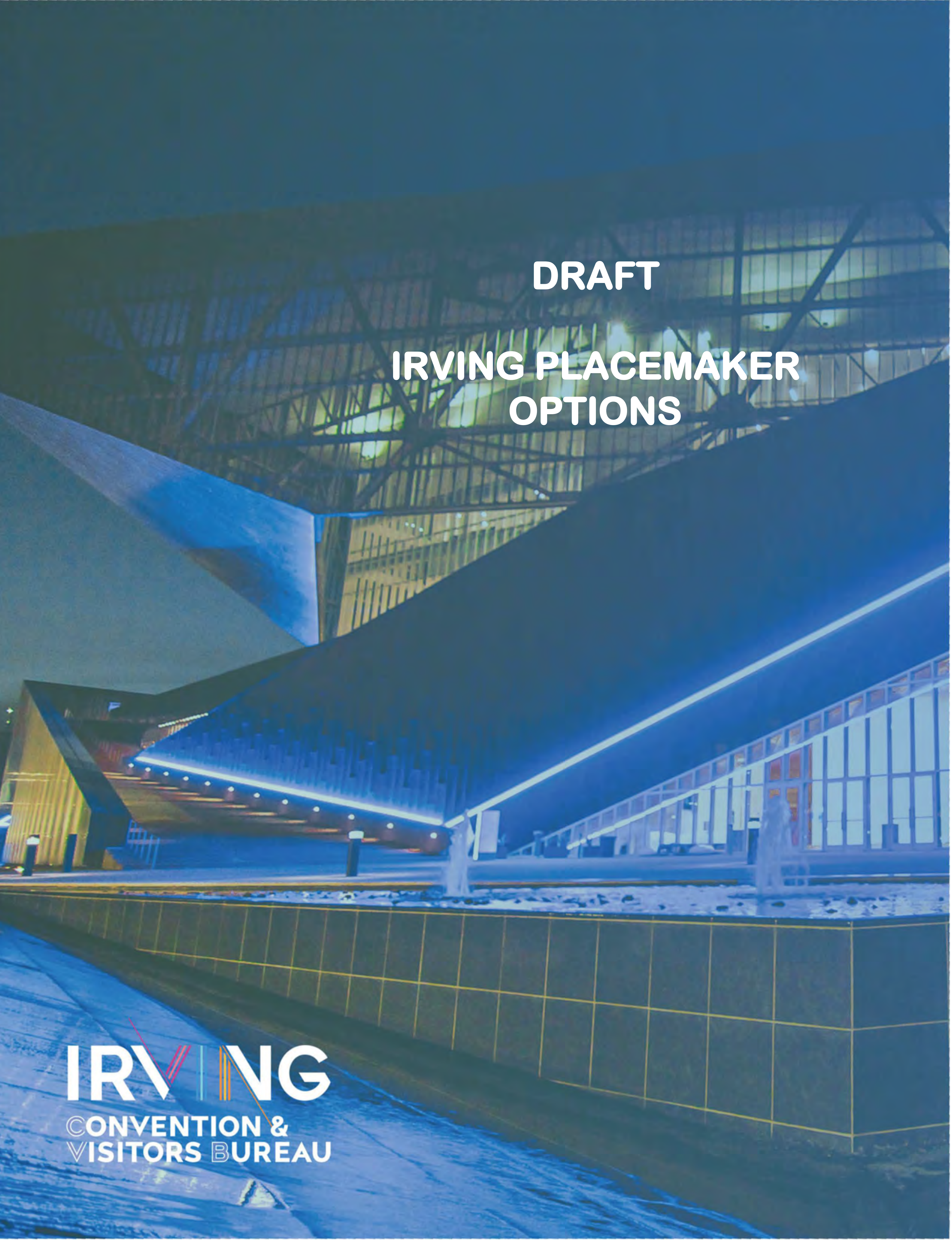
This stakeholder engagement process provided a clear, consistent picture of how Irving is experienced today and how its future potential is viewed by those closest to the visitor economy. Stakeholders expressed strong pride in Irving's foundational strengths—including its ideal location, dependable infrastructure, diversity, and hospitality capacity—while also voicing shared frustration that these assets have not yet been fully shaped into a cohesive, compelling destination experience. Across conversations, themes of identity, connectivity, weekend activation, and public understanding of tourism emerged repeatedly, underscoring where stakeholders feel momentum has stalled and where opportunity remains.

Taken together, the input reflects a community that is both confident in Irving's fundamentals and eager for greater alignment, clarity, and follow-through. While perspectives vary on pace, scale, and approach, there is broad agreement that Irving stands at an inflection point. This report captures what stakeholders shared—their insights, concerns, and aspirations—and establishes a common foundation of understanding that can inform future planning, discussion, and decision-making as Irving considers its next chapter in tourism and destination development.

WHAT TO EXPECT WITH A TOURISM STRATEGIC PLAN?

A tourism strategic plan is a practical framework for guiding how a destination enhances the quality of life for it's residents by guiding growth and investments in its visitor economy over time. For Irving, the plan will focus on strengthening economic impact, and supporting local jobs and businesses, while creating a more engaging, competitive experience for visitors. Just as importantly, it will help ensure that growth is intentional and future-forced, protecting the community's cultural character.


VISIT
IRVING
TEXAS



DRAFT

IRVING PLACEMAKER OPTIONS

IRVING CONVENTION & VISITORS BUREAU

Placemaking Options

Comparing Potential Uses

Prepared for

IRVING CONVENTION & VISITORS BUREAU

Table of Contents

1. Project Objective

Irving has demonstrated a strong commitment to placemaking by attracting and supporting high-caliber projects that reinforce the city's identity as a community that values distinction, innovation, and a superior quality of place. The city's ongoing efforts enhance and reflect a long-term vision for creating spaces that are not only functional but also inspiring, sustainable, and conducive to a high quality of life for all who live, work, and visit Irving.

The Irving Convention and Visitors Bureau (Visit Irving) commissioned Clarity of Place to provide a high-level economic impact assessment of five (5) potential place-making development uses or "components," as well as case studies showing the benefits of the different uses from a community/societal perspective.

The components examined are:

- Corporate office
- Integrated resort
- Theater/concert venue
- High-end residential
- Professional Sports venue

Specific attention has been given to the integrated resort concept given current discussion around potential uses of PUD 6.

Given the vision that "Irving will be a uniquely vibrant destination welcoming the world for unforgettable experiences," the case studies focus on the highest and best use of combinations of the above components that have worked to differentiate their communities, take advantage of transit-oriented development, and enhance their surrounding communities.

Methodology

1. Identify examples of mixed-use development components
2. Compare the impact of the components on their community
3. Provide research or examples of the social impact of each component
4. Provide case studies exemplifying combinations of the different uses/components

2. Component Comparison

The components or land use types were chosen for examination given their “fit” within Irving’s urban landscape and ability to generate positive economic benefit for the city in terms of increased property value, tax revenue, tenant/visitor spending, and environmental and social impacts. Development of the components (or a combination thereof) would reflect Irving’s dedication to creating spaces which serve functional purposes as well as enhance the overall quality of life for residents and visitors alike.

Land Use Type	Property Value Impact	Indirect Economic Impact	Out-of-Region Visitors	Environmental Impact	Social Impact	Uniqueness in market/region	Current Market Drivers
Class A Office Space	High (+)	Moderate (+)	Low	Moderate (-)	Moderate (+)	Strong existing supply; Las Colinas precedent	• High regional demand for premium office space • Return-to-office mandates drive demand • Limited new supply due to increasing interest rates and uncertainty over post-2020 office needs
High-End Residential	High (+)	Moderate (+)	Low	Low (-)	Moderate (+)	Potential component in transit-oriented development	• Increasing demand due to increased population and strong job market • Irving central/convenient location in MSA
Professional Sports Venue	High (+)	High (+)	High	High (-)	High (+/-)	Existing venues for all major professional sports	• Strong professional sports culture in the region
Theater/ Entertainment Venue	Moderate (+)	High (+)	Moderate	Low (-)	High (+)	Several mid-scale entertainment districts	• Strong precedent of Toyota Music Factory • Irving central/convenient location in MSA
Integrated Resort	Very High (+)	Very High (+)	Very High	High (-)	High (+/-)	Potential to be first major integrated resort in Texas	• Increasing demand for high-quality experiences for a variety of audiences • Ability of integrated resorts to serve as an incremental/additive tourism demand driver

COMPONENT DETAIL:
Class A Office Space

While the classification is relative to each specific market, the National Association of Industrial and Office Properties differentiates Class A office properties by their premium amenities that cater to high-end tenants.

Class A office properties are frequently located in major employment centers and offer excellent accessibility and transit options. The high-end finishes, modern systems, and above-average amenities and services provided by these properties are designed to compete for premier office users and typically command rents in the top 30-40% of the marketplace.

The property value impact of such developments is notably high, driven by the strong demand for premium office space in the area. This demand is further intensified as companies are prioritizing high-end, amenity-rich workspaces to entice employees to return to the workplace. The limited new supply due to high interest rates has also created a competitive market, potentially leading to increased property values not just for the office buildings themselves, but also for surrounding properties.

Because these developments attract high-paying jobs and corporate headquarters, Class A office properties tend to stimulate local businesses such as hotels, restaurants, retail shops, and service providers. Depending on the tenants, a concentration of Class A office properties has the ability to further induce business travel.

From an environmental perspective, Class A office properties typically have a moderate negative impact due to energy consumption and increased traffic. However, modern Class A buildings often incorporate sustainable design features and energy-efficient systems, potentially making them less damaging than older office buildings or certain industrial uses.

The societal impact of Class A office space is generally positive. These developments can lead to neighborhood revitalization, improved amenities, and increased property values for nearby homes. Local businesses benefit from the influx of office workers, potentially seeing increased foot traffic and sales

	Class A Office Properties
Property Value:	High positive impact due to increased demand for premium commercial real estate.
Indirect Economic:	Moderate positive impact through job creation and local business support.
Out-of-Region Visitors:	Low, as it primarily serves local businesses. Although headquarter corporate tenants may induce a significant level of business travel.
Environmental:	Moderate negative impact due to energy consumption and traffic increase.
Social:	Moderate positive impact through job opportunities and urban development.

COMPONENT DETAIL:

High-end Residential

Similar to Class A office properties, high-end residential developments are classified relative to their specific market. These properties are distinguished by upscale amenities, premium locations, and luxury finishes, often appealing to affluent professionals and empty nesters seeking a resort-like living experience. They typically feature larger unit sizes, hotel-quality services, and exclusive offerings that elevate them above standard residential options in the market.

High-end residential developments often serve as catalysts for broader economic growth and neighborhood revitalization by elevating the perceived value of surrounding properties, increasing demand for nearby real estate, driving up property values across various market segments.

These properties typically attract affluent residents who contribute to the local economy through increased spending power. This influx of wealth can stimulate local businesses, particularly in the retail and service sectors. These developments often drive improvements in local infrastructure and community amenities, enhancing the overall quality of place in the area.

From a societal perspective, high-end residential developments can have mixed effects. While they can lead to neighborhood revitalization and improved amenities, there are concerns about potential displacement and gentrification. Environmentally, the developments often incorporate sustainable design features and energy-efficient systems, potentially making them less damaging than older, less efficient housing stock. The higher density of the developments can also contribute to more sustainable urban development by reducing sprawl and promoting efficient use of resources.

	High-end Residential
Property Value:	High positive impact, raising overall property values in the area
Indirect Economic:	Moderate positive impact through increased local spending and property taxes
Out-of-Region Visitors:	Low, primarily serving local residents
Environmental:	Low negative impact, depending on construction practices
Social:	Moderate positive impact through community development, but potential gentrification concerns.

COMPONENT DETAIL:
Professional Sports Venues

Professional sports venues have a significant impact on their surrounding areas, offering both economic benefits and potential challenges. Property values in residential developments and commercial properties near sports venues have tended to increase, and in most cases the development has served as a catalyst for broader development in the area.

The facilities generate significant revenue through ticket sales, concessions, and luxury suite leases. Major sporting events, such as the Super Bowl, can inject hundreds of millions of dollars into the local economy. Sports venues also create employment opportunities, both directly through staffing needs and indirectly by stimulating growth in nearby businesses such as restaurants, bars, and hotels.

The environmental impact of sports venues is often a concern. Transportation to and from games is a significant factor, with fan travel being the leading contributor to a stadium's environmental footprint. Additionally, the construction and operation of large stadiums can contribute to air pollution, noise issues, and waste generation. When compared to industrial uses, sports venues have a less damaging environmental impact, especially when designed with sustainable practices.

Socially, professional sports venues can enhance community pride; however, they can also lead to potential displacement of existing businesses or residents—in addition to the previously noted traffic and noise concerns during events. Overall, while professional sports venues present both opportunities and challenges, their potential to drive economic growth and community development makes them a significant factor in urban planning and development.

	Professional Sports Venues
Property Value:	High positive impact on surrounding properties
Indirect Economic:	High positive impact through increased visitation, job creation, and local business support
Out-of-Region Visitors:	High, attracts fan-base and spectators from other areas
Environmental:	High negative impact due to large-scale construction and event-related pollution
Social:	Mixed impact - positive through community pride and entertainment, negative through potential traffic and noise issues

COMPONENT DETAIL:

Theater/Entertainment Venues

Theater and entertainment venues can increase property values in nearby areas, with residential developments located close to entertainment options often commanding higher prices due to the added convenience and lifestyle amenities the theater and entertainment venues provide. Theater and entertainment venues continue to see strong growth and demand. Live Nation reported that ticket sales for their concerts through October 2024 reached more than 144 million tickets, surpassing 2023 levels.

The indirect economic impact of theater and entertainment venues is generated through job creation, increased spending at local restaurants, hotels, and retail establishments. The venues themselves generate activity through spending on tickets, food and beverages, merchandise, and ancillary services. The influx of activity induced by the venues and visitors and spending has been seen to revitalize neighborhoods and stimulate local business growth.

From an environmental perspective, these venues can have a relatively lower environmental impact than industrial uses; however the venues have increased energy consumption, contribute to traffic as attendees travel to and from events, and contribute to light and noise issues and waste generation.

Socially, theater and entertainment venues have mixed impacts. On the larger community, the venues can enhance community pride by offering gathering places and increased entertainment activity. However, larger venues and complexes have the potential for competing with smaller, more community-focused venues and may cannibalize audiences. For residents and businesses surrounding the venue, there is a potential displacement of existing businesses or residents, traffic congestion before and after events, and an increased strain on local infrastructure.

	Theater and Entertainment Venues
Property Value:	Moderate to high positive impact on nearby properties
Indirect Economic:	High positive impact through increased tourism and local business support
Out-of-Region Visitors:	Moderate to high, attracting audiences from surrounding areas.
Environmental:	Moderate negative impact due to large-scale construction and event-related pollution, depending on venue size and operations
Social:	Mixed impact - High positive impact through cultural enrichment and community gathering spaces, negative through potential traffic and noise issues, as well as competing with smaller, local venues

COMPONENT DETAIL:
Integrated Resort

Integrated resorts (or destination resorts) have emerged as significant drivers of economic growth and tourism development, particularly in Asia where the concept is most mature. These large-scale complexes offer varying combinations of high-end hotels, convention centers, world-class entertainment, luxury shopping, and gaming elements, offering diverse experiences that appeal to a variety of audiences. Some offer amenities found at traditional theme or amusement parks and are geared toward multi-generational, family travel audiences.

Integrated resorts produce indirect economic benefits through job creation in the included and supporting industries such as hospitality, retail, and transportation. They also stimulate local business growth and have led to improvements in local infrastructure and public services. The economic impact of largest and most mature integrated resorts has been substantial. In Singapore, for example, integrated resorts contributed to a 1-2% increase in the country's annual GDP growth and doubled tourist arrivals during their first decade of existence. Property values near integrated resorts have tended to increase.

Because of their unique product and positioning as high-end, one-of-a-kind experiences, integrated resorts have tended to draw high-end visitors and business travelers. By design, within integrated resorts, the gaming component occupies a minimal footprint compared to the other amenities and facilities and is highly regulated.

While environmental impacts have been significant due to large-scale construction and ongoing resource consumption (e.g., increased water and electricity), most integrated resorts incorporate sustainable practices and green technologies to mitigate their ongoing environmental damage and carbon footprint.

Research on the social impacts of the totality of integrated resorts is sparse; although there are several academic papers separately investigating the impacts of various components of integrated resorts.

For example, research on the effects of the MGM Springfield on its surrounding neighborhood found that the development had a relatively minor impact on crime in the surrounding area, with only a few specific issues potentially attributable to the gaming components and accounted for only about a 1% increase in Springfield's total crime, which is barely perceptible amid normal yearly fluctuations. In comparison, a similar analysis conducted of the effects of professional sports venues on neighborhood crime statistics shows that those venues are attributed to a 7.4% increase in property crimes and 9.7% increase in assaults during regular season home games.

The impact studies of integrated resorts in Asia pay close attention to the effect of the gaming component—driven in large part by the individual country government's concern over the introduction of such activity. For example, the first integrated resorts in Singapore were developed with policies to mitigate the potential risk of the gaming component. Research and literature analyzing integrated resorts in Asia and North America highlight the efficacy of the regulatory frameworks and onsite policies in place that are designed to mitigate potential adverse effects associated with gaming operations and promote responsible practices among guests (*See appendix*).

Evidence from Singapore shows that problem gaming rates actually decreased from 4.1% to 0.8% after the introduction of the Marina Bay Sands (the first and most well-known international integrated resort), suggesting that the range of other activities available and the strict regulations on gaming introduced at the resort has mitigated some of the negative social impacts traditionally associated with gaming elements.

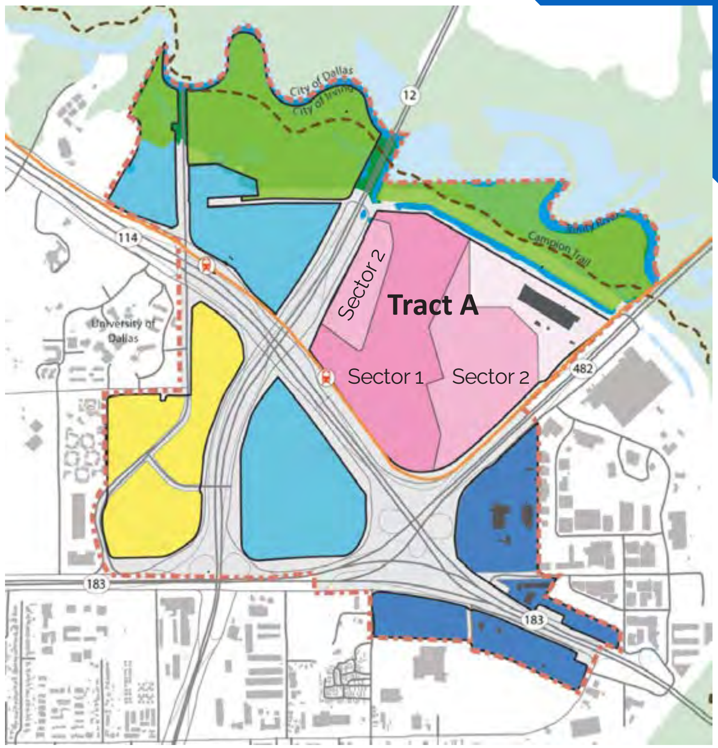
Other impacts of integrated resorts mirror those of other large-scale attractions, such as potential displacement of existing businesses or residents, increase in traffic congestion, and the need to maintain and grow local infrastructure to accommodate the increased activity.

	Integrated Resorts
Property Value:	Very high positive impact on surrounding areas
Indirect Economic:	Very high positive impact through tourism, job creation, and diverse revenue streams
Out-of-Region Visitors:	Very high, attracting both domestic and international visitors
Environmental:	Moderate negative impact due to large-scale development and resource consumption
Social:	Mixed impact - positive through job creation, entertainment options, and creating a distinct tourism demand driver for the region; negative through potential increases traffic, need for increased community services, and potential displacement of existing businesses or residential developments. Existing integrated resorts have instituted policies to mitigate the negative impact of the gaming component by diversifying experiences and social safeguards to promote responsible gaming.

Potential Fit:
PUD 6

The City of Irving is currently considering amendments to uses for PUD 6 Tract "A" Sectors 1 and 2 as a "High Intensity Mixed Use District." All (and combinations of) the placemaking options described above could fit onto the tract. The uses would create a signature development that would extend Irving's high-quality brand and generate positive economic value within a transit-oriented, walkable environment that is accessible to residents and guests across the region and internationally.

Land Use Type	Considerations
Class A Office Space	• Proximity to airports for business travel • Access to the transit station • Would not encompass entire tract; potential for mixed uses
High-End Residential	• Access to the transit station and major roadways • Would not encompass entire tract; potential for mixed uses and complementary amenities for residents • Potential gentrification concerns
Professional Sports Venue Theater/ Entertainment Venue	• Central location within region to draw local patrons • Roadway accessibility; consideration for traffic flow during events • Access to the transit station • Would not encompass entire tract; potential for mixed uses
Integrated Resort	• Central location within region to draw local patrons • Transit options to facilitate "day visitors" and allow resort guests to easily access other areas of the city • Proximity to airports for national and international visitors • Surrounding roadway infrastructure serves as a natural buffer, effectively delineating the site as a distinct destination • Roadways contain resort within the designated area and can mitigate potential negative impacts on adjacent residential areas.



3. Case Studies

The following developments illustrate how communities have integrated various components and land uses to foster meaningful placemaking.

Project	Class A Office	High-end residential	Professional Sports Venue	Theater/ concert venue	Integrated resort/ gaming
Deer District, Milwaukee, WI	X	X	X		
L.A. Live!, Los Angeles, CA		X	X	X	
Marina Bay Sands, Singapore					X
MGM National Harbor					X
MGM Springfield, Springfield, MA					X
Mission Rock Pier 48, San Francisco, CA	X	X		X	
Mohegan Sun, Uncasville, CT			Amateur	X	X
National Landing, Arlington, VA	X	X	Planned		
Phipps Plaza/Office Tower, Atlanta, GA	X	X			
Truist Park and The Battery Atlanta, Atlanta, GA	X	X	X	X	

Deer District, Milwaukee, WI

An urban plaza and entertainment district surrounding the Fiserv Forum, home of the Milwaukee Bucks. It features restaurants, bars, and public spaces designed to create a vibrant atmosphere before and after events.

Scale: 2.3-acre public plaza with three buildings totaling 65,000 sq ft

Primary use: Entertainment and dining district

Impacts:

- Positive: Transformed vacant lots into a vibrant gathering space, created jobs, and increased economic activity
- Negative: Increased traffic and noise in the area

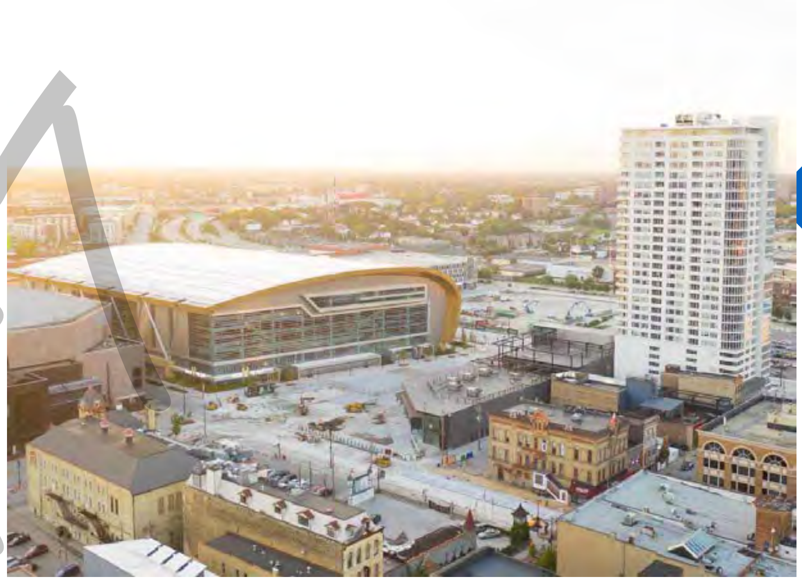


Photo courtesy of the Milwaukee Insider

L.A. Live!, Los Angeles, CA

A large entertainment complex in downtown Los Angeles, anchored by the Crypto.com Arena (formerly Staples Center). It includes theaters, restaurants, hotels, and broadcasting facilities, serving as a hub for sports and entertainment.

Scale: 5.6 million sq ft entertainment complex

Primary use: Sports and entertainment district

Impacts:

- Positive: Generated billions in economic activity, created thousands of jobs, revitalized downtown Los Angeles
- Negative: Potential gentrification and displacement of existing residents

Photo courtesy of Hospitality Net

Marina Bay Sands, Singapore

An iconic integrated resort featuring a hotel with a distinctive rooftop infinity pool, convention center, entertainment and gaming options, and luxury shopping mall. It has become a symbol of Singapore's skyline and a major tourist attraction.

Scale: Integrated resort with 2,561 hotel rooms, gaming, resort, and convention center

Primary use: Tourism and entertainment

Impacts:

- Positive: Contributed 1-2% to Singapore's annual GDP growth, doubled tourist arrivals
- Negative: Concerns about problem gaming, mitigated by strict regulations and social safeguards

Photo courtesy of CoStar

MGM National Harbor, Maryland

A luxury resort, gaming, and entertainment destination located just outside Washington, D.C. It offers high-end accommodations, a casino, spa, and various dining and entertainment options.

Scale: $1.4 billion resort

Primary use: Gaming and entertainment

Impacts:

- Positive: Created over 3,000 jobs, increased local tax revenue
- Negative: Potential increase in problem gaming, though mitigated by community engagement programs and regulations

Photo courtesy of HKS Architects

MGM Springfield, Springfield, MA

The first integrated resort in Massachusetts, featuring gaming floors, a hotel, and various entertainment venues. It was designed to blend with the city's architecture and history.

Scale: $960 million resort

Primary use: Gaming and entertainment

Impacts:

- Positive: Created 2,538 jobs, generated $110.1 million in government payments
- Negative: No significant increase in problem gaming rates detected

Photo courtesy of the New Haven Register

Mission Rock Pier 48, San Francisco, CA

A mixed-use waterfront development project near Oracle Park, home of the San Francisco Giants. It aims to transform a parking lot into a vibrant neighborhood with housing, offices, and public spaces.

Scale: 28-acre development

Primary use: Mixed-use (residential, commercial, and public space)

Impacts:

- Positive: Expected to create 13,500 construction jobs and 7,000 permanent jobs
- Negative: Potential increase in housing costs and gentrification


Photo courtesy of the San Francisco Chronicle

Mohegan Sun, Uncasville, CT

One of the largest casino complexes in the United States, offering gaming, hotel accommodations, entertainment venues, and dining. It's owned and operated by the Mohegan Tribe.

Scale: 240-acre complex

Primary use: Gaming and entertainment resort

Impacts:

- Positive: Generated $2.2 billion economic impact, supported 14,699 jobs
- Negative: Potential increase in problem gaming, though mitigated by responsible gaming initiatives and regulations

Photo courtesy of Mohegan Sun

National Landing, Arlington, VA

A rebranded neighborhood encompassing Crystal City, Pentagon City, and Potomac Yard, selected as the location for Amazon's HQ2.

Scale: Multi-billion dollar development and redevelopment with 17+ million sq ft of existing office and retail space

Primary use: Mixed-use (office, residential, and retail)

Impacts:

- Positive: Expected to contribute 25% of Arlington's tax base, create thousands of jobs
- Negative: Concerns about housing affordability and increased congestion

Photo courtesy of Amazon

Phipps Plaza/Office Tower, Atlanta, GA

Part of Atlanta's upscale Buckhead district, Phipps Plaza is a luxury shopping destination that has expanded to include office space and hotels. It represents the evolution of traditional retail spaces into mixed-use developments, and is proximate to two of Atlanta's MARTA stations

Scale: Part of the Peachtree Corridor

Primary use: Mixed-use (retail, office, and residential)

Impacts:

- Positive: Contributes to $87.6 billion in total economic activity in the Peachtree Corridor
- Negative: Potential gentrification and displacement in surrounding areas

Photo courtesy of The Beck Group

Truist Park and The Battery Atlanta, Atlanta, GA

Home of the Atlanta Braves, this development combines a Major League Baseball stadium with a mixed-use entertainment district. It features restaurants, retail, offices, and residential units, creating a year-round destination.

Scale: 1.5 million sq ft mixed-use development

Primary use: Sports stadium and entertainment district

Impacts:

- Positive: Generated $38 million in tax revenue in 2022, increased property values
- Negative: Initial concerns about public funding, though now reported to be net positive for taxpayers

Photo courtesy of Kimley-Horn

4. Key Takeaways

Each component or land use offers unique benefits, and combining them can enhance placemaking in ways that strengthen the city's brand while reinforcing its commitment to quality, innovation, and an exceptional sense of place.

Class A offices and high-end residential properties can significantly increase property tax revenues, attract high-income residents, and businesses. Both types of development can lead to neighborhood revitalization and improved amenities. However, they may also contribute to gentrification and displacement concerns.

- Sports venues and entertainment complexes can generate substantial sales tax revenues and elevate a city's profile for major events. They contribute to quality of place by offering gathering places and heightened entertainment options. However, these developments can lead to challenges such as traffic congestion, noise and light pollution, and potential displacement of existing businesses or residents.

- Integrated resorts offer the potential for transformative economic impact and developing a unique demand driver to increase visitation to an area. Singapore's experience demonstrates that with proper regulation and social safeguards, integrated resorts can mitigate many of the negative impacts traditionally associated with gaming developments. Because of the variety of attractions and amenities that they offer, integrated resorts have drawn more diverse and often more affluent audiences, with gaming activities constituting a smaller share of the provided activities, but providing the necessary operating revenues to support the other amenities.

Appendix

A. Sample Impact Analysis of an Integrated Resort
B. Supporting Articles
C. Expanded Case Studies

A. Sample Impact Analysis

The integrated resort or destination resort concept has the ability to become an incremental, additive demand driver for the region in which it is built, given the diversity of experiences and prominent luxury or high-end hotel component.

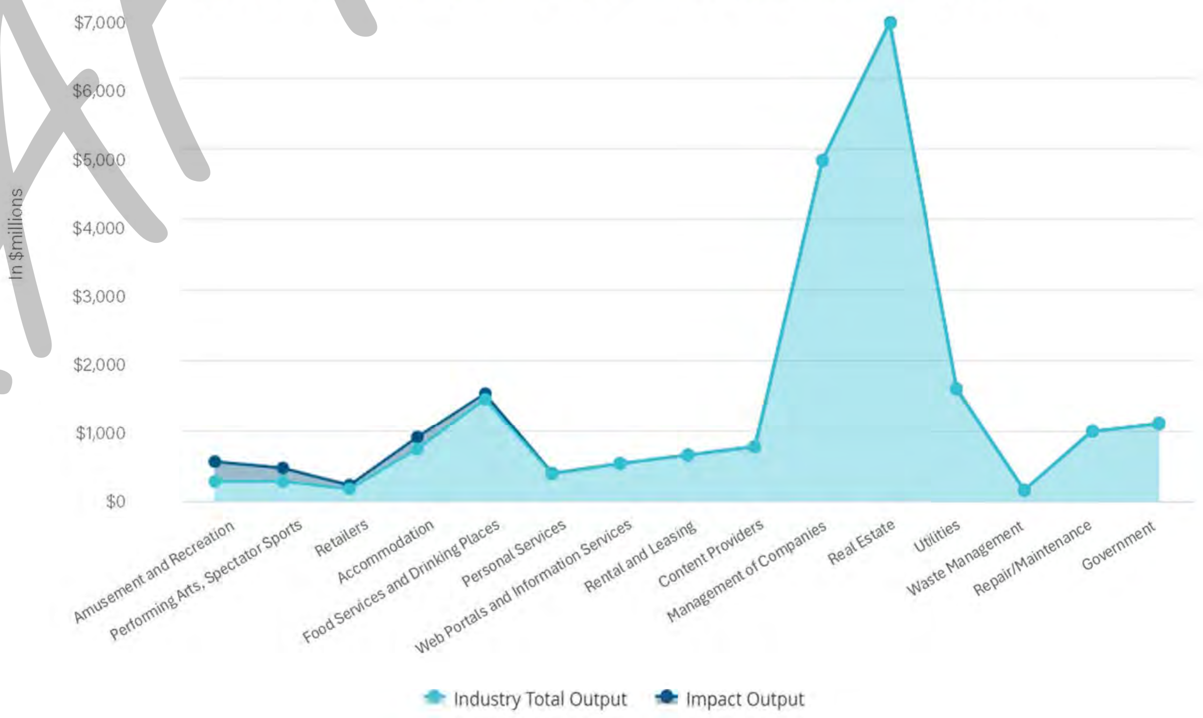
The following IMPLAN Industry Output report was created to provide an "order of magnitude" impacts of a destination resort complex in Irving that would include the following:

- 3 hotel concepts with a total of 1,750 keys commanding an ADR of $320 with 70% occupancy
- A 4,000-seat theater/entertainment venue that hosts 175 shows/year with an annual ticket price of $230 and 75% capacity at each show
- Conference facility with 500,000 sq ft
- 15,000 seat arena with 40 professional games/year
- 45 restaurant and bar concepts
- 70,000 sq ft of high-end retail space
- 70,000 sq ft of gaming
- Wellness/luxury spa

Economic Indicators by Impact

Impact	Employment	Labor Income	Value Added	Output
1 - Direct	5,852.09	$290,170,050.36	$520,524,656.03	$783,824,770.00
2 - Indirect	172.23	$15,037,413.14	$22,705,633.05	$37,064,940.12
3 - Induced	15.95	$1,358,963.41	$6,002,018.35	$7,854,899.79
Totals	6,040.26	$306,566,426.91	$549,232,307.43	$828,744,609.90

Top 15 Industries by Impact Output as Percentage of Total Industry Output



Source: IMPLAN 2025 Data for Irving

B. Supporting Articles

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C. Expanded Case Studies

The following case studies provide additional information to that provided in section 3. Content for the expanded detail was compiled from publicly available sources, the articles listed above, and—for projects in bold-italics—Kimley-Horn project information and data.

- Deer District, Milwaukee, WI
- ***L.A. Live!, Los Angeles, CA***
- Marina Bay Sands, Singapore
- MGM National Harbor
- MGM Springfield, Springfield, MA
- Mission Rock Pier 48, San Francisco, CA
- Mohegan Sun, Uncasville, CT
- National Landing, Arlington, VA
- ***Phipps Plaza/Office Tower, Atlanta, GA***
- ***Truist Park and The Battery Atlanta, Atlanta, GA***

Case Study: Deer District- Mixed-use Development Anchored by Sports

Deer District is a vibrant 30-acre entertainment district anchored by the world-class Fiserv Forum, home to the NBA's Milwaukee Bucks. Since its inception, Deer District has transformed downtown Milwaukee, becoming a premier destination for living, working, and entertainment. This case study explores the development, features, and impact of Deer District on Milwaukee's urban landscape and economy.

Project Overview

- Location: Downtown Milwaukee, Wisconsin
- Opened: 2018 (with ongoing development)
- Cost: Over $1 billion (including Fiserv Forum)
- Project Features:
    - Fiserv Forum: 17,341-seat multi-purpose arena
    - 2.3-acre public plaza
    - Multiple dining and entertainment venues
    - Office spaces
    - Residential developments (planned)
    - Hotels
    - Outdoor gathering spaces

<u>Distinctive Features</u>

- **Urban Transformation**
  Deer District has revitalized a formerly underutilized area of downtown Milwaukee, transforming it into a vibrant, year-round destination. The development has integrated into the existing urban fabric, creating a new epicenter for social and economic activity.

- **Mixed-Use Development**
  The district combines sports, entertainment, dining, office space, and planned residential units, embodying a true "live, work, play" environment. This diverse mix of uses ensures constant activity and foot traffic, even when there are no events at Fiserv Forum.

- **Public Spaces**
  A key feature of Deer District is its emphasis on public spaces, including a 2.3-acre plaza that serves as Milwaukee's "living room." These areas host various events, from watch parties to festivals, fostering community engagement and social interaction.

<u>Economic and Social Impact</u>

Job Creation and Economic Growth

Deer District has been a significant driver of economic growth in Milwaukee. The development has created thousands of jobs and stimulated business activity in the surrounding area.

Tourism Boost

The district has become a major tourist attraction, drawing visitors from across the region and beyond. During the Bucks' 2021 championship run, the economic impact was estimated at $57.6 million in direct and indirect spending.

Community Engagement

Deer District has become a focal point for community gatherings and events, enhancing Milwaukee's social fabric. The public plaza has hosted crowds of up to 65,000 people during major events, showcasing its role as a unifying space for the city.

Future Development

Deer District continues to evolve, with several projects in the pipeline:

- A $91 million mixed-use development featuring 269 market-rate apartments, commercial space, and a 28,000-square-foot athletic facility for Milwaukee Area Technical College.
- A new live music venue by FPC Live.
- Potential for additional hotel developments.

<u>Key Takeaways</u>

Deer District represents a successful model of urban redevelopment, transforming a once-neglected area into a thriving, mixed-use neighborhood. Its impact extends beyond economic benefits, fostering a sense of community and pride among Milwaukee residents. As it continues to grow and evolve, Deer District is poised to remain a key driver of Milwaukee's urban renaissance, setting a standard for similar developments across the United States.

Case Study: LA Live

INTRODUCTION

Situated on six blocks in the South Park area of downtown Los Angeles, LA LIVE, a sports and entertainment district featuring a wide array of venues, hotels, restaurants, and more situated on 33-acres of land. Since opening in 2007, it exemplifies urban development by merging entertainment, culture, dining, and hospitality into a tourism hotspot. The district is place strategically to surround Crypto.com Arena and Peacock Theater, which are centrally located within LA LIVE, and provides yearly attractions for both locals and visitors. Through the seamless integration of world-renowned venues into one entertainment district, LA LIVE has become one of the high-trafficked centers for sports, music, and cultural tourism across the world.

This case study will explore LA LIVE's distinct features and significant influence on the City of Los Angeles.

Project Overview

- **Location:** Downtown Los Angeles, California
- **Opened:** October 2007
- **Cost:** $3 billion
- **Project Features:** The overall project is located on a 33-acre site encompassing 4 million square feet (SF) of total development surrounding Crypto.com Arena and Peacock Theater.
  - **Crypto.com Arena:** 1 million-SF arena on 10 acres with 12,060 seating capacity *(originally not built as part of the overall LA LIVE development)*
  - **Peacock Theater:** 7,100 seating capacity, 235,00 SF concert and awards show venue *(originally not built as part of the overall LA LIVE development)*
  - **Peacock Place:** 40,000-SF open-air space, featuring six 75-foot-towers with LED and static signage used for red carpets, movie premieres, corporate picnics, festivals, and live performances
  - **The Novo:** Indoor club featuring 2,300 seats
  - **The GRAMMY Museum:** 4-story, 32,00-SF museum
  - **Hospitality/Residential:** 878-key JW Marriott hotel and a 123-key Ritz-Carlton boutique hotel with 25 floors at the top of residences
  - **Retail/Restaurant:** 180,000 SF of retail, restaurant, and bar space, including a bowling alley and a movie theater
  - **Event Space:** 1 million SF
  - **Office Space:** 333,000 SF

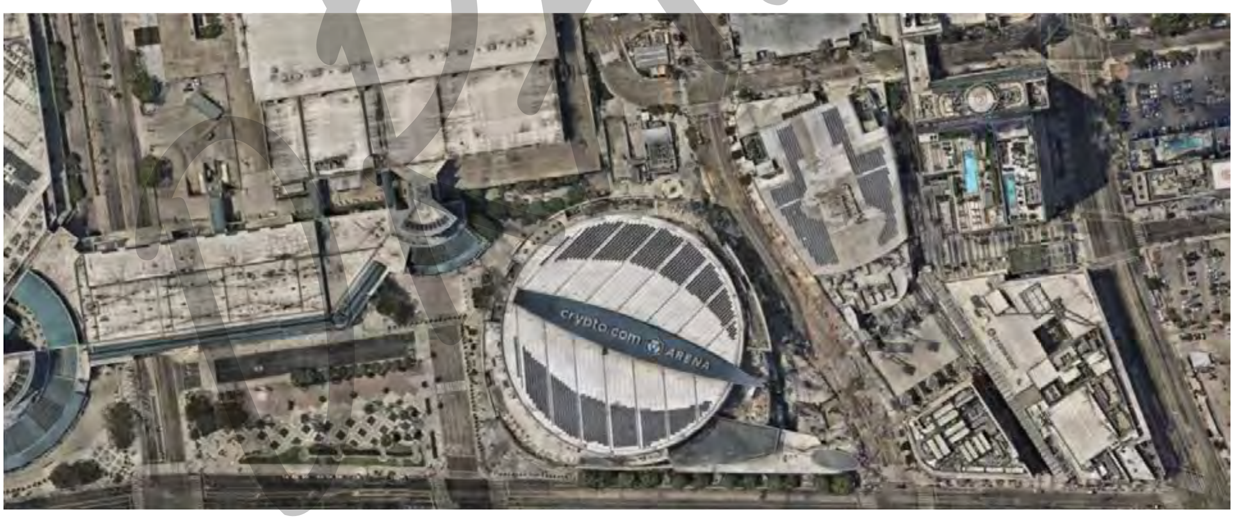
LA LIVE: A Hub for Entertainment, Sports, Culture, and More

LA Live's success lies in its integrated approach to entertainment, merging sports, music, and cultural experiences all within one single district. This vision has made LA LIVE a popular destination for tourists seeking a variety of high-quality experiences in one area.

1. **Sports and Entertainment Venues**: LA LIVE, featuring the iconic Crypto.com Arena, hosts the Los Angeles Lakers, Clippers, and Kings, along with major NBA, NHL, collegiate games, and concerts. The Peacock Theater and Peacock Place offer a premier location for concerts, award shows, and live performances.

2. **Cultural Attractions**: LA LIVE houses the GRAMMY Museum, a prominent institution celebrating the history and cultural impact of music. Attracting music enthusiasts and tourists, the museum features interactive exhibits and memorabilia from iconic artists. This cultural landmark seamlessly blends music, arts, and tourism in an engaging and interactive setting.

3. **Business Functions**: The nearby Los Angeles Convention Center located directly adjacent to the district and the hospitality developments within LA LIVE have propelled the appeal of the area to a variety of business groups as a prime option for business functions. The convention center draws large-scale conventions, trade shows, conferences, and corporate events, attracting professionals, exhibitors, and visitors from around the world. The combination of LA LIVE's offerings coupled with the convention center's business-focused events has further solidified the district's status as a central hub in downtown Los Angeles.



The LA Live Allure

1. **Inclusive Entertainment Experience**: What distinguishes LA LIVE is its all-in-one experience. Visitors can attend sports events, enjoy concerts, explore music history at the GRAMMY Museum, attend business events, and indulge in dining and nightlife—all within walking distance. This multifaceted offering sets LA LIVE apart from other destinations nationwide.

2. **Prime Downtown Location**: LA LIVE's prime location in downtown Los Angeles places it in the middle of one of the most iconic cities in the world. The proximity to key attractions, airports, public transit, hotels, shopping districts, and cultural landmarks makes LA LIVE a natural starting point for tourists exploring the city. The easy access to the district ensures that it is easily accessible for both locals and out-of-town visitors.

3. **Dining, Retail, and Nightlife**: In addition to the sports and cultural venues, LA LIVE offers an array of dining, retail, and nightlife options. A host of trendy bars, clubs, and lounges provide entertainment after dark, appealing to tourists seeking both daytime activities and evening nightlife. The district's mix of retail spaces and restaurants complements its other attractions, ensuring that visitors have options beyond its main features.

4. **Major Events and Festivals**: LA LIVE hosts globally renowned events drawing visitors from around the world. As a premier entertainment destination, it features major events such as film premieres at Peacock Theater and red-carpet affairs at Crypto.com Arena. These prestigious functions enhance LA LIVE's attraction to tourists.

5. **Global Appeal**: LA LIVE attracts both domestic and international visitors with its world-class events, iconic landmarks, and dynamic culture. Its proximity to Los Angeles International Airport (LAX) enhances its global appeal, making it a key stop for travelers exploring Southern California. This project has positioned itself as a prominent destination on the global tourism stage.

6. **Boost to Local Economy**: Since opening, LA LIVE has generated millions in annual economic impact, creating thousands of jobs in hospitality, entertainment, and retail. Surrounding businesses have experienced increased foot traffic, with an estimated 20 million people visiting LA LIVE a year. Since its opening in 2007, Downtown Los Angeles has transformed from a sparsely developed area into a bustling cultural and economic hub.

Conclusion

LA LIVE stands as a pioneering development that has created a unique tourist attraction in the heart of Los Angeles. By combining all of its features into one vibrant area, it offers an exceptional experience for both visitors and residents. LA LIVE has firmly established itself as a leading tourism hotspot in California.

Project Photography

L.A. LIVE | AEG Worldwide

Play | L.A. LIVE

Case Study: Marina Bay Sands – Integrated Resort Concept

Marina Bay Sands is an iconic integrated resort located in Singapore, combining luxury hospitality, entertainment, business, and leisure facilities. Opened in 2010, this landmark development has transformed Singapore's skyline and tourism landscape, becoming a symbol of the city-state's modernity and ambition. Marina Bay Sands is often listed as the best example of the "integrated" or " destination resort" concept.

Marina Bay Sands is undergoing a US$1.75 billion reinvestment to enhance its luxury offerings. Additionally, a multi-billion-dollar expansion is planned, including a new hotel tower, a 15,000-seat arena, and additional meetings and convention facilities.

<u>Project Overview</u>

- Location: Marina Bay, Singapore
- Opened: April 2010
- Cost: S$8 billion (US$5.7 billion)
- Project Features:
- Three 55-story hotel towers with 2,600 rooms
- 1.2-hectare SkyPark with infinity pool
- 120,000 square meters of convention and exhibition space
- Two state-of-the-art theaters
- ArtScience Museum
- The Shoppes at Marina Bay Sands (luxury retail mall)
- Resort with 15,000 square meters of gaming space
- Numerous restaurants and bars
- Event plaza for up to 10,000 people

<u>Distinctive Features</u>

- **Architectural Marvel**
  Marina Bay Sands' iconic design by Moshe Safdie features three towers connected by the SkyPark, creating a distinctive silhouette visible across Singapore's skyline1. The 200-meter high SkyPark, with its cantilevered structure and infinity pool, has become a global architectural icon.

- **Integrated Resort Concept**
  The development blends hospitality, entertainment, business, and leisure facilities, creating a comprehensive destination for visitors. This integrated approach has set a new standard for luxury resorts worldwide.

- **Economic Impact**
  Marina Bay Sands has significantly boosted Singapore's economy, contributing 1 to 2 percent of the city-state's annual GDP growth before the COVID-19 pandemic. The resort has created thousands of jobs and helped double tourist arrivals to 19.1 million over a decade through 2019.

- **Sustainability Initiatives**
  Despite its scale, Marina Bay Sands has made significant strides in sustainability. The resort has implemented various initiatives to reduce energy and water usage while increasing the use of recyclable materials.

<u>The Marina Bay Sands Experience</u>

- **Luxury Accommodation**
  The hotel offers 2,600 rooms and suites across three towers, providing stunning views of the city and sea. In 2023, the hotel maintained a high occupancy rate of 96.3% with an average daily rate of US$631.

- **World-Class Entertainment**
  Marina Bay Sands hosts a variety of entertainment options, including theatrical performances, concerts, and exhibitions. The ArtScience Museum and the Sands Theatre are key attractions for cultural enthusiasts.

- **Shopping and Dining**
  The Shoppes at Marina Bay Sands offers a luxury shopping experience with over 170 high-end boutiques and restaurants. The mall has contributed significantly to the resort's non-gaming revenue.

- **Convention and Meeting Facilities**
  With 120,000 square meters of convention and exhibition space, Marina Bay Sands has positioned itself as a leading destination for business events in Asia.

<u>Economic and Social Impact</u>

Tourism Boost
Marina Bay Sands has played a crucial role in Singapore's tourism strategy, helping to attract high-value visitors and position the city as a premier global destination.

Job Creation
The resort directly employs over 10,000 people and has indirectly created many more jobs in supporting industries.

Community Engagement
Through its Sands Cares program, Marina Bay Sands engages in various community initiatives, including volunteer work and charitable donations. In 2023, the resort helped raise more than S$3.8 million through its Sands for Singapore Charity Festival.

<u>Key Takeaways</u>

Marina Bay Sands has redefined the concept of integrated resorts, setting new standards in luxury, entertainment, and business facilities. Its success has significantly impacted Singapore's economy and tourism sector, while also contributing to the local community. As it continues to evolve and expand, Marina Bay Sands is poised to maintain its position as a leading global destination for years to come.

Case Study: MGM National Harbor – US example of Integrated Resort Concept

MGM National Harbor is an integrated resort located in Prince George's County, Maryland, minutes from Washington, D.C. Opened in December 2016, this $1.4 billion development has transformed the region's entertainment and hospitality landscape, offering a unique blend of gaming, dining, retail, and cultural experiences.

Project Overview

- Location: National Harbor, Prince George's County, Maryland
- Opened: December 8, 2016
- Cost: $1.4 billion
- Project Features:
    - 23-acre site
    - 24-story, 308-room luxury hotel
    - 125,000 square feet of gaming space
    - 3,000-seat theater
    - 50,000 square feet of meeting and convention space
    - 18,000 square feet of high-end retail
    - 12 world-class dining venues
    - 27,000-square-foot spa and salon
    - 4,800-space parking garage

<u>Distinctive Features</u>

- **Architectural Marvel**
  MGM National Harbor's design features a striking glass tower with panoramic views of the Potomac River and Washington, D.C. skyline. The resort's architecture blends modern luxury with the region's rich history and natural beauty.
- **Integrated Resort Concept**
  The development offers a comprehensive destination experience, combining luxury accommodations, entertainment, dining, retail, and gaming under one roof.
- **Sustainability Initiatives**
  MGM National Harbor is the first integrated resort in the Washington, D.C. region to achieve LEED Gold certification. The property incorporates numerous sustainable features, including a 700,000-gallon cistern for rainwater harvesting and high-efficiency fixtures that reduce water consumption by more than 45%.

<u>The MGM National Harbor Experience</u>

- **Luxury Accommodation**
  The hotel offers 308 rooms and suites across 24 stories, providing stunning views of the surrounding area. The resort maintains high occupancy rates and attracts both local and international visitors.

- **World-Class Entertainment**
  The 3,000-seat theater hosts a variety of entertainment options, including concerts, comedy shows, and sporting events. The resort has partnered with Live Nation to bring top-tier performances to the venue.

- **Gaming and Nightlife**

  With 125,000 square feet of gaming space, MGM National Harbor offers a wide range of options for gaming enthusiasts, including slots, table games, and poker.

- **Dining and Retail**
  The resort features 12 dining venues, including restaurants from celebrity chefs, and 18,000 square feet of luxury retail space, providing visitors with diverse culinary and shopping experiences.

Economic and Social Impact

Job Creation

MGM National Harbor has created 4,000 permanent jobs, with 47% of these positions filled by Prince George's County residents, exceeding the initial goal of 40%.

Local Business Support

The resort has spent nearly $120 million with Minority Business Enterprises (MBEs) since opening, working with over 139 unique suppliers.

Community Engagement

Employees have donated more than 21,000 hours to community volunteer work since 2017. The resort has provided over $5 million in financial and in-kind support to local non-profit organizations.

Economic Contribution

MGM National Harbor has contributed more than $800 million to the Blueprint for Maryland's Future through taxes on gaming revenue, significantly impacting the state's economy14.

Key Takeaways

MGM National Harbor has successfully established itself as a premier destination in the Washington, D.C. area, combining luxury, entertainment, and sustainability. Its significant economic impact, commitment to local communities, and diverse offerings have made it a valuable asset to Prince George's County and the state of Maryland. As it continues to evolve, gaming is a key component of MGM National Harbor, and the resort hosts a number of meetings and conferences every year. It will remain a key player in the region's hospitality and entertainment landscape for years to come.

Case Study: MGM Springfield – Integrated Resort Example

MGM Springfield is a $960 million integrated resort located in downtown Springfield, Massachusetts. Opened on August 24, 2018, it was the first resort-style gaming development in the state, designed to revitalize the urban center and stimulate economic growth in the region.

Project Overview
- Location: Springfield, Massachusetts
- Opened: August 24, 2018
- Cost: $960 million
- Project Features:
    - 2 million square feet of development on a 14.5-acre site
    - 125,000 square feet of gaming space
    - 251-room hotel
    - 46,000 square feet of convention space
    - 96,000 square feet of retail and restaurant space
    - Multi-level parking garage
    - Entertainment venues including a cinema and bowling alley

<u>Economic Impact</u>

According to research conducted by the University of Massachusetts Amherst's Social and Economic Impacts of Gambling in Massachusetts (SEIGMA) study:
- In its first year of operation, MGM Springfield directly created 2,538 jobs with $85.2 million in wages.
- The resort's statewide economic impact supported a total of 6,287 net jobs and $356.9 million in personal income.
- MGM Springfield visitors generated $66.3 million in new, off-site spending.
- 61.7% of patron spending was new to the state and would not have occurred without the resort.
- The resort's payments to government entities totaled $110.1 million.

<u>Employment and Workforce Development</u>

MGM Springfield has made significant contributions to local employment:
- The resort established a hiring goal of 35% of the workforce from Springfield and 90% from Springfield and the surrounding region.
- Research shows MGM succeeded in hiring locally and creating a diverse workforce, including many previously unemployed or underemployed individuals.

<u>Community Impact</u>

UMass Amherst researchers found several positive impacts on the local community:
- No increase in problem gaming rates was detected after the resort's opening, contrary to typical expectations.
- Crime rates increased by 1%, which is barely perceptible compared to normal yearly fluctuations for urban areas.
- The resort's development coincided with strengthening housing and real estate markets in Greater Springfield.

- Community leaders reported increased foot traffic in downtown Springfield, particularly in businesses adjacent to the resort.

However, some concerns were raised:
- There was a noted rise in speculative multi-family property investment, which could potentially lead to displacement.
- Lower-income patrons spent proportionally more on gaming compared to their prevalence in the general population. To mitigate excessive, individual spending, the resort created a policy to exclude ATMs on the gaming floor or in the vicinity.

<u>Economic Spillover Effects</u>

The construction of MGM Springfield had widespread economic benefits:
- Every county in Massachusetts saw some economic benefit from the resort's construction.
- Over two-thirds of the 4,249 construction workers were Massachusetts residents.
- Two-thirds of the $573.2 million construction budget went to Massachusetts-based firms.

<u>Future Development</u>

MGM Springfield continues to contribute to local development:
- The resort plans to make a $16 million contribution towards the redevelopment of 31 Elm Street, a vacant former hotel in downtown Springfield.
- This partnership aims to fulfill MGM's commitment to developing market-rate housing units near the resort.

<u>Key Takeaways</u>

MGM Springfield has significantly impacted Springfield's economy and urban landscape. The economic impact of the development has been job creation, increased economic activity, and urban revitalization, The developers have ensured that regulations and other policies are in place to mitigate the potential negative effects on vulnerable populations who access or work and live in proximity to the resort.

Case Study: Mission Rock, San Francisco – Mixed-use with Sports Anchor

Mission Rock is a significant waterfront development project in San Francisco that aims to transform underutilized areas into a vibrant mixed-use destination.

Project Overview

- Location: Seawall Lot 337 and Pier 48, San Francisco
- Developer: Seawall Lot 337 Associates, LLC (partnership between Tishman Speyer and the San Francisco Giants)
- Cost: Approximately $1.4 billion
- Size: 28 acres
- Construction began in 2020

Key Features

- Up to 1,200 residential units (40% affordable)
- 1.4 million square feet of office and commercial space
- 8 acres of parks and open space
- Rehabilitation of historic Pier 48
- Retail and restaurant spaces
- Sustainable design features

Economic and Social Impact

- Creation of 13,500 construction jobs and 7,000 permanent jobs
- Generation of over $25 million annually in new revenue for City services
- Transformation of a parking lot into a vibrant, mixed-use neighborhood
- Increased public access to the waterfront

Sustainability Features

- 79% less CO2 emissions compared to equivalent developments in the U.S.
- On-site water recycling plant for non-potable water demands
- Sea level rise resilience measures, including raising occupied spaces by 66 inches

Key Takeaway

Mission Rock and the proposed Pier 45 development represent significant investments in San Francisco's waterfront. These projects aim to create dynamic, mixed-use spaces that honor the city's maritime heritage while providing modern amenities and attractions. By blending residential, commercial, and public spaces, these developments seek to revitalize key areas of the city and create new economic opportunities while addressing challenges such as affordable housing and climate resilience.

Case Study: Mohegan Sun – Integrated Resort Complex

Mohegan Sun is a premier integrated resort located in Uncasville, Connecticut. Owned and operated by the Mohegan Tribe, this 240-acre complex along the Thames River has become a major entertainment destination in the northeastern United States since its opening in 1996. While the resort does not remit taxes, it does have an agreement to pay 25% of slot machine revenue to the state of Connecticut in lieu of taxes and pays $500,000 annually to Montville in lieu of taxes for non-reservation lands.

<u>Project Overview</u>

- Location: Uncasville, Connecticut
- Opened: October 12, 1996
- Cost: Initial investment not specified, but ongoing expansions have totaled billions
- Project Features:
    - 1,200-room luxury hotel tower
    - 10,000-seat Mohegan Sun Arena
    - Over 45 restaurants and food outlets
    - More than 35 retail shops
    - 100,000+ square feet of meeting and function space
    - 20,000 square-foot Elemis Spa
    - Over 300,000 square feet of gaming space

<u>Distinctive Features</u>

- **Native American Heritage**
  Mohegan Sun's design and operations are deeply rooted in the Mohegan Tribe's cultural heritage. The resort's architecture and decor incorporate tribal motifs and natural elements, creating a unique atmosphere that celebrates Native American culture.

- **Integrated Entertainment Experience**
  The resort offers a comprehensive entertainment experience, including concerts, sporting events, dining, shopping, conventions, and gaming. This diversified approach has helped Mohegan Sun attract a wide range of visitors.

- **Economic Impact**
  Mohegan Sun has become a significant economic driver for the region. In 2019, it generated $2.2 billion in economic impact, supported 14,699 jobs, and contributed $255.1 million in state and local taxes.

<u>Economic and Social Impact</u>

Job Creation and Economic Growth

Mohegan Sun employs around 8,000 people, making it one of the largest employers in Connecticut. The resort's operations have stimulated local businesses and contributed to the region's economic development.

Community Engagement

The Mohegan Tribe and Mohegan Sun are deeply involved in community initiatives. They support hundreds of local non-profit organizations, host community events, and participate in numerous fundraisers. Key partnerships include United Way, Connecticut Special Olympics, and the Make-A-Wish Foundation.

Cultural Preservation

Mohegan Sun serves as a platform for preserving and sharing Mohegan tribal culture. The resort hosts cultural events and features exhibits that educate visitors about Native American heritage.

Sustainability Initiatives

Mohegan Sun has implemented various sustainability measures, including energy conservation and resource management. The resort's commitment to environmental stewardship aligns with the Mohegan Tribe's traditional values of respecting nature.

<u>Key Takeaways</u>

Mohegan Sun stands as a successful model of integrated resort development. Its blend of entertainment, cultural heritage, and community engagement has created a unique destination that contributes significantly to the local economy while preserving and celebrating Mohegan tribal culture.

Case Study: National Landing – Mixed-use; Transit-oriented Development

National Landing is a mixed-use urban center located in Northern Virginia, just across the Potomac River from Washington, D.C. Comprising the neighborhoods of Crystal City, Pentagon City, and Potomac Yard, it is the proposed home of Amazon's HQ2. National Landing has undergone a remarkable transformation to become one of the most connected and innovative urban districts in the United States.

Project Overview

- Location: Arlington County and Alexandria, Virginia
- Announced: November 13, 2018 (as Amazon HQ2 location)
- Cost: Over $4 billion in public and private investments
- Project Features:
    - 17+ million square feet of existing office and retail space
    - 17,000+ existing residential units
    - 5,500 hotel rooms
    - 150 acres of developable land
    - 3 Metro stations
    - Direct access to Reagan National Airport
    - 60+ acres of parks and green space

<u>Distinctive Features</u>

- **Strategic Location**
  National Landing's prime location, just minutes from downtown Washington, D.C., and adjacent to Reagan National Airport, makes it an ideal hub for businesses, residents, and visitors. The area offers unparalleled connectivity to the region and beyond.

- **Mixed-Use Development**
  The district blends office, residential, retail, and hospitality spaces, creating a vibrant, 365-day urban environment. This mix supports a true "live, visit, work, play" ecosystem that attracts diverse businesses and residents.

- **Innovation Hub**
  With Amazon's HQ2 and Virginia Tech's Innovation Campus as anchors, National Landing is positioning itself as a leading technology and innovation center on the East Coast.

- **Transportation Infrastructure**
  Significant investments in transportation infrastructure, including improvements to Metro stations, new bicycle lanes, and pedestrian-friendly streetscapes, are enhancing mobility within and around National Landing.

<u>The National Landing Experience</u>

- **Business and Employment**
  National Landing is home to a diverse ecosystem of companies, from Fortune 500 corporations to vibrant small businesses and startups. The area is expected to generate over 25,000 new jobs in the coming years, primarily in the tech sector.

- **Residential Living**
  With over 17,000 existing residential units and 8,000+ in the development pipeline, National Landing offers a wide range of housing options. The area boasts the highest proportion of three-bedroom units in the region, catering to diverse lifestyles and family sizes.

- **Retail and Dining**
  The district features a growing array of retail and dining options, with over 450 restaurants and shops. New developments are bringing additional experiential retail and culinary destinations to the area
  .

- **Culture and Recreation**
  National Landing offers numerous cultural and recreational amenities, including museums, art galleries, theaters, and over 60 acres of parks and green spaces. The area hosts various community events and outdoor activities throughout the year.

<u>Economic and Social Impact</u>

Job Creation

The development of National Landing, particularly with the addition of Amazon's HQ2, is expected to create tens of thousands of new jobs in the region.

Economic Growth

National Landing is projected to contribute significantly to Arlington County's tax base, with estimates suggesting it could account for nearly a quarter of the county's tax revenue over the next decade.

Community Development

The transformation of National Landing has led to increased investment in public amenities, including parks, schools, and community centers. However, this growth has also raised concerns about potential impacts on housing affordability and local traffic.

Sustainability Initiatives

National Landing emphasizes sustainable development, with many new buildings targeting LEED certification and the implementation of green infrastructure throughout the district.

Future Plans

National Landing continues to evolve, with several major developments in the pipeline:

- Completion of Amazon's HQ2 campus
- Opening of Virginia Tech's Innovation Campus
- Ongoing transportation improvements, including the CC2DCA pedestrian bridge connecting Crystal City to Reagan National Airport
- Additional mixed-use developments, further enhancing the area's live-visit-work-play environment

Key Takeaways

National Landing represents a bold reimagining of urban development, transforming formerly underutilized areas into a vibrant, connected, and innovative urban center. By leveraging public-private partnerships and strategic investments in infrastructure and amenities, National Landing is positioning itself as a model for 21st-century urban planning and economic development.

Case Study: Phipps Plaza

INTRODUCTION

Phipps Plaza originally opened in 1969 as the standard enclosed, two-story mall development we saw nationwide. Still, today, it is so much more than your typical retail mall experience. In 1998, Simon Properties acquired the mall and transformed it into an upscale, dynamic mixed-use destination that includes luxury shopping, dining, offices, hospitality, residential, and open space. Located in the highly sought-after Buckhead district of Atlanta, it has become a key part of the community, influencing both the local economy and the area's social fabric.

In this case study, we will explore Phipps Plaza's role in shaping the Buckhead neighborhood, its impact on the local economy, and its influence on the city's urban development.

Project Overview

- **Location**: Buckhead, Atlanta, Georgia
- **Opened:** 1969, with the latest mixed-use additions completed in 2022
- **Cost:**
  - o **Original Development:** > $600,000
  - o **Mixed-Use Renovations:** $259.8 million
- **Project Features:** The project is on a 29-acre site with 1,070,651 square feet (SF) of mixed-use development.
  - o **One Phipps Plaza:** 365,200 SF, 13-story, LEED-certified Class A office building
  - o **Citizens Culinary Market**: 24,000 SF upscale food concept
  - o **The Green at Phipps Plaza:** 22,000 SF outdoor space
  - o **Conference/Event Space:** 7,000 SF, with multiple classrooms, banquet, and theater-style conference rooms across multiple buildings
  - o **Retail:** 100+ retail stores across 823,053 SF
  - o **Fitness/Work Space:** 90,000 SF top-tier athletic country club, Life Time, and a 25,000 SF single-story modern coworking space. Life Time Work
  - o **Hospitality:** The Nobu Hotel and Restaurant, a 130,000 SF, seven-story, 150-key hotel, and the AC Hotel Atlanta Buckhead, a state-of-the-art 166-key hotel
  - o **Entertainment:** LEGO Discovery Center and a 14-screen AMC theater
  - o **Residential:** 700+ luxury rentals

Historical Origins and Expansion

1. **Inception of Phipps Plaza**: Phipps Plaza was conceived as an exclusive shopping center, primarily catering to high-end retail when it opened in 1969. It quickly became one of the Southeast's earliest shopping destinations to offer luxury brands and premium services. The mall was designed to serve the affluent population of Atlanta’s Buckhead neighborhood. The center's sophisticated design, highlighted by marble floors and elegant architecture, set it apart as a refined retail space, cementing its status as a premier luxury shopping destination in Atlanta and Southeast.

2. **Renovations and Expansion**: The plaza has undergone several major renovations and expansions over the decades. The most significant was the addition of the Phipps Tower (office space), residential units, and the ongoing integration of luxury dining and hospitality options. The development has evolved to meet the growing demand for urban living and corporate spaces in the Buckhead area, keeping up with the evolving demands of the surrounding community and industry trends.

Integration of Mixed-Use Space: A True Blend of Live, Work, Play, Stay, and Dine

Phipps Plaza has evolved into a true blend of "Live, Work, Play, Stay, and Dine," offering a comprehensive lifestyle experience beyond just shopping. In addition to its luxury retail offerings, the mixed-use development now features a blend of high-end residential options, office spaces, and entertainment venues, creating a dynamic community where residents, workers, and visitors can seamlessly transition to different aspects of daily life. Integration of these elements makes it a shopping hub and a lifestyle epicenter in Atlanta's Buckhead district.

1. **Residential and Hospitality Components**: Phipps Plaza has evolved into a mixed-use destination by incorporating hospitality spaces and luxury residential units. The residential offerings feature upscale apartments designed for convenience and premium living. The inclusion of hospitality space has attracted visitors and business travelers interested in being close to high-end amenities.

2. **Incorporation of Office Space:** The addition of office space at Phipps Plaza has significantly enhanced its appeal and transformed it into a dynamic mixed-use destination. Incorporating office environments has attracted businesses and professionals, fostering a thriving work community within the same space as luxury shopping and dining. This has increased foot traffic during weekdays and extended the mall’s vibrancy beyond just shopping hours. Additionally, the office spaces have contributed to Phipps Plaza's reputation as a hub where people can work, live, and shop seamlessly, elevating its status as a premier lifestyle destination.

3. **Retail and Commercial Success:** Phipps Plaza is home to international luxury brands. This positions the mall as a major retail destination in the Southeast, drawing high-net-worth shoppers across the US and internationally. Its status as a luxury shopping hub has also attracted high-end tenants for dining and specialty services.

4. **Urban Transformation**: Phipps Plaza's mixed-use expansion represents a shift toward Buckhead's more dynamic, integrated urban environment. Once primarily known for its commercial and retail offerings, the area has evolved into a vibrant, all-encompassing district

where office workers, residents, tourists, and shoppers interact in a seamless, high-end *lifestyle.*

5. **Development of Surrounding Areas**: The plaza has served as a catalyst for the further development of the Buckhead district. Nearby properties have seen substantial appreciation in value, and new residential and commercial developments have been spurred because of the mall's success, the area's perceived affluence, and its status as a prime location for businesses.

The Influence of Phipps Plaza

1. **Tourism**: As one of the premier luxury shopping destinations in the Southeast, Phipps Plaza attracts tourists, boosting the hospitality industry in Buckhead, including hotels, restaurants, and transport services. Phipps Plaza is located 30 minutes from Hartsfield-Jackson Atlanta International Airport and .5 miles from two public transportation MARTA Stations.

2. **Social Interaction**: Phipps Plaza serves as more than just a shopping mall; it is a social space where people of various socioeconomic backgrounds can gather. The mall hosts various events, such as fashion shows and charity functions, that bring together diverse groups within the community.

3. **Cultural Hub of Buckhead**: Phipps Plaza has become a cultural landmark in Buckhead and Southeast. Its position within the Buckhead district has also helped to reinforce the area's identity as a hub for high-end retail, dining, and cultural activities in Atlanta. The office tower has attracted businesses that promote corporate culture. Including high-end dining, entertainment options, and retail brands strengthens Buckhead's reputation as a cultural destination for local and international visitors.

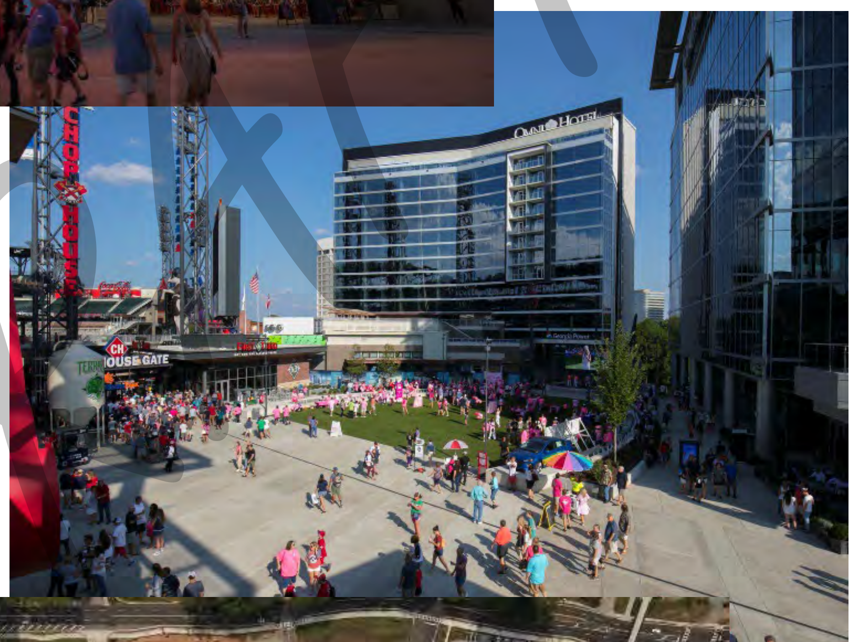
Conclusion

Phipps Plaza's evolution from an upscale shopping center to a mixed-use development has had significant economic, social, and cultural impacts on the Buckhead community and the greater Atlanta area. The addition of office space, luxury residential units, and hospitality options has transformed the mall into a vibrant urban center that serves as an attractive choice for companies, travelers, locals, and those looking for a prestigious destination to live, work, play, stay, and dine. Overall, Phipps Plaza continues to play a key role in defining the identity of Buckhead while navigating the complexities of urban development.

Project Photography
Images: Phipps Plaza | Urbanize Atlanta

Renderings of the Phipps Plaza expansion

Case Study: Truist Park and The Battery Atlanta



INTRODUCTION

Known as the premier lifestyle destination in the South, Truist Park (formerly SunTrust Park), home to the Atlanta Braves, and The Battery Atlanta—known collectively as Truist Park and The Battery—is a dynamic entertainment district surrounding the ballpark. Located north of Atlanta in Cobb County, Truist Park and The Battery Atlanta has transformed the Cumberland area into a vibrant, 365-days-a-year destination that blends sports, entertainment, retail, dining, and hospitality into a cohesive, one-of-a-kind experience.

This case study will explain how Truist Park and The Battery Atlanta successfully has positioned this first of its kind, state-of-the-art Major League Baseball ballpark and mixed-use development as a distinctive tourism destination, offering something for both sports fans and non-sports enthusiasts alike.

Project Overview

- **Location**: Cobb County, GA
- **Opened**: April 2017
- **Cost**:
  - **Stadium**: $672 million
  - **The Battery**: $400 million
- **Project Features**:Both the ballpark and mixed-use project are on a 57-acre site with several outparcels for additional parking and development.
  - **Stadium:** 1.1 million-square-foot (SF) stadium
    - 41,000
      - Features 4,000 premium seats
      - Additional room for 3,000 standing-room-only patrons
  - **The Battery Atlanta:** 2.25 million-SF mixed-use destination
    - 3,600-seat concert and entertainment venue, the Coca-Cola Roxy
    - 26 million SF of Class A office space
      - Home of five corporate headquarters
    - 500+ for-rent luxury residential apartments
    - A 16-level, 260-key Omni Atlanta Hotel and 6-level,142-key Aloft Hotel
    - Two levels of retail space that include 500,000 SF of both shopping, restaurant and bar attractions
  - **Overall project:**
    - 14 access points and multiple parking areas that dispersed parking and traffic to alleviate congestion
    - Completed in a record-setting 36 months
    - 6,000 parking spaces on property
    - LEED® Silver Certification
- **Awards:**
  - 2018 National Recognition Award by American Council of Engineering Companies
  - 2018 Special Projects State Award by American Council of Engineering Companies, Georgia Chapter
  - 2017 Exceptional Merit for Catalytic Development by Atlanta Regional Commission, Developments of Excellence
  - Southeast Project of the Year by *Engineering News-Record*

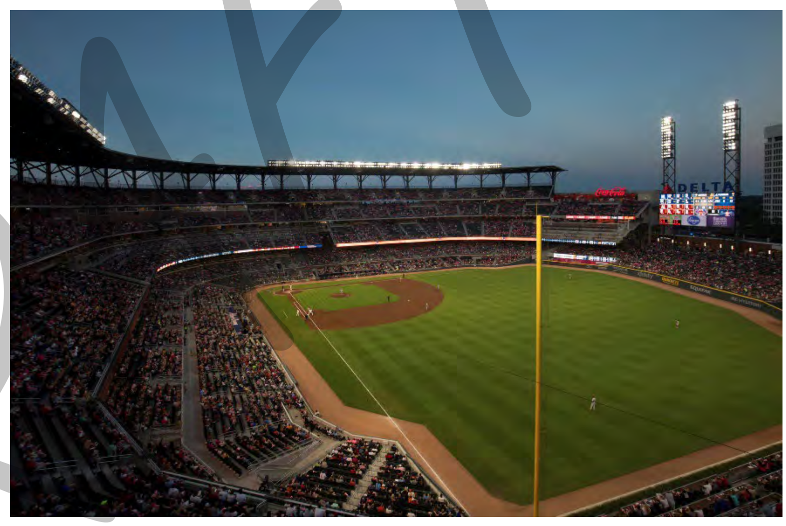
- Ballpark of the Year by BallparkDigest.com
- Ballpark of the Year by Baseballparks.com
- Sports/Entertainment Best Projects Award by *Engineering News-Record*
- Ballpark of the Decade by BallparkDigest.com

Truist Park: A Modern Ballpark Experience

Truist Park is the focal point of this development. Unlike the conventional stadiums developed independent of any other attractions or amenities, Truist Park seamlessly is integrated into a surrounding entertainment district, blurring the lines between the game and the surrounding non-sports related events and attractions.

1. **Fan-Centric Design**: Truist Park's design enhances the overall experience with a variety of seating options, from bleachers to luxury suites, and advanced stadium technology. Special features within the ballpark include a large LED scoreboard, a spacious concourse, and open-air seating, helping ensure fans enjoy the vibrant atmosphere.

2. **Year-Round Attraction**: Truist Park not only serves as a premier sports venue, but also hosts concerts, special events, and corporate functions throughout the year. This makes the stadium a year-round destination versus a seasonal destination during baseball season.



The Battery Atlanta: A Distinctive Destination District

As identified by the separators above, The Battery Atlanta integrates a blend of uses and provides visitors the complete experience that goes beyond the typical gameday. With more than a quarter of the Atlanta Braves fanbase residing outside of Georgia, this development was crucial to attracting those out-of-state visitors. The overall strategy focused on attracting these fans to Cobb County for a full weekend experience.

1. **Entertainment and Dining Hub**: The Battery boasts a variety of restaurants, bars, and entertainment spots. It offers both casual and upscale options, catering to families, couples, and groups of friends.

2. **Cultural and Events Space**: The Battery hosts corporate gatherings, music festivals, holiday celebrations, and outdoor events. The Plaza, an open-air area, features live performances and community gatherings. This synergy with Truist Park offers visitors a seamless experience between the ballpark and nearby attractions.

3. **Live-Work-Play Concept**: The Battery combines luxury apartments, office spaces, and entertainment, creating a vibrant community for both residents and visitors. This mix of lifestyle and commerce makes it a valuable short-term and long-term asset for the local economy.

National, One-of-a-Kind Destination Appeal

1. **Comprehensive Visitor Experience**: The overall development offers a versatile experience that appeals to a broad range of visitors looking for a lively destination, from sports enthusiasts and live music fanatics to regular tourists. The synergy between the two Truist Park and The Battery Atlanta allows visitors to enjoy a day encompassing a variety of avenues all without leaving the vicinity.

2. **Accessibility and Location**: Truist Park and The Battery Atlanta strategically is located just 10 miles and 30 minutes north of downtown Atlanta, conveniently placed near a major highway. This proximity makes it easily accessible by car, public transportation, or even by walking from nearby hotels which has enhanced its appeal as a destination for both locals and out-of-town visitors.

3. **Positive Economic and Community Impact**: Since opening, the project has generated thousands of jobs, increased tourism revenue, and revitalized the surrounding area. The area now attracts millions of visitors annually, with the Braves games being a major driver of tourism in Atlanta. According to the Annual Truist Park and Battery Atlanta report shows growth exceeding all expectations written by Cobb County Government, the development hosted a record 10.3 million visitors in 2023 with a majority of those being from outside of Cobb County. For more information, visit: Cobb County Georgia.

4. **Seamless Integration of Sports and Entertainment**: Truist Park and The Battery Atlanta was the first development of its kind to integrate sports and entertainment successfully on one site. It has exceeded development expectations; this concept only has been implemented in a few locations around the country, thus making it a model for other cities looking to reimagine their own sports venues.

5. **Sustainability and Community Engagement**: The design and operation of Truist Park and The Battery Atlanta reflect a commitment to sustainability and community engagement. The Braves built the ballpark and the development in a public-private partnership to better integrate with the community and its needs. Through a partnership with public entities, it was identified that the project should include green spaces, energy-efficient infrastructure, and a dedication to supporting local businesses.

Conclusion

From attending a Braves game, dining at a top-tier restaurant, shopping at a variety of retail stores, enjoying live entertainment, or attending a corporate function—Truist Park and The Battery Atlanta represents a new standard in sports and entertainment development. By meticulously crafting this mixed-use project, it has created an incomparable destination that appeals to tourists, sports fans, and locals alike. The success of this development is enabled by its functionality in providing cohesive experiences that extend beyond the baseball season and cater to an array of interests, making it one of the most exceptional tourism destinations in the United States.

Assessments conducted by

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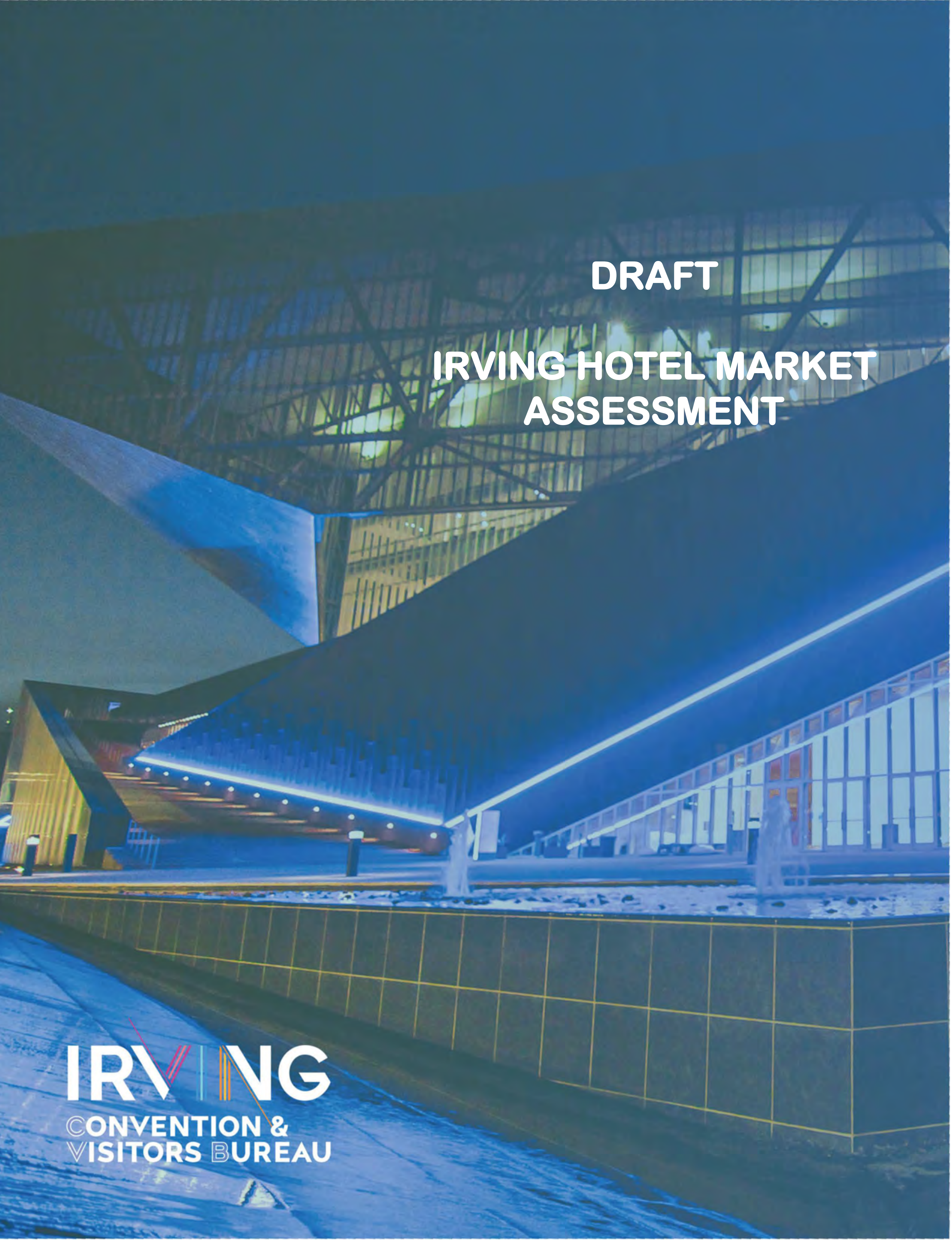
PLACE BALANCE



DRAFT

IRVING HOTEL MARKET ASSESSMENT

IRVING
CONVENTION & VISITORS BUREAU

Irving Hotel Market Assessment_042126

Overview

Irving's hospitality sector stands at a critical inflection point. The city's visitor economy generates $30.7 million in annual hotel occupancy tax (HOT) revenue — approximately 8% of the city's total tax base — and underpins roughly one-third of Irving's debt service. In CY2024, the sector supported 23,000 jobs and $765 million in annual payroll, making hotel market performance a municipal governance issue, not just an industry concern.

This assessment provides the Irving Convention & Visitors Bureau (ICVB) with a data-driven foundation for its upcoming strategic planning process. Drawing on CoStar, STR-type performance data, commercial loan tracking, and scenario modeling, the analysis examines Irving's current and projected hotel portfolio by submarket, class, and financial health. It presents five revenue scenarios that illustrate the range of forces already shaping the city's lodging economy. The scenarios are designed as planning tools to give ICVB staff a concrete sense of what lies ahead under different conditions and, critically, where the city's own actions can change the trajectory.

The key findings of the assessment are:

- Irving's fiscal position is tightly linked to hotel performance. HOT revenue funds convention and entertainment venue debt service; even modest underperformance in room revenue quickly compresses coverage ratios and can force tradeoffs in tourism promotion and other city priorities. Protecting and growing the existing revenue base is the first-order strategic imperative.

- Irving's lodging supply is structurally bifurcated. The Corporate and Convention Hub — anchored by Las Colinas, the Irving Convention Center, and Fortune 500 corporate headquarters — contains premium-positioned inventory that maintains pricing discipline and corporate demand resilience. The Airport Access and Transit Corridor — clustered proximate to DFW International Airport — is weighted toward aging, price-sensitive economy and midscale stock exhibiting distress, with ADR and occupancy performance that deteriorates disproportionately when demand softens. New development in Irving is concentrated in the Corporate and Convention Hub, leaving supply-side vulnerability in the Airport Access and Transit Corridor largely unaddressed. (New development is also occurring in neighboring cities surrounding DFW International Airport, reflecting the broader impact of increased airport-related lodging demand on the region's supply pattern.)

- Projected revenue growth depends on preventing a pricing spiral. Irving's $2.3–$3.2 million in projected incremental HOT through 2027 is achievable only if rate integrity holds across both submarkets. That risk is concentrated in the Airport Access and Transit Corridor's distressed economy tier and among properties in adjacent municipalities over which Irving has no influence. If one or more distressed operators resort to broad-based discounting, the cascade will pull the Corporate and Convention Hub into defensive rate-matching, compressing ADR citywide and eroding the revenue base that supports debt service and tourism promotion.

- Demand diversification is Irving's most durable long-term lever. The city's ability to capture incremental visitor demand depends on developing new convention, entertainment, and leisure demand generators that attract higher-value guests and support rate integrity market-wide. Without such diversification, Irving's aging economy and midscale inventory will compete increasingly on price, offsetting gains from regional visitation growth driven by DFW Airport expansion and the extraordinary wave of entertainment and attractions investment across the Metroplex.

- Targeted intervention can change the trajectory. The scenarios demonstrate that relatively modest, well-targeted city actions—a rebate or incentive program that could upgrade at-risk corridor hotels, a demand-generating sports or entertainment facility, and sustained investment in the Corporate and Convention Hub's competitive positioning — can materially shift Irving's revenue path and reduce the probability of the multi-year HOT impairment outlined in the downside scenarios. The ICVB's strategic planning process is the right vehicle to translate these findings into sequenced, actionable priorities.
  .

A. Economic Impact and Fiscal Structure

Irving's hospitality sector is a foundational driver of both municipal revenue and regional economic activity. The visitor economy has moved well beyond pandemic recovery and is now generating record levels of visitation, spending, and public revenue. In 2025, Irving welcomed approximately 4.49 million visitors, whose direct spending totaled just over $4.09 billion. That spending supported 25,286 jobs across hotels, restaurants, retail, transportation, entertainment, and exhibition services, with an associated visitor-industry payroll of about $920 million. From a household perspective, visitor spending generated $85.5 million in local taxes in 2025, equivalent to roughly $901 in annual tax burden reduction per Irving household—a tangible measure of the sector's fiscal importance to residents.

Within this broader tax base, hotel occupancy tax (HOT) remains the most direct revenue stream tied to visitor activity. While visitor spending supports a mix of hotel, sales, property, and related taxes, HOT is uniquely important because it is pledged to both tourism promotion and debt service on major convention and entertainment assets. Specifically, Irving's 9% local HOT rate allocates 2 percentage points to Convention Center-related debt service and 2 percentage points to entertainment-venue obligations (specifically, the Toyota Music Factory and the Westin), with the remaining 2 percentage points supporting tourism promotion and related activities. Combined with the 6% state hotel occupancy tax, this structure creates a total 15% HOT rate and a direct linkage between hotel market performance, HOT collections, and the City's debt-service capacity. This is both a constraint and a funding opportunity that distinguishes Irving from many peer municipalities, where convention and venue projects are more often supported by broader tax pledges and a smaller, less concentrated share of local hotel tax.

As of the most recent bond schedules, Irving maintains substantial principal outstanding associated with Convention Center and entertainment-venue projects, with annual HOT-supported debt service payments that must be met from ongoing hotel performance and related revenues.

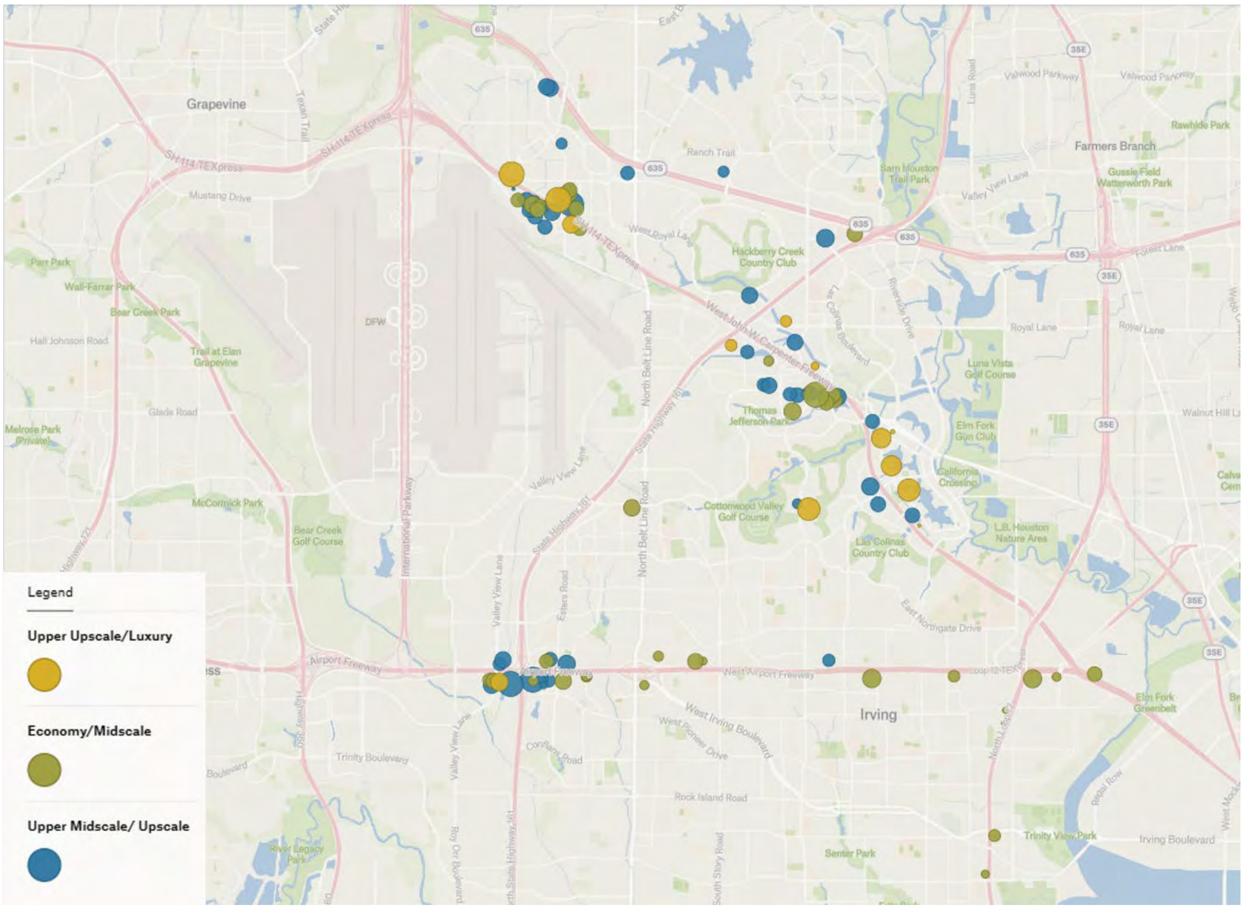
B. Supply Architecture: Two Distinct Submarkets

Irving's 14,078-room hotel inventory is divided into two geographically and economically distinct submarkets that serve fundamentally different market functions and exhibit markedly different performance characteristics. Irving's hotel inventory sits within two geographic submarkets defined by CoStar, referred to here as the **Corporate & Convention Hub** and the **Airport Access & Transit Corridor**.

- **Corporate and Convention Hub** (CoStar "Irving North" submarket): *Premium Business and Convention Hub*. The Las Colinas Urban Center anchors Irving's premium inventory, functioning as a self-contained destination that integrates upper-upscale and full-service properties with major demand generators including the Irving Convention Center, Toyota Music Factory, and a dense corporate office market anchored by Fortune 500 headquarters. The submarket's approximately 10,274 rooms are distributed across luxury inventory (427 rooms), upscale inventory (5,550 rooms), midscale properties (2,931 rooms), and economy offerings (1,366 rooms). Properties in this cluster pivot fluidly between weekday corporate transient demand and weekend leisure and entertainment spending, sustaining year-round occupancy.
- **Airport Access & Transit Corridor** (CoStar "Irving South-Grand Prairie" submarket): *Airport Access and Price-Sensitive Transit Hub*. Clustered strategically around DFW Airport, the Airport Access & Transit Corridor comprises two logistical corridors:
    - Airport North, anchored by full-service properties serving air passengers and surrounding logistics and office parks; and
    - Airport South and Highway 183 corridor, dominated by select-service, extended-stay, and economy products capturing price-sensitive transit travelers, flight crews, and demand spilling from industrial sectors.

The corridor's approximately 3,804 rooms are distributed across upscale inventory (1,164 rooms), midscale properties (1,662 rooms), and economy offerings (978 rooms). The corridor's product mix is heavily weighted toward economy and midscale segments.[1]

Irving Lodging Supply



[1] Supply for properties in Irving. The full submarket as defined by CoStar contains properties located in Grand Prairie, Dallas, and DFW International Airport.

Irving Lodging Supply

	Room Supply	Number of Properties
Corporate and Convention Hub		
Economy	1366	10
Midscale	2931	24
Upscale	5550	27
Luxury	427	1
Subtotal	10274	62
Airport Access & Transit Corridor		
Economy	978	13
Midscale	1662	14
Upscale	1164	6
Subtotal	3804	33
Irving Total	14,078	95

This geographic and product-mix segmentation reflects Irving's dual economic function: the Convention Hub operates as a high-density corporate and convention hub commanding premium rates, while the Airport Corridor functions as a high-volume corridor capturing price-sensitive transit and logistics demand that sustains consistent occupancy across the broader market.

C. Visitor Profile and Demand Foundations

Irving's competitive strength as a destination within the Dallas–Fort Worth Metroplex rests on the composition and spending power of its visitor base. By 2025, Irving welcomed roughly 4.5 million visitors annually with direct visitor spending just over $4.09 billion underscoring the scale of this demand. Within that base, overnight visitors to Irving have an average household income of approximately $92,200 and spend roughly $374 per day—substantially higher than comparable visitors to Dallas, who average about $227 per day. This more affluent, higher spending profile reflects Irving's positioning as a corporate and convention destination rather than primarily a leisure market, and it supports the premium rate integrity that The Corporate and Convention Hub is able to command relative to many regional competitors.

Irving's visitor profile / demand is supported by strong regional fundamentals that will drive increased visitation throughout the Dallas-Fort Worth Metroplex, driven by multibillion-dollar infrastructure expansion, major entertainment openings, and sustained corporate relocation momentum.

Irving's visitor demand is shaped not only by its own assets, but by rapid expansion across the broader Metroplex. DFW Airport's multibillion-dollar "DFW Forward" capital program — the largest investment in the airport's 50-year history — will dramatically expand the region's air connectivity and visitor capacity. The program now totals approximately $12 billion in planned investment across more than 180 projects, anchored by a new Terminal F that will ultimately deliver 31 gates designed for widebody and international aircraft, with Phase 1 opening in 2027. Combined with a $3 billion reconstruction of Terminal C and expanded cargo and taxiway infrastructure, the program reinforces DFW's position as the world's third-busiest airport, handling more than 80 million passengers annually, and directly expands the airlift capacity that translates to incremental overnight visitation across the Metroplex.

Leisure demand across the region is accelerating through a wave of new entertainment and attractions investment. Multiple new theme parks and major attraction expansions have opened across North Texas and statewide, adding to an already substantial base of entertainment infrastructure that includes AT&T Stadium, Globe Life Field, Six Flags Over Texas, and the Texas Live! district. Six Flags Over Texas alone is investing in record-breaking new attractions for its 65th anniversary season in 2026.

At the same time, Frisco is emerging as a new regional entertainment anchor, with the Omni PGA Frisco Resort and surrounding PGA Frisco district—opened in 2023 as a 660‑acre, $500‑million‑plus golf and entertainment destination—and Universal Kids Resort, a new Universal theme park and 300-room family resort slated to open in 2026. Fort Worth is similarly deepening its visitor infrastructure through the continued build-out of the Stockyards, where the Hotel Drover and the renovated Mule Alley have already added a high-end Western lifestyle district and a broader $600‑million-plus program of new hotels, retail, and entertainment is underway.

These openings arrive alongside the 2026 FIFA World Cup, which will bring nine matches to AT&T Stadium in Arlington, including a semifinal. The North Texas FIFA Organizing Committee projects 100,000 visitors per day during the tournament, with a regional economic impact estimated between $1.5 billion and $2.1 billion — a figure that reflects not only match-day spending but also the international broadcast center, fan festivals, and team training camp operations across the Metroplex.

Within Irving specifically, Toyota Music Factory completed a $9 million plaza renovation in 2025, strengthening the city's leisure positioning within the broader regional entertainment ecosystem.

Business travel demand is underpinned by the concentration and expansion of corporate headquarters. According to CBRE's 2025 analysis, the Metroplex ranked No. 1 nationally for corporate headquarters relocations from 2018 through 2024, securing approximately 100 new corporate headquarters — more than any other U.S. metro area, followed by Austin (81) and Nashville (35). The pace accelerated sharply in 2024, with 96 companies announcing headquarters moves nationally, and Texas capturing nearly half of all state-to-state relocations. Irving's "Headquarters of Headquarters" is at the core of this activity, capturing significant corporate investment that can drive incremental room nights independently of broader Metroplex trends.

BOX: Convention Center Competition: Regional Arms Race Intensifies Pressure

Irving's ability to capture incremental convention and meetings business occurs within an increasingly competitive intrastate landscape, as eight Texas cities have committed over $8 billion to convention center construction, renovation, or expansion since 2022.

- Dallas is executing a $3.7 billion transformation of the Kay Bailey Hutchison Convention Center, expanding the facility from 160,000 square feet of meeting and ballroom space to 430,000 square feet and approximately 800,000 square feet of exhibit space, increasing the total footprint to 2.5 million square feet.
- Fort Worth completed a $700 million convention center renovation as part of a $2 billion downtown redevelopment.
- Austin is pursuing "Unconventional-ATX," a $1.6 billion rebuild that will double its convention center's size.
- San Antonio is expanding the Henry B. González Convention Center with a $750–900 million investment; and
- Houston's $2 billion, 700,000-square-foot upgrade positions the city to host the 2028 Republican National Convention and pursue another Super Bowl in 2029.

Dallas, Houston, and San Antonio are using state-authorized Project Financing Zones (PFZs) to fund a portion of their convention investments, leveraging incremental state hotel occupancy tax and related sales and mixed-beverage taxes generated within designated zones. Austin and Corpus Christi are pursuing similar PFZ-based structures for their convention complexes, underscoring that PFZs have become a standard financing tool in Texas.

Irving's PFZ feasibility work around the Convention Center district positions the city to participate in this same state financing mechanism, but on a smaller, more targeted scale focused on the Las Colinas hub.

D. Recent Market Performance and Regional Competitive Context

From January 2023 through 2025, Irving's hotel market shows resilient fundamentals and steady rate growth. Weekday occupancy frequently reaches the mid-70s to low-80s, with ADR rising from the low-$120s into the mid-$130s and higher, pushing RevPAR upward even when demand is flat. In early 2025, this pattern continued at slightly higher price points, with many weeks posting occupancy above 75% at ADRs north of $140, indicating that recent revenue gains are increasingly rate-driven rather than purely volume-driven.

Occupancy and RevPAR consistently peak during spring and fall meeting seasons and major corporate and convention weeks, while softening in early January, late November, and December, and select summer holiday windows. Within each week, the strongest performance concentrates on Tuesday through Thursday, when occupancies routinely outpace weekend nights—a pattern underscoring the dominance of corporate transient and group demand over pure leisure.

This concentration creates both a challenge and an opportunity: maintaining rate integrity mid-week, while strategically building leisure, sports, SMERF and event-driven demand into weekends and holiday periods could materially lift annualized RevPAR without over relying on discounting to drive volume.

Irving's competitive positioning within the regional market reveals room for optimization. Performance data for 2025 show Irving's average occupancy at 64.8% with an average daily rate of $128.46, generating a RevPAR of $83.19. While competitive, these metrics indicate underperformance relative to regional occupancy levels across adjacent peer markets (Fort Worth, Frisco, Grapevine, and Arlington), which averaged approximately 66.5% in 2025. Average ADR in the peer markets was approximately $150.14. This performance gap of approximately $22 in ADR represents untapped revenue potential—particularly significant given the Dallas-Fort Worth hotel market's position as the nation's leader in development activity.

The Metroplex currently has 194 hotel projects representing over 22,800 rooms in the pipeline, creating unprecedented competitive pressure. This supply expansion intensifies competition for market share throughout the region and elevates the importance of Irving's ability to differentiate on demand quality and pricing discipline rather than simply competing on room count. Irving's success in capturing incremental demand from regional growth investments will depend on curating a differentiated mix of higher-yield inventory in The Corporate and Convention Hub while addressing structural vulnerabilities in the Airport Access and Transit Corridor—a dual challenge examined in detail in subsequent sections.

BOX: Metroplex Hotel Ownership Evolution

In 2000, the Dallas–Fort Worth Metroplex hotel ownership landscape was anchored by a concentration of locally headquartered companies that gave the region an outsized role in the national lodging industry. Irving-based FelCor Lodging Trust ranked among the nation's largest hotel REITs, while La Quinta Corporation and Wyndham both operated large, nationally recognized flags from their Dallas–Fort Worth bases. Omni Hotels & Resorts, owned by Dallas-based TRT Holdings, was building a national upper-upscale portfolio from its Dallas headquarters, and early Ashford-related hotel investments were assembling the platform that would become Ashford Hospitality Trust. A layer of DFW-based management and ownership companies — Remington Hotel Corporation, Prism Hotels, DePalma Hotel Group, and Hospitality Management Corporation among them — rounded out a regional ownership ecosystem in which decision-making about capital investment, renovation cycles, and rate strategy was often local, informed by direct market knowledge, and oriented toward long-term hold periods.

By 2025, that ownership base had shifted substantially toward larger institutional platforms and nationally diversified capital. FelCor was absorbed into Bethesda-based RLJ Lodging Trust in a 2017 merger, moving Irving's largest legacy REIT into a national portfolio optimization framework. Ashford Hospitality Trust remains Dallas-based but has pursued aggressive capital recycling and asset sales as part of a broader strategic review. Omni Hotels & Resorts continues to invest heavily in the Metroplex, with expanded properties in Dallas, Frisco, and Fort Worth. Alongside these legacy players, the region's 180-plus-hotel development pipeline currently draws capital from national REITs, private equity sponsors, and family-office platforms, while DFW Airport itself has emerged as a direct property owner through ground-lease structures for on-airport property hotels. The net effect is an ownership landscape where capital allocation decisions are increasingly made at the portfolio level by out-of-market institutions—a structural shift that accelerates disposition timelines for underperforming assets and reduces the likelihood that distressed properties in corridors like Irving's Airport Access & Transit Corridor will receive consistent, locally-driven reinvestment.

BOX: Adjacent Submarket Demand Growth Projections

Source: CoStar Submarket Hospitality reports

Dallas CBD/Market Center Hospitality Submarket

The Dallas CBD/Market Center submarket encompasses 106 properties with 21,065 rooms, representing the largest hotel concentration in the Dallas region. CoStar's forward-looking demand projections for the submarket takes into account the Kay Bailey Hutchison Convention Center's $3.7 billion redevelopment impact and broader downtown demand dynamics.

Year	Occupied Rooms	Year-over-Year Growth	Cumulative Growth from 2025
2025 (baseline)	4,674,006	−3.3%	—
2026	4,737,117	+1.4%	+1.4%
2027	4,738,422	+0.0%	+1.4%
2028	4,812,948	+1.6%	+3.0%
2029	4,886,134	+1.5%	+4.5%

Key Insight: The submarket will add approximately 212,000 occupied rooms between 2025 and 2029, representing 4.5% cumulative growth over four years. This translates to an average annual growth rate of approximately 1.1%, significantly constrained by the Kay Bailey Hutchison Convention Center's partial closure through 2029.

Farmers Branch/Stemmons Fwy North Hospitality Submarket

The Farmers Branch/Stemmons Fwy North submarket comprises 48 properties with 5,489 rooms, functioning as a secondary corporate-airport corridor serving North Dallas office concentrations and DFW Airport overflow demand.

Year	Occupied Rooms	Year-over-Year Growth	Cumulative Growth from 2025
2025 (baseline)	1,327,534	−0.3%	—
2026	1,429,750	+7.7%	+7.7%
2027	1,452,663	+1.6%	+9.4%
2028	1,465,648	+0.9%	+10.4%
2029	1,489,206	+1.6%	+12.2%

Key Insight: The market will add approximately 162,000 occupied rooms between 2025 and 2029, representing 12.2% cumulative growth—the strongest performance among Irving's adjacent competitive submarkets. This translates to an average annual growth rate of approximately 2.9%, driven by supply-constrained environment and North Dallas corporate expansion.

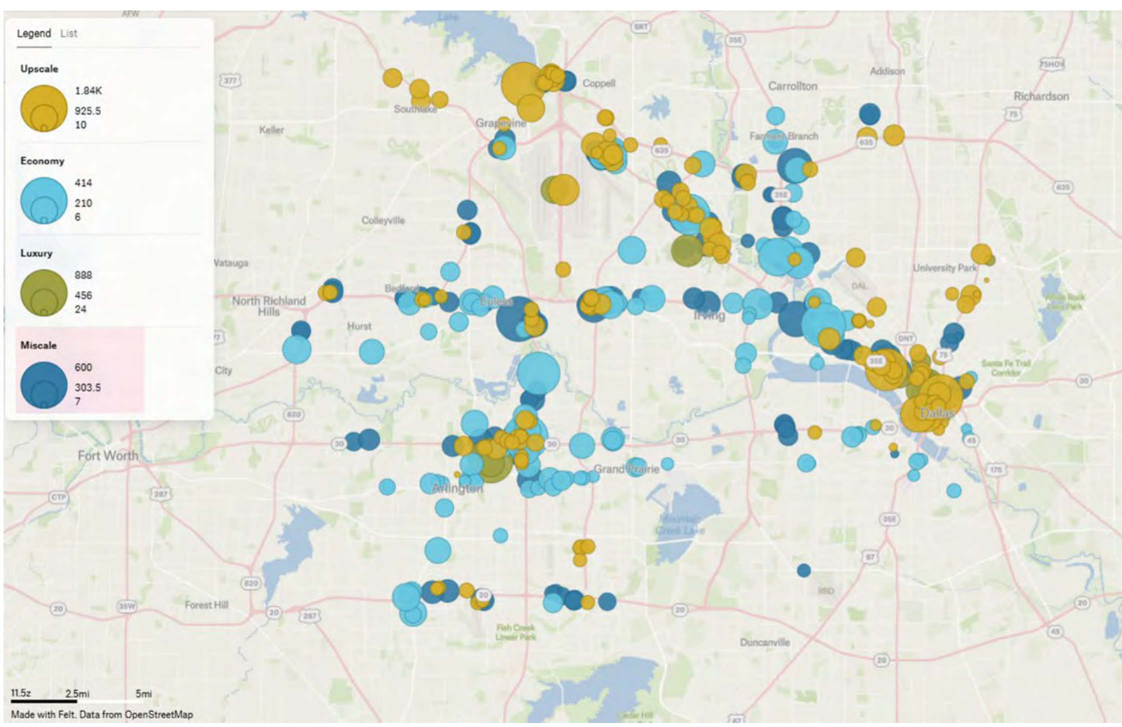
<u>Arlington Hospitality Submarket – Regional Demand Growth Projection</u>

The Arlington submarket—71 hotels and roughly 8,400 rooms anchored by AT&T Stadium, Globe Life Field, Six Flags Over Texas, Texas Live!, and the new Loews Arlington Hotel & Convention Center complex—has a clear forward demand forecast in occupied room nights. CoStar's projections show steady but modest demand growth off a strong 2025 base.

Year	Occupied Rooms	Year-over-Year Growth	Cumulative Growth vs. 2025
2025 (baseline)	1,903,272	+2.9%	—
2026	1,935,388	+1.7%	+1.7%
2027	1,955,260	+1.0%	+2.7%
2028	1,957,786	+0.1%	+2.9%
2029	1,954,874	−0.1%	+2.7%

Key Insight: Arlington added roughly 51,600 occupied room nights in 2025 and another 52,000 through 2029, for about 2.7% cumulative growth over four years—an average annualized rate of approximately 0.7% from 2025 to 2029.

Adjacent Market Supply



II. Irving Submarket-Level Risk and Performance Analysis

The regional context established above sets a foundation for examining how Irving's lodging product can be strengthened. Irving's dual-submarket structure creates divergent performance trajectories and competitive dynamics that require distinct strategic responses. While the Corporate and Convention Hub and the Airport Access and Transit Corridor share the same regional demand environment and competitive context, their fundamentally different supply characteristics, product positioning, and capital structures produce markedly different pressures.

A. Corporate and Convention Hub: Resilient and Stable

The Corporate and Convention Hub — comprising approximately 10,274 rooms as described in Section I.B — functions as the airport-corporate engine of Irving's hotel market, anchored by DFW Airport, Las Colinas, and Hackberry Creek. The submarket's corporate anchors and the broader Las Colinas office base, combined with airport proximity, underpin resilient weekday demand and support ADR levels that sit above the metro average.

Over the last 12 months, the Corporate and Convention Hub recorded 66.4% occupancy, an ADR of approximately $139, and RevPAR of roughly $92 on 3.6 million available room nights, generating about $327 million in room revenue. The submarket's demand declined a modest 0.4% while supply grew 2.3%, producing a 5.2% drop in total room revenue and a 2.9% decline in RevPAR—a decline that reflects softness from a strong base, with ADR declining only 0.4%.

Product Mix Performance

- Luxury/upper-upscale hotels (3,744 rooms): approximately 67% occupancy at roughly $210 ADR
- Upscale/upper-midscale (4,212 rooms): approximately 66% occupancy and $119 ADR
- Midscale/economy (2,318 rooms): approximately 66% occupancy but only $62 ADR

Capital Markets Position: Fifteen properties carry active Commercial Mortgage-Backed Securities (CMBS)[2] loans with approximately three to four maturities in the next year, and ten CMBS loans maturing over two years. Distress remains contained—one hotel (the 302-room Sheraton DFW Airport Hotel) is on the watchlist, while two assets (the 499-room Dallas-Fort Worth Airport Marriott and the 148-room Hyatt House Dallas Las Colinas) are in special servicing. Transaction evidence suggests investors still view the submarket as attractive, with three trades closed in the past 12 months at prices between $8.3 and $11 million per property, translating to approximately $68,000 to $81,000 per key.

[2] Commercial mortgage-backed securities (CMBS) loans are hotel mortgages that have been bundled with other commercial loans and sold as bonds to investors, which can make refinancing and workouts more complex than with a traditional bank loan.

Outlook: Performance remained relatively stable through late 2025, with occupancy near 65.8% and RevPAR essentially flat, reflecting a measured outlook rather than structural weakness.

B. Airport Access and Transit Corridor: Structural Vulnerability and Cascading Risk

The Airport Access and Transit Corridor — comprising approximately 3,804 rooms across 33 properties as described in Section I.B — presents a markedly different risk profile from the Corporate and Convention Hub. The CoStar submarket in which the Airport Access and Transit Corridor is situated recorded 62.7% occupancy with concerning year-over-year trends: occupancy fell 0.4 percentage points, and ADR declined 1.5%. Negative ADR movement in an inflationary environment signals severe competitive pressure, demand weakness, or product obsolescence. More importantly, this ADR decline reveals that the Airport Access and Transit Corridor properties are already engaged in the early stages of competitive rate-cutting—a dynamic that will intensify dramatically if structural pressures force distressed operators to discount aggressively.

Product Mix Performance:

- Upscale/upper-midscale hotels (approximately 1,877 rooms): 71% occupancy at roughly $122 ADR and $87 RevPAR (relatively healthy)
- Midscale/economy hotels (approximately (1,622 rooms): 51% occupancy, $70 ADR, and $36 RevPAR (severe stress)

The severity of stress in the midscale/economy segment is the critical concern. At 51% occupancy and $36 RevPAR, these properties are operating at or below cash flow break-even. This financial condition creates a powerful incentive structure: owners of these properties face a choice between aggressive discounting to fill rooms (and generate near-term cash flow) or accepting lower occupancy and risking financial distress. Most will choose discounting, triggering the competitive dynamics outlined below.

Distressed Asset Concentration: Twenty-four properties with 3,069 rooms (36% of Corridor inventory) exhibit elevated distress risk. This concentration reflects underlying market weakness that amplifies property-level vulnerabilities—assets that might survive in stronger markets face existential challenges when occupancy and ADR decline simultaneously. These distressed properties are not evenly distributed; they cluster in specific geographic corridors where competitive pressure is most acute.

Airport Dynamics**:** The cluster of properties primarily servicing DFW contains multiple economy-flagged and independent properties built in the 1970s–1980s that form a distressed asset cluster. The Days Inn by Wyndham Irving DFW Airport South (170 rooms, built 1973) and Magnuson Extended Stay Suites Airport Hotel (173 rooms, built 1973) exemplify this challenge. Over 50 years old and operating under secondary/tertiary flags, they require comprehensive renovation to meet contemporary guest expectations. Yet properties carrying Magnuson flags rarely achieve sufficient ADR to fund major capital improvements, trapping owners in downward spirals of declining physical condition, deteriorating guest reviews, and falling occupancy.

The dynamic in this corridor is particularly dangerous because these properties compete primarily on price and face the coordination problem described in the Pricing Spiral Box: individually rational rate cuts produce collectively irrational outcomes, compressing corridor-wide RevPAR even as occupancy rises.

<u>Contagion and Spillover Risk:</u> The pricing pressure in the Airport Access and Transit Corridor does not remain isolated. When distressed properties fail and sit vacant or convert to workforce housing, the negative externality affects neighboring hotels through increased crime perception, reduced corridor appeal, and declining neighborhood quality. This contagion effect accelerates distress cycles by further suppressing occupancy at adjacent properties, forcing additional rate cuts. The geographic concentration of distressed assets means that neighborhood deterioration is rapid and visible, creating perception risk that extends beyond the distressed properties themselves.

<u>Capital Markets Signals:</u> Transaction activity remains minimal, with only one sale recorded in the past year. Limited buyer interest indicates investor perception that structural challenges require capital investment and operational expertise that potential returns cannot justify. The submarket carries material CMBS exposure, with at least one notable property in special servicing, illustrating how modest underperformance can quickly translate to distress at today's financing costs.

<u>Pipeline and New Development:</u> Approximately 230 rooms opened in the past year and about 215 additional rooms are under construction (roughly 2.5% of existing inventory), focused in the upscale/upper-midscale segment via new flags such as Residence Inn and Courtyard by Marriott. This new supply is entering precisely where performance is strongest, likely pulling market share from older limited-service and midscale hotels along Highway 183 and Irving's airport corridors. At the same time, new and planned hotels around DFW International Airport in nearby communities such as Grapevine, Euless, Coppell, and Irving airport-area projects are expanding regional room capacity aimed at the same corporate, airline, and airport-oriented transient demand. For the distressed cluster in the Airport Access and Transit Corridor, both new upscale product within Irving and fresh, airport-proximate inventory in neighboring cities represent additional occupancy headwinds, forcing even more aggressive rate discounting to maintain market presence.

BOX: The Pricing Spiral Mechanism: How the Airport Access and Transit Corridor Distress Becomes Citywide Risk

In the Airport Access and Transit Corridor, aging, economy, and midscale hotels along the SH-183/Airport Freeway corridor increasingly compete on price rather than product quality. As owners respond to softening demand with defensive rate cuts, they trigger a pricing spiral in which ADR declines faster and recovers more slowly than in stronger segments. While luxury and upper-upscale hotels in resilient markets often regain pre-downturn rates within 18–24 months, economy, and midscale airport-corridor properties like those in the Airport Access and Transit Corridor typically require 5–6 years to rebuild ADR—if they recover at all. This extended recovery timeline amplifies asset-level financial stress and ultimately increases credit and reinvestment risk for the city.

The Airport Access and Transit Corridor currently sits at the inflection point. The submarket's declining occupancy (61.9% YTD 2025 vs. 64.3% in 2024) combined with existing ADR pressure (down 1.5% YTD) creates mounting financial stress on the distressed asset cluster. The owners of these properties understand that at current ADR and occupancy levels, they cannot service debt, fund capital improvements, or generate acceptable returns. The rational response—from each property's individual perspective—is to cut rates aggressively to fill rooms and generate near-term cash flow.

Why Individual Rationality Produces Collective Irrationality

Hotels in the Airport Access and Transit Corridor face a fundamental coordination problem. From an individual property's perspective, rate cutting appears rational: it fills rooms and generates revenue. But when all properties cut rates simultaneously (as they inevitably do through real-time algorithm-driven OTA matching), everyone's profitability declines and RevPAR falls despite higher occupancy. This outcome occurs because:

- Perishable inventory: A room unsold tonight generates zero revenue forever, creating acute pressure to discount
- Low price elasticity: A 20% rate cut increases occupancy by only approximately 9%, leaving RevPAR lower than if rates had held
- Real-time competitor visibility: Algorithms and OTA feeds make competitor discounts instantly observable; rate-matching occurs within hours
- Fixed cost pressure: Labor, utilities, and property maintenance are largely fixed, creating strong incentive to discount when occupancy softens

Effects on the Corporate and Convention Hub

The critical fiscal risk is that the Airport Access and Transit Corridor's pricing pressure does not remain isolated. If one major Airport Access and Transit Corridor property initiates a 15% or greater rate cut in the next 2–3 months, other Airport Access and Transit Corridor properties will follow within weeks as their booking pace declines in response to customer shopping and OTA rate matching. Within 4–8 weeks, the Corporate and Convention Hub faces pressure to match defensively. Corporate bookers and group planners shop competing properties and demand price concessions. Convention center clients and corporate account managers reference lower rates at Airport Access and Transit Corridor properties and request matching terms. At this point, the Corporate and Convention Hub's pricing discipline begins to erode.

Once the Corporate and Convention Hub enters discounting, the entire market has entered a pricing spiral. Recovery requires 9 or more months of disciplined soft ADR and rate resistance before rate increases resume. During this 12–18-month cycle, RevPAR declines across both submarkets despite occupancy increases, compressing room revenue citywide and reducing HOT collections.

The Fiscal Impact

This pricing spiral directly undermines the city's projected HOT revenue growth and threatens debt service capacity. If aging properties in the Airport Access and Transit Corridor resort to broad-based rate discounting, the cascade risks pulling the Corporate and Convention Hub into competitive rate matching—compressing ADR across the entire city. Industry data shows that economy and midscale hotel segments in suburban and airport corridors typically require 5–6 years to rebuild ADR after defensive rate cuts, and roughly 10% of comparable properties nationally never recover their prior rate levels at all. A prolonged ADR depression of that magnitude could reduce projected annual HOT revenue by $5–10 million, tightening debt service coverage on the city's $153.9 million in convention center and entertainment venue obligations—debt service that hospitality-generated tax revenue currently funds. The resulting fiscal pressure would force difficult tradeoffs among tourism promotion, arts funding, and other HOT-dependent municipal functions at precisely the moment the city needs to sustain its investment in the visitor economy to strengthen hotel performance and the tax revenues that it generates.

III. Scenarios and Tax Revenue Projections

Irving's current market position reveals a fundamental tension: strong visitor spending and a proven premium submarket in the Corporate and Convention Hub exist alongside structural weaknesses concentrated in the Airport Access and Transit Corridor. Left unaddressed, these weaknesses threaten the city's ability to grow HOT collections and protect debt service capacity.

The following scenarios were crafted to demonstrate what could occur under four distinct conditions: one in which Irving holds supply flat and maintains pricing discipline; a second in which pricing discipline erodes and discounting cascades across both submarkets despite flat supply; a third in which distressed assets exit the market, triggering demand deflection and further competitive pressure; and a fourth in which the city successfully introduces substantial new demand generators that shift demand mix and strengthen rate integrity across both submarkets.

- **Scenario 1: Steady-State Growth (pricing discipline maintained, flat supply)** — Establishes the baseline and the "favorable case," this scenario shows what success looks like given CoStar market projections.

- **Scenario 2: Pricing Spiral (flat supply, no pricing discipline)** — Shows what happens if properties in the Airport Access and Transit Corridor (or adjacent municipalities) discount rate.
- **Scenario 3: Distressed Asset Exit (supply reduction, cascading effects)** — Illustrates the result of supply-side pressure and reducing distressed inventory.
- **Scenario 4: Recruitment and Support for New Demand Drivers –** Illustrate the impact of, first, developing a multiuse indoor youth sports complex that anchors weekend demand in the Airport Access and Transit Corridor, and/or second, layering on a portfolio of smaller family and leisure generators that diversify Irving's visitor base and collectively add comparable incremental room nights and HOT.
- **Scenario 5: Rebate / Incentive Fund for Lodging Renovation and Beautification** — Shows the impact and return on investment of a city-backed fund to encourage revitalization of at-risk properties.

Scenario 1: Steady-State Growth

Scenario 1 establishes the favorable baseline — the revenue trajectory Irving achieves if supply remains flat and pricing discipline holds across both submarkets through 2027. This scenario provides the benchmark against which the risks and opportunities in Scenarios 2 through 5 are measured.

Assumptions:

- Hotel supply held flat at 2025 levels (approximately 18,900 rooms)
- Room demand grows 2-3% annually through 2027 (reflecting regional fundamentals: DFW Airport expansion, convention center renovation, regional tourism recovery)
- ADR growth of 1.7-3%+ annually, driven by business/group rate premium mix, not discounting-based occupancy gains
- Occupancy reaching mid-70s as demand compresses into fixed supply
- Rate discipline maintained across both CoStar submarkets (Irving North $95-100 ADR, Irving South $85-90 ADR)

Room Revenue Trajectory:

- 2025: Baseline (established via STR historical data)
- 2026: +4.9% room revenue growth
- 2027: +2.5% room revenue growth

HOT Revenue Impact:
With a combined 15% HOT rate and supply flat, hotel tax collections rise at roughly the same pace as room revenue:

- Every percentage point of room revenue growth translates nearly one-for-one into additional HOT dollars
- 2026: Estimated HOT growth of $1.5-2.0 million (incremental)
- 2027: Estimated HOT growth of $0.8-1.2 million (incremental)
- Cumulative 2026-2027: $2.3-3.2 million in additional HOT capacity

Conclusion: A growing room-revenue base at constant supply and a 15% tax rate means HOT collections rise steadily and predictably, supporting convention center and entertainment venue debt service while generating incremental capacity.

Scenario 2: Pricing Spiral

Scenario 2 illustrates the downside risk of rate deterioration in the Airport Access and Transit Corridor and the cascade it triggers across both submarkets. The mechanism driving this scenario is described in detail in the Pricing Spiral Box in Section II; this scenario quantifies its fiscal consequences.

Assumptions

- Hotel supply held flat at 2025 levels (approximately 18,900 rooms citywide).
- The Airport Access and Transit Corridor property initiates 20% rate discount in Q2 2026 to maintain occupancy in response to market softness or revenue pressure; discount applied across 40–50% of the Airport Access and Transit Corridor inventory (approximately 1,900 rooms).
- Structural ADR lag in the Airport Access and Transit Corridor: limited-service, suburban, aging inventory that has historically recovered ADR more slowly than the Corporate and Convention Hub, and often lags national recovery timelines, so the rate cut resets expectations at a structurally lower level and lengthens recovery from a short-term event into a multi-year challenge.

Market and Competitive Response

The cascade follows the pattern described in the Pricing Spiral Box in Section II, progressing from an initial discount by a subset of Airport Access and Transit Corridor properties, to submarket-wide rate matching within six to nine months, to defensive Corporate and Convention Hub rate reductions within nine to twelve months. The key quantitative assumptions driving this scenario are:

- Insufficient occupancy response to rate cut despite the 20% discount, occupancy gains only offset 60–70% of the revenue loss, as the discount primarily shifts demand within Irving and signals distress rather than stimulating new demand.

- By month 9, 70–80% of Airport Access and Transit Corridor inventory adopts 15–20% discounting, resetting the submarket's ADR step-down relative to the Corporate and Convention Hub.
- The Corporate and Convention Hub implements 5–10% rate reductions in upper-upscale and upscale segments to maintain occupancy and protect key accounts within 9–12 months.

Rate Environment and Recovery Horizon

- Irving-wide rate environment collapse: Irving-wide ADR declines 8–12% by end of 2026, with only modest incremental occupancy gains relative to a steady-state outlook.
- Multi-year (3–5 year) nominal ADR recovery: because the Airport Access and Transit Corridor lags in ADR recovery and has a weaker pricing position, nominal ADR requires roughly 3–5 years to claw back to pre-spiral levels, consistent with historical U.S. rate-reduction recovery patterns.
- Extended (5+ year) real ADR recovery: when adjusted for inflation, ADR recovery extends 5+ years, mirroring national evidence that real revenue recovery from major rate cuts can take a decade or more and that a share of suburban hotels never fully regain prior ADR peaks.
- Regional substitution accelerates adjacent municipalities' (Grand Prairie, Fort Worth, Coppell, Carrollton, Farmers Branch) benefit and contributes to Irving's prolonged rate deterioration; rate-sensitive leisure and small-group segments shift to competing markets, and those markets reset rates upward from a higher base while Irving is still restoring pre-spiral ADR.

Room Revenue Trajectory

- 2026 room revenue deterioration: −3.5% to −5.2% versus 2025 (despite modest occupancy gains, revenue per occupied room declines sharply).
- 2027 room revenue remains below baseline: −2.1% to −3.8% versus 2025 (recovery begins as rate discipline stabilizes, but the Airport Access and Transit Corridor's slower ADR rebound keeps the base depressed relative to Scenario 1).
- Multi-year (3–5 year) nominal revenue drag: from 2028 onward, nominal room revenue gradually moves back toward the pre-spiral trajectory, but the city forfeits three to five years of compounding growth versus a disciplined pricing path.

- Extended (5+ year) real revenue gap: in inflation-adjusted terms, Irving remains below its pre-discount RevPAR for at least five years, reflecting the long tail observed in prior national cycles where real revenue and profit recovery has averaged more than a decade.

HOT Revenue Impact

- Direct HOT impact from rate erosion (not supply loss): with a combined 15% HOT rate, room-revenue deterioration flows directly to municipal collections.
    - 2026: HOT collections decline by $1.1–1.6 million from the 2025 baseline (vs. +$1.5–2.0 million in Scenario 1).
    - 2027: HOT collections decline by $0.6–1.0 million from the 2025 baseline (vs. +$0.8–1.2 million in Scenario 1).
    - Cumulative 2026–2027: HOT collections run $3.2–4.8 million below the Scenario 1 baseline, eliminating the incremental revenue cushion that would have supported debt service and tourism promotion.
- Multi-year (3–5 year) HOT growth impairment: because ADR and nominal revenue recovery are multi-year, the city also forfeits compounding growth on this lower base for at least three to five additional years, widening the gap versus Scenario 1 even after headline rates begin to normalize.

Debt Service Coverage Pressure

- Baseline HOT and debt profile:
    - FY 2025 baseline HOT collections: approximately $30.7 million.
    - Convention Center and Entertainment Venue debt service: approximately $25.7 million annually.
- Near-term coverage compression:
    - FY 2026 under Scenario 2: approximately $29.1–29.6 million HOT (–$1.1–1.6 million vs. 2025).
    - FY 2027 under Scenario 2: approximately $28.7–30.1 million HOT (–$0.6–1.0 million vs. 2025).
    - Coverage ratios compress from roughly 1.19x to 1.08–1.13x—still above minimum thresholds but clearly deteriorating.
- Multi-year (3–5 year) coverage risk: if the Airport Access and Transit Corridor follows historical ADR-cycle patterns (3–5 years for nominal recovery and 5+ years for real recovery, with roughly 10% of suburban hotels nationally never regaining prior ADR peaks), coverage ratios remain tight across multiple

budget cycles, increasing pressure to reduce non-debt HOT allocations (ICVB marketing budget, general fund transfers) or identify alternative revenue sources to maintain debt-service capacity without covenant breaches.

Conclusion

The pricing spiral scenario demonstrates that Irving's primary fiscal risk is not a brief dip in occupancy but a multi-year erosion of ADR, especially in the Airport Access and Transit Corridor's aging, price-sensitive, limited-service inventory. A 20% discount launched by a subset of South properties cascades through both submarkets and, because South is structurally slower to re-price upward, erodes $3.2–4.8 million in HOT revenue in 2026–2027 while depressing the city's real rate base for more than five years—the same cushion Scenario 1 assumes will be available to support debt service and tourism promotion. In this context, rate discipline is no longer just an operating decision for individual hotels; it becomes a multi-year municipal fiscal imperative. The extent to which Irving can avoid a pricing spiral in the Airport Access and Transit Corridor, accelerate quality upgrades in that submarket, and invest in demand-generation that supports sustainable pricing will determine whether the city experiences a manageable softening or a long-tail impairment to ADR, HOT collections, and debt-service coverage.

Scenario 3: Distressed Asset Exit

Scenario 3 models what could happen if current distressed hotels are not addressed. As aging, underperforming properties in the Airport Access and Transit Corridor come offline, Irving may initially benefit from improved averages and less visible blight., but the loss of lower-priced inventory pushes price-sensitive demand into adjacent cities, intensifies competition for remaining rooms, and ultimately caps HOT growth while doing little to relieve rate pressure in the Corporate and Convention Hub.

Box: Property Exit Profile

The distressed asset cluster described in Section II.B — concentrated along the SH-183/Airport Freeway corridor and anchored by economy and independent properties built in the 1970s and 1980s — forms the nucleus of the supply-side risk in this scenario.t. The properties reflect the structural characteristics that define the Airport Access and Transit Corridor's distressed asset cluster. They were chosen as examples given that they cannot generate sufficient ADR to fund capital improvements, operate in oversupplied corridors where rate-cutting is the primary competitive tool, and face brand limitations that preclude premium positioning.

They are used as examples and not a projection of the actual properties that may close or be transitioned for other purposes.

- **Days Inn by Wyndham Irving DFW Airport South** (170 rooms, built 1973) — Secondary brand flag, chronic underperformance, conversion to workforce housing removes bottom-tier competitor but creates vacant-property perception risk in airport corridor.
- **Magnuson Extended Stay Suites Airport Hotel** (173 rooms, built 1973) — Tertiary flag, trapped in capital underinvestment cycle; elimination of aggressive rate-cutting competitor simultaneously triggers neighborhood disinvestment signal.
- **Extended Stay America Select Suites—Airport Corridor** (145 rooms, built 1975) — Competitive pressure from new Residence Inn and Courtyard pipeline; conversion to extended-stay workforce housing or apartment alternative likely within 18–24 months.
- **Motel 6 SH-183 Corridor** (138 rooms, built 1980) — Marginal profitability, persistent operational challenges; closure and land repurposing for logistics or industrial use represents highest-and-best-use alternative.

Assumptions

- **Four Airport Access and Transit Corridor properties permanently exit hotel service** — 626 rooms (7.3% of the Airport Access and Transit Corridor inventory) removed through closure, conversion to workforce housing, or repurposing
- **Distressed asset concentration triggers negative externalities** — neighborhood deterioration, crime perception, and corridor quality degradation suppress remaining properties' performance
- **Demand deflection exceeds supply reduction** — Room demand contracts 1.2–1.5% annually through 2027 as price-sensitive segments migrate to adjacent municipalities (Fort Worth, Euless, Grand Prairie)
- **Pricing spiral cascade activates** — The Airport Access and Transit Corridor properties enter 10–15% rate discounting in months 4–8 post-exit; the Corporate and Convention Hub faces defensive rate-matching pressure within 9–12 months
- **Occupancy paradox** — Despite 7.3% supply reduction, the Airport Access and Transit Corridor occupancy declines further to 58–60% range as demand loss overwhelms capacity contraction
- **Regional substitution intensifies** — 150,000–200,000 occupied rooms annually deflect from Irving to competing submarkets where new supply and perceived quality advantages attract rate-sensitive travelers

Room Revenue Trajectory

The counter-intuitive outcome of this scenario is that supply reduction does not stabilize revenue. Instead, three mechanisms combine to suppress room revenue below baseline:

- **Airport Access and Transit Corridor revenue erosion** — Despite removing 626 rooms, occupancy falls from 62.7% baseline to 59.2% in 2026 and 58.1% in 2027. Simultaneously, ADR declines 6.5% in 2026 (pricing spiral entry) and an additional 2.0% in 2027 (recovery stall). RevPAR collapses from $74.01 baseline to $65.12 in 2026 and $62.63 in 2027—a 15.5% two-year decline.

- **Corporate and Convention Hub contagion** — Even as the Corporate and Convention Hub maintains corporate demand and convention traffic, defensive rate-matching erodes ADR growth. Instead of 2.5–3.0% annual ADR increases under Scenario 1, the Corporate and Convention Hub experiences 1.2% growth in 2026 before turning negative at –1.8% in 2027. Occupancy simultaneously declines from 66.4% to 64.8% in 2026 and 63.2% in 2027 as price-sensitive segments shift to adjacent markets and corporate accounts renegotiate rates.

- **Citywide revenue shortfall** — Combined Irving room revenue totals $532.8 million in 2026 and $511.0 million in 2027, representing 5.2% and 9.1% declines from 2025 baseline, respectively. Compared to Scenario 1's projected growth trajectory, Scenario 3 underperforms by $56.7 million in 2026 and $93.2 million in 2027—a cumulative two-year variance of approximately $150 million in lost room revenue.

HOT Revenue Impact

With a combined 15% HOT rate, the room revenue deterioration flows directly to municipal collections:

- **2026:** HOT collections decline to $79.9 million (down $4.4 million from 2025 baseline; $8.5 million below Scenario 1 projection)

- **2027:** HOT collections decline to $76.7 million (down $7.7 million from 2025 baseline; $14.0 million below Scenario 1 projection)

- **Cumulative 2026–2027:** $156.6 million total HOT vs. $179.1 million in Scenario 1—a $22.5 million shortfall

This variance exceeds the direct tax contribution of the four exited properties by a factor of three, illustrating that the fiscal damage comes not from losing 626 rooms but from the cascading effects those exits trigger across the remaining room inventory.

Debt Service Coverage Pressure

The distressed asset exit scenario creates sustained pressure on Irving's HOT-supported debt covenants:

- **FY 2025 baseline HOT collections:** approximately $30.7 million
- **FY 2026 under Scenario 3:** approximately $26.3 million (-$4.4 million)
- **FY 2027 under Scenario 3:** approximately $23.0 million (-$7.7 million)

With Convention Center and Entertainment Venue debt service consuming approximately $25.7 million annually, coverage ratios compress from a baseline of approximately 1.19x to 1.02x in 2026 and 0.89x in 2027—falling below 1.0x minimum thresholds and triggering covenant breach risk. If market conditions persist into 2028–2029 without stabilization, Irving faces pressure to reduce non-debt HOT allocations (Irving Convention & Visitors Bureau budget) or consider alternative revenue sources to maintain debt service capacity without covenant violations or credit rating downgrades.

Conclusion

The distressed asset exit scenario demonstrates that supply reduction in the Airport Access and Transit Corridor does not automatically improve market health. Because the existing properties primarily served price-sensitive demand that deflects to adjacent municipalities rather than upgrading within Irving, the net fiscal effect is negative: the city loses HOT on the exiting rooms, fails to capture the demand those rooms generated, and cedes incremental ADR recovery to competing markets. The city's interest in this scenario lies not in accelerating exits but in preventing them — or, where exits are inevitable, managing the transition to minimize demand deflection and neighborhood contagion. Proactive intervention, whether through a rebate/incentive program described in Scenario 5 or targeted redevelopment support, is a more fiscally productive posture than allowing distressed assets to reach the point of exit.

Scenario 4: Investment in or Recruitment of New Demand Drivers

Scenario 4 has two parts that together allow Irving to consider two paths to the same strategic goal: growing weekend and family demand while protecting rate integrity citywide.

- Scenario 4A tests the impact of a single, large-scale indoor sports complex as a focused generator of 25,000–35,000 incremental room nights, concentrated in the Airport Access and Transit Corridor.
- Scenario 4B then extends that logic by modeling a diversified portfolio of smaller family and leisure anchors that together deliver a comparable order of magnitude in demand while spreading risk across multiple assets and visitor segments.

Scenario 4A: Recruitment and Support for New, Singular Demand Driver

Irving's ability to stabilize and grow its hotel revenue base hinges on diversifying beyond convention-driven demand and corporate midweek travel. This scenario explores the impact of attracting a project such as a high-quality indoor youth/amateur sports complex to the Airport Access and Transit Corridor that is easily accessed by DFW north airport properties and designed to generate weekend-focused, value-oriented demand that aligns with the corridor's midscale and economy hotel inventory. The facility would anchor a broader repositioning of the SH-183 corridor, converting distressed, price-sensitive inventory into a competitively priced but sustainable lodging cluster.

Assumptions

Facility Concept and Scale

- A 200,000-square-foot indoor multi-sport complex located in the Airport Access & Transit Corridor (Irving South), designed to host regional and national youth/amateur tournaments in basketball, volleyball, futsal, pickleball, cheer/dance, and other court-based sports.
- Site footprint of approximately 15–18 acres, including building, surface parking (800–1,000 spaces), drop-off circulation, and limited outdoor warm-up space. Land is assembled through a combination of distressed hotel redevelopment and adjacent underutilized parcels or warehouse districts; no single 18-acre parcel is assumed available today.
- Facility program comparable to leading national models (FieldhouseUSA, Bluhawk, Grand Park fieldhouse component) but oriented toward fly-in tournaments given proximity to DFW Airport.

Demand and Performance

- Facility operates at a ramp-up period of 3 years, reaching "stabilized" performance in year 4.
- Stabilized year: hosts 35–45 weekend tournament events annually, averaging 80–120 teams per event, with 60–70 percent non-local participants (traveling 50+ miles) and an average 2.2-night length of stay.
- Stay-to-play policies are implemented in partnership with Irving South hotels, directing 70–80 percent of team nights into a defined set of corridor properties.
- Resulting incremental room nights at maturity:
    - 25,000 (low case) to 35,000 (high case) incremental annual room nights across Airport Access and Transit Corridor properties, heavily concentrated Friday–Sunday.
    - Mix: 75 percent in midscale/economy and extended-stay properties, 25 percent in upscale/select-service hotels.

Required City Role and Incentives

Site Assembly and Entitlement

- **Parcel consolidation in the Airport Corridor**: The city would need to coordinate acquisition, assemblage, or public–private partnerships across multiple smaller parcels along SH-183 and adjacent frontage roads. This may include facilitating the conversion or demolition of one or more severely distressed hotels and underutilized commercial sites to assemble a 15–18-acre footprint.

- **Zoning and overlay updates**: Amend the SH-183 overlay or create a specialized "Sports and Entertainment" subdistrict to allow higher-intensity recreation, structured parking if needed, and integrated commercial uses (F&B, family entertainment) supportive of tournament visitors, while tightening standards on incompatible uses that depress corridor perception.

Infrastructure and Public Improvements

- **Access and circulation**: Targeted investments in signalization, turn lanes, pedestrian crossings, and wayfinding between SH-183, the facility, and nearby hotels to ensure intuitive access for visiting teams and buses. Coordination with TxDOT and NCTCOG is required to align with the SH-183 managed lanes and Irving Interchange plans.

- **Streetscape and safety**: Enhanced lighting, sidewalk connectivity, and visible code enforcement around participating hotels to address perception issues (safety, blight) that could otherwise deter family-oriented sports tourism.

Financial Incentives

- **Tax Increment Financing (TIF) or project-based infrastructure reimbursement**: Establish a TIF district or similar mechanism in the Airport Corridor to capture incremental property and sales tax generated by the facility and adjacent redevelopment, funding public infrastructure and potentially a portion of structured parking if land is constrained.

- **Explore potential use of Chapter 334. Chapter 380, or Project Financing Zone mechanisms**: The city should evaluate the Chapter 334 venue financing framework — which authorizes municipalities to finance amateur and community sports facilities through voter-approved dedicated revenues — as a potential funding mechanism, alongside Chapter 380 economic development agreements for public infrastructure participation. While Irving's population does not currently qualify for a Project Financing Zone under Tax Code Chapter 351, Subchapter C, legislative authorization for specific cities has expanded in recent sessions, and a targeted request in a future legislative session could be pursued if the project's tourism impact warrants state tax participation.

- **Targeted HOT-backed support**: Limited-term performance-based incentives tied to verifiable incremental room nights (e.g., marketing grants, event bid support) rather than broad tax abatements, to align with HOT's statutory uses and protect debt-service coverage.
- **Fee waivers and expedited permitting**: Waive or reduce certain development fees (where permissible) and commit to expedited review to lower soft costs and signal city priority.

Partnership and Governance

- The city's role is as a facilitator and co-investor in enabling infrastructure, not necessarily a facility owner/operator. A best-practice model would involve a private developer/operator backed by tournament-rights partners (e.g., national youth sports organizers) with the city contributing site assembly, infrastructure, and selective incentives.

Room Demand and Performance Impact – Airport Access and Transit Corridor

Incremental Demand

At stabilized operations (year 4–5), the facility is assumed to generate:

- **25,000–35,000 incremental room nights annually** in the corridor, representing approximately 8–11 percent of the submarket's current occupied room nights (based on ~8,607 rooms at 62.7 percent occupancy ≈ 1.97 million occupied room nights annually).
- Demand is heavily weekend-weighted (roughly 70–75 percent of room nights Friday–Sunday), directly addressing the corridor's current weekend softness.

Occupancy Impact

- Baseline (Scenario 1): Airport Access and Transit Corridor occupancy grows modestly from 62.7 percent to approximately 64–66 percent over the next 3–5 years under steady-state regional growth and flat supply.
- With the sports facility:
    - Occupancy gains of 4–6 percentage points above baseline are realistic at stabilization, lifting the Airport Access and Transit Corridor toward 68–70 percent occupancy, assuming supply remains roughly flat and incremental demand is not fully offset by displacement from adjacent submarkets.
    - Midscale/economy segment moves from 51 percent toward the high 50s/low 60s, reducing the share of hotels operating at or below cash-flow breakeven.

ADR Impact

- Sports tourism travelers are value-oriented but not purely price-driven; national data show average sports tourism travelers spend around $480 on lodging and $370 on additional activities per trip, with strong emphasis on cleanliness, amenities, and perceived safety.
- As occupancy pressure increases, distressed properties that have been discounting aggressively can rationalize rates upward. We assume:
    - 2–3 percent incremental ADR growth in the Airport Access and Transit Corridor over and above the baseline (Scenario 1) by year 5, largely in midscale/economy and select-service properties that actively participate in stay-to-play programs and upgrade physical condition.
    - ADR in the Airport Access and Transit Corridor grows from $70 baseline to approximately $76–$78 in real terms over the scenario horizon, versus $73–$75 under the baseline steady-state path.

Combined Room Revenue Impact

- With occupancy rising from ~63 percent to ~69 percent and ADR climbing from $70 to ~$77, Airport Access and Transit Corridor room revenue would increase by roughly $12–15 million annually relative to current conditions, of which $2–3 million can reasonably be attributed to the sports complex rather than general market growth.
- Citywide, the Airport Access and Transit Corridor's improved performance reduces downward rate pressure on the Convention Core, lowering the probability and severity of the pricing spiral scenario described elsewhere in the report.

HOT Revenue Impact

Given a 15 percent total HOT rate, every $1.00 in additional room revenue generates $0.15 in incremental HOT collections.

- Incremental room revenue attributable to the sports complex is estimated at $2.0–$3.0 million annually at stabilization.
- This yields an incremental $300,000–$450,000 in annual HOT collections.

Relative to the city's current HOT base of approximately $30.7 million, the facility would contribute about 1.0–1.5 percent additional HOT capacity once stabilized — a seemingly modest but strategically important increment given the tight linkage between HOT and convention/entertainment debt service. Just as importantly, by lifting weekend demand and shoring up the most vulnerable segment of Irving's hotel inventory, the facility reduces the probability of a pricing spiral that could otherwise reduce HOT collections by $3.2–$4.8 million over a two-year period under Scenario 2 (Pricing Spiral).

Conclusion

The indoor sports facility scenario demonstrates that demand diversification — not just supply management or rate discipline — is Irving's most durable long-term lever for growing HOT revenue and protecting debt-service capacity. A well-sited, city-supported sports complex of the scale modeled here would materially shift Irving's weekend and off-peak demand mix, introduce a new category of high-volume, recurring visitor, and reduce the city's dependence on corporate transient cycles that are inherently sensitive to macroeconomic conditions.

The projected performance gains — occupancy improvements in both submarkets and an ADR lift concentrated in the Corporate and Convention Hub — translate to the incremental HOT growth summarized above, and compound over time as the facility's event calendar matures and regional visibility grows.

The city's fiscal case for this investment rests not on the facility itself but on the hotel revenue, HOT collections, and competitive repositioning it enables.

- Fills weekend occupancy gaps with family and youth sports travel aligned to the corridor's midscale/economy inventory.
- Supports modest but meaningful ADR recovery by enabling distressed properties to move away from deep discounting.
- Generates incremental HOT while lowering the risk of rate-driven revenue erosion that threatens citywide fiscal stability.

This scenario therefore supports a policy case for coordinated city action: assembling a suitable site, aligning zoning and infrastructure, and structuring performance-based incentives to catalyze private development of a facility that directly reinforces Irving's broader lodging and fiscal objectives.

Scenario 4B: Portfolio of Smaller Family and Weekend Demand Drivers

Scenario 4b tests a complementary thesis to 4A: that a coordinated portfolio of three modest, family-oriented demand generators can collectively deliver 15,000–25,000 incremental annual room nights and roughly 173,000–321,000 in incremental annual HOT at stabilization. Rather than relying on a single large anchor, this scenario spreads risk, reaches a broader visitor profile, and aligns directly with Irving's brand directive to strengthen its family and multigenerational proposition.

Strategic Role in the Market

Irving's current hotel performance is driven by strong corporate and convention demand mid-week, with softer weekends and holidays and relatively weak family positioning. The Irving CVB's brand research shows below-threshold scores on family-oriented offerings, variety of things to do for families, and unique destination perception—each flagged as a strategic opportunity. Scenario 4B responds by building a weekend-weighted, family-focused “collection” that:

- Adds trip-extension demand for visitors already in market (e.g., youth sports, conventions).
- Fills Saturday/Sunday gaps and improves length of stay (e.g., from 1.5 to 2.5 nights for family trips).
- Uses existing place assets (Lake Carolyn, Belt Line culinary corridor, Heritage District) to create a more coherent leisure offering within Irving.

The scenario is designed to layer on top of or in lieu of Scenario 4A (indoor sports complex), not compete with it, and targets a different segment—families and multigenerational travelers—so the room-night impact is additive.

Concept and Elements

This scenario assumes a coordinated development of three complementary elements that together form reasons to extend stays and would align with the Irving Brand:

1. Children’s Museum (STEM-forward, inclusive design)
2. Lake Carolyn Aquatic Nature Experience
3. Texas Culinary Cultural Market Hall

Each element is sized below large-attraction, singular demand-driver scale but designed to be:

- Clearly visitor-serving (to maintain HOT eligibility).
- Family and multigenerational in focus.
- Linked to existing Irving competitive advantages and place assets.

Potential Element 1: Children's Museum

A 30,000–50,000 square foot children's museum organized around Irving's identity—aviation, energy, technology, global trade, and multicultural community—rather than a generic play space. The concept emphasizes interactive STEM learning and inclusive Universal Design for Learning (UDL), positioning the museum as both a trip-extension tool for family travel and a visible expression of Irving's diversity and inclusion brand promise.

- Strategic function: Primarily a trip-extension driver for families already in market for sports, visiting friends and relatives, or other events—converting a one-night stay into two nights.
- Positioning gap: The mid-cities corridor currently lacks a purpose-built children's museum; existing regional institutions skew either downtown-adult focused or geographically distant.
- Funding and city role: Public-private partnership modeled on existing arts investments, with HOT-backed operating support and a philanthropic campaign anchored by corporate headquarters; structured explicitly as a visitor-serving asset with out-of-market tracking to maintain HOT eligibility.

Potential Element 2: Lake Carolyn Aquatic Nature Experience

A 20,000–30,000 square foot immersive aquatic and ecological science center at Lake Carolyn, combining indoor exhibits (Texas rivers, Gulf Coast, migratory bird corridors) with outdoor canal-edge programming and seasonal events. This is intentionally scaled below a full aquarium, leveraging the existing waterfront as Irving's most distinctive visitor-recognized asset.

- Strategic function: Serves as both a half-day anchor and the outdoor counterpart to the children's museum, enabling a full "day in Irving" itinerary without leaving the city.
- Positioning gap: There is no mid-cities, family-oriented nature/aquatic attraction linking Texas natural heritage and an urban waterfront experience.
- Funding and city role: Lowest direct capital requirement among the three, since the core asset (Lake Carolyn and canals) already exists; municipal role focuses on site designation, connective infrastructure, and targeted HOT-eligible operating support.

Element 3: Texas Culinary Cultural Market Hall

A 15,000–25,000 square foot indoor market hall with 15–25 vendors, a demonstration kitchen, and programmed events that elevate Irving's Belt Line Road culinary corridor into a branded, year-round destination. The concept is explicitly about multicultural Texas food culture, with an emphasis on Irving's specific global community rather than a generic "lifestyle" food hall.

- Strategic function: Primary weekend-evening and group-extension driver, providing a bookable off-site for convention delegates and a clear "where to go" for visiting friends and relatives and regional leisure visitors.
- Positioning gap: Existing regional food halls are not curated around multicultural Texas identity nor clearly rooted in a specific community narrative; recent cancellation of Taste Addison illustrates the risk of single, large annual events versus year-round anchors.
- Funding and city role: Most commercially self-supporting of the three, with vendor revenue and event rentals; municipal role is largely site provision (e.g., Heritage District land bank) and modest HOT-eligible programming support.

Portfolio-Level Room Night and HOT Impact

Taken together, the three elements are intentionally sized to be mutually reinforcing rather than duplicative. The children's museum and nature experience anchor a full family daytime itinerary; the market hall extends activity into evening and offers a culinary "front door" for both visitors and locals.

Combined conservative stabilization estimates:

Element	Annual visitors	Incremental room nights	Annual HOT impact
Children's Museum	80,000–120,000	6,000–10,000	69,000–130,000
Lake Carolyn Aquatic Nature Experience	60,000–90,000	5,000–8,000	58,000–102,000
Texas Culinary Cultural Market Hall	100,000–150,000	4,000–7,000	46,000–89,000
Portfolio total	240,000–360,000	15,000–25,000	173,000–321,000

At Irving's 15 percent total HOT rate, 15,000–25,000 incremental room nights would add an additional $173,000–$321,000 in annual HOT once the collection stabilizes.

Implementation Sequencing and City Role

Scenario 4B also assumes phased implementation calibrated to capital requirements, risk, and readiness.

- Near-term (2026–2027): Texas Culinary Cultural Market Hall.
  The market hall has the lowest capital barrier and can leverage the Heritage District land bank and the current opening for a new regional culinary identity following Taste Addison's cancellation. An opening window around 2028–2029 would help anchor the Heritage District as a visitor-viable neighborhood and build weekend-evening activity quickly.

- Mid-term (2027–2029): Lake Carolyn Aquatic Nature Experience.
  Planning and design can run in parallel with the market hall, with a target opening around 2029–2030 that deepens programming at an asset visitors already recognize as uniquely Irving. City participation is concentrated in site control and public-realm connectivity, keeping risk manageable while materially improving Las Colinas' weekend appeal.

- Longer-term (2028–2032): Children's Museum.
  The children's museum requires the largest capital campaign and most intensive governance setup, so the scenario assumes a longer runway beginning once the city has demonstrated successful visitor-oriented placemaking with the first two elements. A disciplined approach—endowment and operating model in place before opening—is critical to avoid long-term subsidy pressure and to keep HOT use within statutory bounds.

Across all three elements, the city's role is framed as:

- Strategically reallocating HOT, with clear performance benchmarks tied to out-of-market visitation.

- Providing sites, infrastructure, and modest, time-limited operating support rather than owning and operating facilities directly.

- Ensuring each asset is integrated into ICVB marketing and booking systems so the portfolio functions as a cohesive "Weekend in Irving" offering instead of three stand-alone amenities.

Conclusion

The portfolio scenario (4B) demonstrates that demand diversification does not require a single transformational investment — a coordinated collection of smaller, family-oriented anchors can deliver meaningful, durable HOT growth while spreading execution risk across multiple assets and timelines. The projected 15,000–25,000 incremental room nights and $173,000–$321,000 in annual HOT at stabilization are roughly half the impact of the indoor sports complex modeled in Scenario 4A, but they are generated from an entirely different visitor segment, so the two scenarios can compound their impact rather than having to compete for visitor share.

The stronger strategic case for Scenario 4B lies beyond the HOT collections and would play a role in positioning Irving for more extended stays. Each element converts a visitor who was already in market into a guest who stays an extra night, spends more locally, and develops a direct association between Irving and family-friendly leisure. That length-of-stay extension is Irving's most underleveraged revenue opportunity; it generates HOT more efficiently than acquiring new visitors, and it directly addresses the weekend softness that currently puts downward pressure on corridor rates.

The city's fiscal case for both or either scenario is three-fold: incremental HOT from new room nights, reduced pricing-spiral risk from improved weekend occupancy, and a stronger destination identity that over time supports ADR growth.

Scenario 5: Rebate / Incentive Fund for Lodging Renovation and Beautification

The Airport Access and Transit Corridor's economy and limited-service inventory are characterized by aging physical plants, uneven reinvestment, and growing functional obsolescence risk. Over the most recent 12 months (September 2024–August 2025), corridor economy hotels generate approximately $48.0 million in room revenue at roughly 60% occupancy and an $88 ADR, based on STR-type data for the underlying limited-service segment. The corridor is assumed to contain approximately 75 hotels, predominantly suburban, limited-service, and economy product.

Under this scenario, the city would create a focused Airport Access and Transit Corridor Rebate / Incentive Fund to be used for lodging renovations and beautification at a limited share of at-risk economy hotels, closing capital gaps for otherwise viable owners and preventing a slide into chronic discounting and disinvestment.

The program is structured as a per-property match—$800,000 in private renovation spending paired with a $200,000 city contribution per hotel—and is intentionally sized to reach roughly 10–12% of the corridor's room inventory (an estimated 7–9 hotels, representing a similar share of the corridor's $48.0 million economy revenue base), rather than subsidizing the entire submarket.

Program Assumptions

- Corridor economy room revenue (latest 12 months): ≈ $48.0 million.
- Average performance baseline: ≈ 60% occupancy, ≈ $88 ADR.
- Corridor scale: ≈ 75 hotels, mostly older limited-service/economy assets.
- Per-hotel capital stack: $800,000 owner renovation (rooms + lobby) + $200,000 city stipend/match = $1.0 million total per hotel.
- Participation framed as share of corridor room inventory, not a blanket program; target participation is 10–12% of rooms (≈ 7–9 hotels at 75 rooms each).
- Participating hotels are assumed to represent a similar share (10–12%) of the corridor's baseline room revenue.

Assumed Market and Operating Response
Renovated corridor hotels are expected to realize performance gains that reflect both improved product and better pricing discipline, but within realistic bounds for 15-year-old economy properties in a competitive suburban setting.

Performance assumptions for participating hotels:

- Current corridor baseline (economy/limited-service):
    - Occupancy: ≈ 60%.
    - ADR: ≈ $88.
- Post-renovation performance for participants:
    - ADR increase: +12% (to ≈ $100).
    - Occupancy increase: +4 percentage points (to ≈ 64%).
- Combined revenue effect:
    - Approximate 21% increase in room revenue per available room for participating hotels (from the ADR and occupancy lift combined).

Scale of uplift by participation band:

- 10% room participation:
    - Baseline revenue for renovated subset ≈ $4.8 million (10% of $48.0 million).
    - New revenue ≈ $5.8 million.
    - Incremental annual room revenue ≈ $1.0 million.
- 12% room participation:
    - Baseline revenue ≈ $5.8 million.
    - New revenue ≈ $7.0 million.
    - Incremental annual room revenue ≈ $1.2 million.

Non-participating corridor hotels are assumed to maintain baseline performance plus modest organic demand growth (≈2% annually) but do not receive the same structural uplift; the renovated tier becomes the visible “top of the economy market,” stabilizing rate expectations and slowing the drift toward deep discounting.

Rate Environment and Recovery Horizon
The Lodging Stabilization Fund is explicitly designed as a countermeasure to the pricing spiral risk in the Airport Access and Transit Corridor.

Rate and recovery dynamics:

- Renovated hotels:
    - Better able to hold rate while maintaining or modestly improving occupancy.
    - Operate with ADR ≈ $100 vs. an $88 corridor baseline, creating a clearly defined, upgraded tier.
- Corridor-wide impact:
    - 10–12% renovated share is not large enough to reset the entire corridor's ADR ceiling.
    - It is large enough to reduce pressure for across-the-board discounting by demonstrating that capital investment—not just rate cuts—is a viable competitive strategy.
- Recovery horizon:
    - Over 3–5 years, renovated hotels function as anchors for a more stable rate environment as regional demand grows.
    - The corridor's ADR trajectory is more likely to converge toward the Corporate and Convention Hub path rather than diverge downward, avoiding the multi-year lag that aging suburban inventory typically experiences after a rate-cut cycle.

Room Revenue Trajectory
Because the fund is targeted and does not add new rooms, the main effect is to lift revenue per available room for a subset of the inventory, then let modest demand growth compound that gain.

Room-revenue effects:

- 10% participation:
    - Baseline revenue for renovated hotels ≈ $4.8M.
    - Post-renovation revenue ≈ $5.8M.
    - Incremental annual revenue ≈ $1.0M.
- 12% participation:
    - Baseline revenue ≈ $5.8M.
    - Post-renovation revenue ≈ $7.0M.
    - Incremental annual revenue ≈ $1.2M.

Trajectory implications:

- The corridor's overall room-revenue path sits above the no-action/ pricing-spiral trajectory because:
    - A meaningful minority of hotels earn structurally higher ADR and occupancy.
    - The risk that a visible cluster of properties slides into low-rate, low-investment equilibrium is reduced.
- Over time, as 2% annual demand growth compounds, the revenue gap between this scenario and a pricing-spiral scenario widens, even if only 10–12% of rooms participate.

HOT Revenue Impact
With a 9% local hotel occupancy tax rate, the incremental room revenue from renovated Airport Access and Transit Corridor hotels flows directly into municipal HOT collections.

Incremental HOT by participation band:

- 10% participation:
    - Incremental room revenue ≈ $1.0M.
    - Incremental annual HOT ≈ $90,700 (0.09 × $1.0M). (City share = $40,000)
- 12% participation:
    - Incremental room revenue ≈ $1.2M.
    - Incremental annual HOT ≈ $109,200. (City share = $48,000)

City fund exposure:

- Per-hotel stipend: $200,000.
- 10% of rooms (≈7 hotels): $1.4M fund.
- 12% of rooms (≈9 hotels): $1.8M fund.

Resulting HOT-only ROI:

- 10% participation:
    - Annual ROI ≈ 6.5% ($90.7k ÷ $1.4M).
    - Simple payback ≈ 15.4 years.
- 12% participation:
    - Annual ROI ≈ 6.1% ($109.2k ÷ $1.8M).
    - Simple payback ≈ 16.5 years.

10-year NPV (at 5% discount) is modestly negative on HOT alone, particularly in the higher-participation case, but this narrow measure excludes:

- Property-tax uplift from higher valuations.
- Sales-tax uplift from additional guest spending.
- Avoided costs related to code enforcement, safety, and blight in a deteriorating corridor.

When these broader fiscal and risk-mitigation benefits are included, the effective public ROI is likely positive over a 10–15-year period.

Conclusion

The Airport Access and Transit Corridor Lodging Stabilization Fund scenario demonstrates that targeted, room-share-based renovation incentives can materially improve the performance and fiscal contribution of at-risk economy hotels without over-extending city resources. By focusing on 10–12% of the corridor's room inventory and requiring significant owner capital alongside a fixed per-hotel city match, the program:

- Lifts ADR and occupancy for participating properties, generating $1.0–$1.2 million in incremental annual room revenue.
- Produces a 6–7% annual return on the city's investment when measured only through incremental HOT.
- Reduces the probability and severity of a pricing spiral in the Airport Access and Transit Corridor by creating a renovated tier that competes on quality rather than discounting.

In this framing, the fund is best understood as both a direct revenue enhancement tool and a hedge against long-tail ADR and HOT deterioration. The extent to which Irving deploys this type of targeted capital to upgrade vulnerable corridor inventory, sustain south-side pricing power, and protect the rate base supporting HOT-funded debt service and tourism promotion will help determine whether the city experiences stable, incremental growth or drifts toward the multi-year revenue impairment outlined in the pricing spiral scenario.

IV. Conclusions and Strategic Recommendations

Irving's hospitality sector generates $30.7 million in annual HOT revenue, supports over 23,000 jobs, and underpins roughly one-third of the city's debt service — a fiscal structure that makes hotel market performance a municipal governance issue, not just an industry concern. The analysis and scenarios presented in this assessment point to a clear strategic reality: Irving's projected $2.3–$3.2 million in incremental HOT through 2027 is achievable, but only if the city acts deliberately on three fronts — protecting rate integrity in the Airport Access and Transit Corridor, diversifying demand beyond corporate midweek cycles, and strengthening the competitive positioning of the Corporate and Convention Hub within an increasingly aggressive Texas convention and tourism landscape.

The five scenarios examined in this report should be understood as plausible market outcomes that illustrate the range of forces already shaping Irving's lodging economy. They are presented not as predictions but as planning tools — grounded in current data and observable market dynamics — that give ICVB staff a concrete sense of what lies ahead under different conditions and, critically, where the city's own actions can change the trajectory.

As the ICVB moves into its strategic planning process, these scenarios provide a shared analytical foundation for evaluating tradeoffs, prioritizing interventions, and pressure-testing assumptions about demand growth, rate integrity, and fiscal capacity. The recommendations that follow are drawn directly from the risks and opportunities the scenarios surface.

A. Stabilize the Airport Access and Transit Corridor Before the Pricing Spiral Accelerates

The Airport Access and Transit Corridor's 3,717 midscale/economy rooms operating at 51% occupancy and $36 RevPAR represent the single greatest near-term fiscal risk to Irving's HOT base. At those levels, owners face a binary choice — discount aggressively or accept financial distress — and the rational individual response produces the collectively destructive pricing cascade described in Section II and Scenario 2. The ICVB's strategic plan should prioritize corridor stabilization as an urgent, not aspirational, objective.

Recommended actions:

- Advance the Rebate/Incentive Fund (Scenario 5) as a near-term pilot. The analysis demonstrates that a $1.0–$1.8 million city fund — structured as $200,000 per-hotel matching stipends for 7–9 participating hotels — generates 6–7% annual ROI on incremental HOT while creating a renovated tier that competes on quality rather than discounting. The ICVB should work with the city to design fund criteria, eligibility thresholds, and performance benchmarks that can be brought to Council within the current budget cycle.

- Establish a corridor monitoring framework. The ICVB should institute quarterly tracking of Airport Access and Transit Corridor ADR, occupancy, and RevPAR by chain scale — particularly the midscale/economy segment — to identify early signs of accelerating rate deterioration. The 1.5% ADR decline already observed in the corridor is a leading indicator; if that decline deepens to 3–5% in any quarter, the pricing spiral described in Scenario 2 is likely underway.
- Engage corridor ownership proactively. The shift toward institutional, out-of-market ownership documented in the Appendix means that disposition decisions for underperforming Airport Access and Transit Corridor assets are increasingly made at the portfolio level by investors with no particular commitment to Irving's market health. The ICVB should identify the 10–15 most at-risk properties by ownership structure and CMBS maturity, and initiate direct conversations with ownership groups about renovation, repositioning, or managed transition — before those decisions are made unilaterally.

B. Diversify Demand to Reduce Dependence on Corporate Midweek Cycles

Irving's performance data show a clear pattern: occupancy and RevPAR peak Tuesday through Thursday during meeting seasons and soften on weekends and holidays. This concentration creates structural vulnerability to macroeconomic cycles, corporate travel policy shifts, and convention booking fluctuations — risks the ICVB cannot control. Scenarios 4a and 4b demonstrate that introducing new, weekend-weighted demand generators—both a large-scale or as a coordinated portfolio of smaller anchors—can lift Airport Access and Transit Corridor occupancy by 4–6 percentage points, add 40,000–60,000 incremental annual room nights, and generate a combined 473,000–771,000 in incremental annual HOT at stabilization, while reducing pricing-spiral risk by diversifying beyond midweek corporate demand.

Recommended actions:

- Commission a site feasibility and market study for an indoor sports complex modeled in Scenario 4a (or similar large-scale demand generator). The ICVB should partner with the city's economic development team to evaluate candidate parcels in the SH-183 and 114 W corridor, validate the 25,000–35,000 incremental room-night projection with national tournament organizers, and identify public-infrastructure requirements and financing tools—including Chapter 334, Chapter 380, and potential future PFZ authority—needed to attract a private developer/operator.
- Advance planning for a complementary family-destination "collection" as outlined in Scenario 4b. Building on the same demand-diversification logic, the ICVB and City should test the feasibility of smaller attractions such as a children's museum, Lake Carolyn aquatic nature experience, and/or Texas culinary cultural market hall, with an emphasis on weekend and holiday demand, trip-extension dynamics, and sequencing that aligns with Heritage District and Las Colinas placemaking priorities.

- Expand weekend and off-peak programming at existing venues. While the sports complex represents a medium-term opportunity, the ICVB can pursue near-term demand diversification by intensifying event recruitment for Toyota Music Factory, the Irving Convention Center, and other existing assets during weekend and holiday windows. Each incremental weekend event that fills corridor hotel rooms reduces the incentive for operators to discount rates during soft periods.
- Evaluate additional demand-generator concepts beyond sports. The sports complex is one model; other communities have successfully deployed family entertainment centers, esports arenas, faith-based conference facilities, and medical tourism clusters to diversify lodging demand. The ICVB's strategic plan should include a demand-generator pipeline analysis that identifies the two or three highest-impact concepts for Irving's specific visitor profile and corridor geography.

C. Protect and Strengthen the Corporate and Convention Hub's Competitive Position

The Corporate and Convention Hub's $139 ADR, 66.4% occupancy, and $327 million in annual room revenue represent the core of Irving's HOT base. That performance is resilient but not immune — Scenarios 2 and 3 both demonstrate that Airport Access and Transit Corridor distress eventually forces the Corporate and Convention Hub into defensive rate-matching, compressing ADR across the entire city. Simultaneously, the $8 billion-plus convention center arms race across Texas — with Dallas, Houston, San Antonio, Austin, and Fort Worth all executing major expansions backed in several cases by Project Financing Zone authority — intensifies competition for the convention and group business that anchors the Corporate and Convention Hub's weekday demand.

<u>Recommended action:</u>

Advocate for strategic reinvestment in the Irving Convention Center and Toyota Music Factory. As competing cities invest billions in convention and entertainment infrastructure, Irving's existing venues must remain competitive. The ICVB should work with city leadership to identify priority capital improvements — technology upgrades, flexible meeting space, outdoor event capability — that protect Irving's ability to compete for mid-tier conventions and corporate events without requiring the scale of investment that larger cities are pursuing.

D. Build the Analytical Infrastructure for Ongoing Market Intelligence

This assessment relies on CoStar, STR-type data, CMBS loan tracking, and scenario modeling to identify risks and quantify fiscal impacts. The ICVB's strategic plan should institutionalize this analytical capability (within the current Symphony platform) so that market monitoring, scenario testing, and policy evaluation become ongoing functions rather than periodic exercises.

Recommended actions:

- Establish a quarterly hotel market dashboard with explicit flags for the leading indicators of pricing spiral risk (ADR decline acceleration, widening ADR gap between submarkets, and distressed asset transaction activity), in addition to the currently tracked data.
- Maintain an updated distressed property watchlist. The 24 properties with 3,069 rooms currently exhibiting elevated distress risk in the Airport Access and Transit Corridor should be tracked by CMBS maturity, ownership changes, brand status, and code enforcement activity. This watchlist should inform both the Lodging Stabilization Fund's targeting and the city's broader land use and redevelopment planning.

Sequencing and Priority

Not all of these recommendations carry equal urgency. The ICVB's strategic planning process should sequence actions according to both fiscal impact and implementation timeline:

- **Immediate:** Establish the corridor monitoring framework and initiate the Rebate/Incentive Fund pilot design. These actions require no new capital authorization and directly address the most acute near-term risk — pricing spiral acceleration in the Airport Access and Transit Corridor.
- **Near-term:** Commission the sports complex feasibility study, engage at-risk property ownership groups, and update the convention center competitive positioning analysis. These actions lay the groundwork for the medium-term demand diversification and capital investment decisions that will shape Irving's lodging market through 2030 and beyond.
- **Medium-term:** Advance site assembly and financing for the demand-generator concept, execute the Lodging Stabilization Fund at scale (10–12% room participation), and integrate findings into the next cycle of convention center and venue reinvestment planning.

The scenarios in this report make clear that Irving's hospitality sector is not in crisis — but it is at an inflection point where the difference between steady-state growth and multi-year revenue impairment will be determined by decisions made in the next 12–18 months. The ICVB is uniquely positioned to translate the market intelligence in this assessment into a strategic plan that protects the city's $30.7 million HOT base, strengthens both submarkets, and positions Irving to capture its share of the extraordinary demand growth unfolding across the Dallas–Fort Worth region.

Appendix A. Hotel Ownership Landscape: 2000 vs. 2025

The Dallas–Fort Worth hotel ownership structure has evolved significantly over the past 25 years, shifting from a landscape anchored by locally headquartered REITs and regional management companies to a more institutionally diversified ownership base that blends DFW-headquartered platforms with national REITs and private equity capital. This structural evolution affects capital availability, asset repositioning strategies, and the frequency and scale of reinvestment in aging hotel corridors across the Metroplex.

Major Hotel Ownership Groups with Metroplex Presence, circa 2000

The following table represents key ownership and management platforms that were either headquartered in DFW or operated significant hotel portfolios in the region as of 2000.

Company	Headquarters	Type	DFW Portfolio / Role
FelCor Lodging Trust	Irving, TX	Public REIT	One of the nation's largest lodging REITs; headquartered in Irving with substantial full-service and select-service assets across Texas and DFW markets
Ashford (pre-REIT platform)	Dallas, TX	Private owner / emerging REIT	Dallas-based ownership platform investing in full-service and select-service branded hotels, including Texas assets; would formally launch Ashford Hospitality Trust REIT in 2003
La Quinta Corporation	DFW area	Chain owner/operator	Major DFW-based budget/midscale hotel chain with dense Texas and regional footprint; hundreds of properties nationally by 2000
Omni Hotels & Resorts	Irving, TX	Private chain (TRT Holdings)	Upper-upscale hotel chain headquartered in Dallas, operating convention, and business hotels across the U.S. with strong DFW presence
Remington Hotel Corporation	DFW area	Private management/ownership	Regional management and ownership platform with

			multi-property portfolio in Texas and beyond
Prism Hotels	DFW area	Private management/ownership	DFW-based hotel management company with Texas-focused portfolio
Host Marriott Corporation (now Host Hotels & Resorts)	Bethesda, MD	Public REIT	Largest lodging REIT nationally; spun off from Marriott International in 1993; owned luxury and upscale hotels in major U.S. markets including DFW
Starwood Lodging Trust	Multiple markets	Public REIT	Major lodging REIT operating Westin, Sheraton, and St. Regis properties; active in Texas luxury/upscale segments through early 2000s

Key Characteristics of 2000 Ownership Landscape:

- Strong presence of DFW-headquartered ownership platforms (FelCor, La Quinta, Omni, Ashford, plus regional managers)
- Mix of public REITs and private owner/operators, many locally based
- Emerging national REIT presence (Host Marriott, Starwood Lodging) in select luxury/upscale assets

Major Hotel Ownership Groups with Metroplex Presence, circa 2025

By 2025, the ownership landscape reflects consolidation, the emergence of large-scale institutional capital, and the continued presence of DFW-headquartered platforms alongside national REITs and private equity groups.

Company	Headquarters	Type	DFW Portfolio / Role
RLJ Lodging Trust	Bethesda, MD	Public REIT	Acquired FelCor Lodging Trust (Irving) in 2017; now operates a nationally diversified portfolio of select-service and compact full-service hotels including Texas and DFW assets

Company	Headquarters	Type	DFW Portfolio / Role
Ashford Hospitality Trust	Dallas, TX	Public REIT	Dallas-based lodging REIT owning primarily upper-upscale and full-service branded hotels nationwide, with ongoing Texas exposure and active capital recycling strategy
Omni Hotels & Resorts	Dallas, TX	Private chain (TRT Holdings)	Still headquartered in Dallas; owns and operates major DFW properties including Omni Dallas, Omni Frisco at The Star, and Omni Fort Worth with major 2025–2026 expansions
Host Hotels & Resorts	Bethesda, MD	Public REIT	Largest lodging REIT in the U.S.; owns luxury and upscale hotels in major metros including flagship DFW properties
Pebblebrook Hotel Trust	Bethesda, MD	Public REIT	Lifestyle and urban hotel REIT with national portfolio including upscale Texas assets; focuses on renovation-driven repositioning
Blackstone Real Estate	New York, NY	Private equity	One of the world's largest hotel investors; acquired Hilton in 2007 LBO; continues to deploy capital in high-quality hospitality assets nationally including Texas markets
Brookfield Asset Management	Toronto / New York	Private equity / asset mgmt	Global institutional investor with $18+ billion hotel real estate portfolio; active in U.S. luxury and upscale segments including select Texas markets
KSL Capital Partners	Denver, CO	Private equity	Hospitality-focused PE firm; acquired Hersha Hospitality Trust (2023) and other luxury/lifestyle hotel portfolios; active in U.S. gateway and resort markets including Texas

Company	Headquarters	Type	DFW Portfolio / Role
DFW Airport (as property owner)	DFW Airport, TX	Public authority	Owns land and ground-leases hotels at DFW Airport terminals; developer partnerships for new Hyatt House DFW and other on-airport hotel projects
Regional developers and family offices	DFW area	Private	Multiple private developers and local family-office capital platforms participate in DFW's 180–190-hotel development pipeline, focused on select-service and extended-stay segments

Key Characteristics of 2025 Ownership Landscape:

- Institutional capital dominance: national REITs and private equity groups control large portfolios, including key DFW assets
- Continued DFW-headquartered presence: Ashford Hospitality Trust and Omni/TRT Holdings remain significant local platforms
- Consolidation effects: FelCor absorbed into RLJ; La Quinta taken private and repositioned through multiple transactions; smaller regional platforms absorbed or repositioned
- Heightened competition for capital and market share in one of the nation's most active hotel development markets

Implications for Irving's Hotel Market

The shift from locally concentrated ownership in 2000 to institutionally diversified ownership in 2025 has several strategic consequences for Irving's hotel supply:

1. **Capital Access and Repositioning Capacity**: Institutional owners (REITs and private equity) have greater access to capital for major renovations and repositioning but also face higher return thresholds and shorter hold periods, increasing the likelihood of disposition rather than reinvestment in underperforming assets.
2. **Distressed Asset Dynamics**: Aging properties in Irving's Airport Corridor that were viable under local ownership structures in 2000 face more acute disposition risk in 2025, as institutional owners are more likely to exit underperforming assets rather than carry them through prolonged recovery cycles.

3. **Development Competition**: The concentration of institutional capital in DFW's development pipeline intensifies competitive pressure on existing inventory, particularly in the Airport Access and Transit Corridor's midscale/economy segments where new upscale select-service properties pull demand from older, lower-tier assets.
4. **Fiscal Vulnerability**: Irving's reliance on HOT revenue to support convention center and entertainment venue debt service creates heightened exposure to ownership decisions made by out-of-market institutional platforms that prioritize portfolio-level optimization over individual market stabilization.

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TOURISM ECONOMICS PROJECT FINANCING ZONE FORECAST

MARCH 2026

IRVING
CONVENTION &
VISITORS BUREAU

TOURISM ECONOMICS
AN OXFORD ECONOMICS COMPANY

PFZ Forecast - DRAFT

March 2026

Prepared for:

VISIT IRVING TEXAS

Context

Visit Irving Texas engaged Tourism Economics to conduct a lodging market analysis related to a potential Project Financing Zone (PFZ). This analysis includes a 30-year forecast for hotel performance within the potential zone. The report follows Irving's fiscal year (starting in October) rather than calendar year.

This forecast relies on:

- Monthly CoStar-STR hotel data through January 2026;
- Economic forecasts prepared by Oxford Economics, parent company of Tourism Economics;
- Assumptions on the future path of the tourism sector in the context of economic trends; and,
- Research on other local events and impacts.

Due to standard forecast variability, future hotel performance may vary from the estimates presented in this forecast.

1 **Forecast Assumptions**

2 PFZ Forecast (by Base Year)

3 Hotel Forecast

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Forecast Assumptions

This forecast includes hotels within the potential Project Financing Zone (PFZ) (3-mile radius) and still within Irving, TX.

The following forecast tables do not include two hotels just outside of the 3-mile radius:

- *350 rooms at the Westin Irving Convention Center at Las Colinas; and,*
- *152 rooms at the Texican Court.*

If the center of the zone was set near the northern point of the potential project site, these hotels could be included. So, for each base year scenario we mention a total including these hotels in italics.

Source: CoStar

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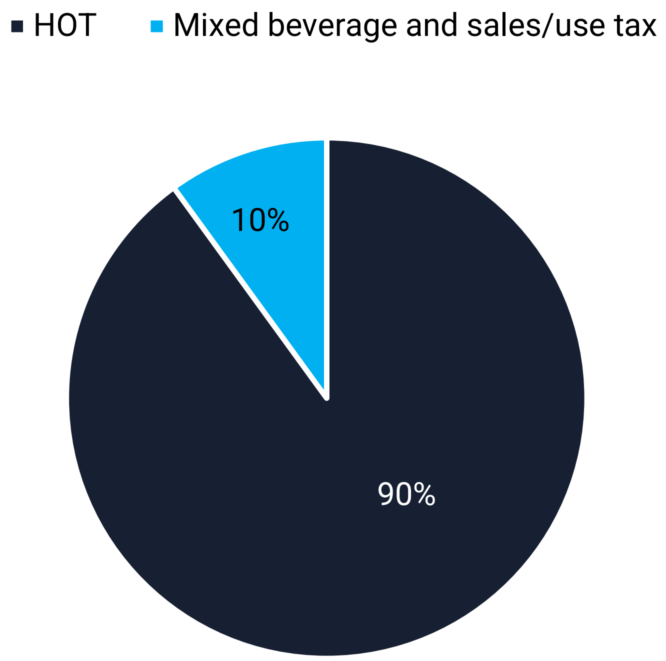
Forecast Assumptions

PFZ revenue in the state of Texas is calculated from hotel-related tax revenue generated above the level of a historical base year. The tax revenue typically includes state hotel occupancy tax (HOT) and state mixed beverage and sales/use tax.

In this analysis, we have estimated HOT revenue and assumed that it will represent approximately 90% of PFZ revenue, with an additional 10% supported by mixed beverage and sales/use tax revenue tied directly to the same hotels.

PFZ Revenue Composition



Source: Tourism Economics

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1 Forecast Assumptions

2 PFZ Forecast (by Base Year)

3 Hotel Forecast

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PFZ Forecast

Base Year: FY2025

We expect FY2025 PFZ revenue, composed of HOT and estimated sales/use tax, would total $5.2M. Any additional PFZ revenue accrued in future years is considered incremental PFZ revenue.

With FY2025 as a base year, we estimate incremental PFZ revenue in the potential PFZ will total $55.4M in 20 years and $131.5M in 30 years.

If the radius drawn were to include the Westin Irving Convention Center at Las Colinas and the Texican Court (if the center of the zone was set near the northern point of the potential project site), then incremental PFZ revenue would total $73.7M in 20 years and $175.2M in 30 years.

Incremental PFZ Revenue Estimate

FY	PFZ Revenue	Base Year PFZ Revenue	Incremental PFZ Revenue	Year #	Cumulative Incremental PFZ Revenue
FY25	$5,164,173	$5,164,173	$0	0	$0
FY26	$5,511,373	$5,164,173	$347,200	1	$347,200
FY27	$5,761,410	$5,164,173	$597,238	2	$944,437
FY28	$5,944,338	$5,164,173	$780,166	3	$1,724,603
FY29	$6,133,990	$5,164,173	$969,818	4	$2,694,421
FY30	$6,315,645	$5,164,173	$1,151,473	5	$3,845,893
FY31	$6,499,404	$5,164,173	$1,335,231	6	$5,181,125
FY32	$6,897,012	$5,164,173	$1,732,840	7	$6,913,964
FY33	$7,161,889	$5,164,173	$1,997,716	8	$8,911,680
FY34	$7,370,269	$5,164,173	$2,206,096	9	$11,117,776
FY35	**$7,587,842**	**$5,164,173**	**$2,423,669**	**10**	**$13,541,445**
FY36	$7,807,262	$5,164,173	$2,643,090	11	$16,184,535
FY37	$8,338,487	$5,164,173	$3,174,315	12	$19,358,850
FY38	$8,676,816	$5,164,173	$3,512,644	13	$22,871,493
FY39	$8,923,817	$5,164,173	$3,759,644	14	$26,631,137
FY40	$9,178,364	$5,164,173	$4,014,191	15	$30,645,329
FY41	$9,442,145	$5,164,173	$4,277,972	16	$34,923,300
FY42	$9,809,651	$5,164,173	$4,645,478	17	$39,568,778
FY43	$10,120,011	$5,164,173	$4,955,838	18	$44,524,616
FY44	$10,403,581	$5,164,173	$5,239,408	19	$49,764,024
FY45	**$10,751,338**	**$5,164,173**	**$5,587,165**	**20**	**$55,351,190**
FY46	$11,076,581	$5,164,173	$5,912,409	21	$61,263,598
FY47	$11,401,366	$5,164,173	$6,237,193	22	$67,500,792
FY48	$11,766,750	$5,164,173	$6,602,577	23	$74,103,369
FY49	$12,139,832	$5,164,173	$6,975,659	24	$81,079,028
FY50	$12,523,878	$5,164,173	$7,359,705	25	$88,438,733
FY51	$12,921,587	$5,164,173	$7,757,415	26	$96,196,148
FY52	$13,337,050	$5,164,173	$8,172,877	27	$104,369,025
FY53	$13,756,355	$5,164,173	$8,592,182	28	$112,961,207
FY54	$14,190,794	$5,164,173	$9,026,621	29	$121,987,829
FY55	**$14,638,184**	**$5,164,173**	**$9,474,011**	**30**	**$131,461,840**

Source: Tourism Economics

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PFZ Forecast

Base Year: FY2026

We expect FY2026 PFZ revenue, composed of HOT and estimated sales/use tax, would total $5.5M. This amounts to 6.7% year-over-year growth over FY2025, mostly due to increased supply (5.7% growth). Any additional PFZ revenue accrued in future years is considered incremental PFZ revenue.

With FY2026 as a base year, we estimate incremental PFZ revenue in the potential PFZ will total $54.0M in 20 years and $130.6M in 30 years.

Why is FY2026 lower than FY2025?

FY2025 as a base year is notably lower than FY2026. As a result, incremental PFZ revenue would accumulate more over the 30-year period.

If the radius drawn were to include the Westin Irving Convention Center at Las Colinas and the Texican Court (if the center of the zone was set near the northern point of the potential project site), then incremental PFZ revenue would total $72.3M in 20 years and $174.7M in 30 years.

Incremental PFZ Revenue Estimate

FY	PFZ Revenue	Base Year PFZ Revenue	Incremental PFZ Revenue	Year #	Cumulative Incremental PFZ Revenue
FY26	$5,511,373	$5,511,373	$0	0	$0
FY27	$5,761,410	$5,511,373	$250,038	1	$250,038
FY28	$5,944,338	$5,511,373	$432,966	2	$683,003
FY29	$6,133,990	$5,511,373	$622,618	3	$1,305,621
FY30	$6,315,645	$5,511,373	$804,273	4	$2,109,894
FY31	$6,499,404	$5,511,373	$988,032	5	$3,097,926
FY32	$6,897,012	$5,511,373	$1,385,640	6	$4,483,565
FY33	$7,161,889	$5,511,373	$1,650,516	7	$6,134,081
FY34	$7,370,269	$5,511,373	$1,858,896	8	$7,992,977
FY35	$7,587,842	$5,511,373	$2,076,469	9	$10,069,446
FY36	**$7,807,262**	**$5,511,373**	**$2,295,890**	**10**	**$12,365,336**
FY37	$8,338,487	$5,511,373	$2,827,115	11	$15,192,451
FY38	$8,676,816	$5,511,373	$3,165,444	12	$18,357,895
FY39	$8,923,817	$5,511,373	$3,412,444	13	$21,770,339
FY40	$9,178,364	$5,511,373	$3,666,991	14	$25,437,330
FY41	$9,442,145	$5,511,373	$3,930,772	15	$29,368,102
FY42	$9,809,651	$5,511,373	$4,298,278	16	$33,666,380
FY43	$10,120,011	$5,511,373	$4,608,638	17	$38,275,018
FY44	$10,403,581	$5,511,373	$4,892,208	18	$43,167,227
FY45	$10,751,338	$5,511,373	$5,239,965	19	$48,407,192
FY46	**$11,076,581**	**$5,511,373**	**$5,565,209**	**20**	**$53,972,401**
FY47	$11,401,366	$5,511,373	$5,889,993	21	$59,862,394
FY48	$11,766,750	$5,511,373	$6,255,377	22	$66,117,772
FY49	$12,139,832	$5,511,373	$6,628,459	23	$72,746,231
FY50	$12,523,878	$5,511,373	$7,012,505	24	$79,758,736
FY51	$12,921,587	$5,511,373	$7,410,215	25	$87,168,951
FY52	$13,337,050	$5,511,373	$7,825,677	26	$94,994,628
FY53	$13,756,355	$5,511,373	$8,244,982	27	$103,239,611
FY54	$14,190,794	$5,511,373	$8,679,421	28	$111,919,032
FY55	$14,638,184	$5,511,373	$9,126,811	29	$121,045,843
FY56	**$15,090,179**	**$5,511,373**	**$9,578,807**	**30**	**$130,624,650**

Source: Tourism Economics

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PFZ Forecast

Base Year: FY2027

We expect FY2027 PFZ revenue, composed of HOT and estimated sales/use tax, would total $5.8M. This amounts to 4.5% year-over-year growth over FY2025, mostly due to increased supply (6.4% growth). Any additional PFZ revenue accrued in future years is considered incremental PFZ revenue.

With FY2027 as a base year, we estimate incremental PFZ revenue in the potential PFZ will total $54.6M in 20 years and $132.9M in 30 years.

This scenario represents the highest incremental dollar amount out of the three base years.

If the radius drawn were to include the Westin Irving Convention Center at Las Colinas and the Texican Court (if the center of the zone was set near the northern point of the potential project site), then incremental PFZ revenue would total $72.8M in 20 years and $177.3M in 30 years.

Incremental PFZ Revenue Estimate

FY	PFZ Revenue	Base Year PFZ Revenue	Incremental PFZ Revenue	Year #	Cumulative Incremental PFZ Revenue
FY27	$5,761,410	$5,761,410	$0	0	$0
FY28	$5,944,338	$5,761,410	$182,928	1	$182,928
FY29	$6,133,990	$5,761,410	$372,580	2	$555,508
FY30	$6,315,645	$5,761,410	$554,235	3	$1,109,743
FY31	$6,499,404	$5,761,410	$737,994	4	$1,847,737
FY32	$6,897,012	$5,761,410	$1,135,602	5	$2,983,339
FY33	$7,161,889	$5,761,410	$1,400,478	6	$4,383,817
FY34	$7,370,269	$5,761,410	$1,608,859	7	$5,992,676
FY35	$7,587,842	$5,761,410	$1,826,431	8	$7,819,107
FY36	$7,807,262	$5,761,410	$2,045,852	9	$9,864,959
FY37	**$8,338,487**	**$5,761,410**	**$2,577,077**	**10**	**$12,442,036**
FY38	$8,676,816	$5,761,410	$2,915,406	11	$15,357,442
FY39	$8,923,817	$5,761,410	$3,162,406	12	$18,519,848
FY40	$9,178,364	$5,761,410	$3,416,954	13	$21,936,802
FY41	$9,442,145	$5,761,410	$3,680,734	14	$25,617,536
FY42	$9,809,651	$5,761,410	$4,048,240	15	$29,665,777
FY43	$10,120,011	$5,761,410	$4,358,600	16	$34,024,377
FY44	$10,403,581	$5,761,410	$4,642,171	17	$38,666,547
FY45	$10,751,338	$5,761,410	$4,989,928	18	$43,656,475
FY46	$11,076,581	$5,761,410	$5,315,171	19	$48,971,646
FY47	**$11,401,366**	**$5,761,410**	**$5,639,956**	**20**	**$54,611,602**
FY48	$11,766,750	$5,761,410	$6,005,340	21	$60,616,942
FY49	$12,139,832	$5,761,410	$6,378,422	22	$66,995,363
FY50	$12,523,878	$5,761,410	$6,762,467	23	$73,757,831
FY51	$12,921,587	$5,761,410	$7,160,177	24	$80,918,008
FY52	$13,337,050	$5,761,410	$7,575,640	25	$88,493,647
FY53	$13,756,355	$5,761,410	$7,994,945	26	$96,488,592
FY54	$14,190,794	$5,761,410	$8,429,384	27	$104,917,976
FY55	$14,638,184	$5,761,410	$8,876,773	28	$113,794,749
FY56	$15,090,179	$5,761,410	$9,328,769	29	$123,123,518
FY57	**$15,574,618**	**$5,761,410**	**$9,813,207**	**30**	**$132,936,725**

Source: Tourism Economics

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1 Forecast Assumptions

2 PFZ Forecast (by Base Year)

3 Hotel Forecast

Hotel Forecast

For the hotels within the potential PFZ (3-mile radius) and still within Irving, we expect the CAGR from FY25 to FY55 for room revenue to reach 3.5%.

In the first half of the 30-year period, we expect an added ~1,000 rooms (~815 tied to any anticipated large-scale project) which will help boost room revenue and somewhat drag RevPAR within that same period.

In the second half, we assume long-term trend supply growth.

Some factors in this forecast include Dallas-Irving source market GDP and inflation expectations from Oxford Economics' long-term economic models.

Hotel Forecast

Irving, TX (3 mile radius)

	Supply	Demand	Occ.	ADR	RevPAR	Room Revenue	Supply	Demand	Occ.	ADR	RevPAR	Room Revenue
Levels							5-Year CAGR					
FY25	823,641	518,971	63.0%	$149.26	$94.05	$77,462,590						
FY30	926,604	583,508	63.0%	$162.35	$102.24	$94,734,679	2.4%	2.4%	0.0%	1.7%	1.7%	4.1%
FY35	1,026,614	632,038	61.6%	$180.08	$110.87	$113,817,625	2.1%	1.6%	-0.5%	2.1%	1.6%	3.7%
FY40	1,161,299	691,027	59.5%	$199.23	$118.55	$137,675,458	2.5%	1.8%	-0.7%	2.0%	1.3%	3.9%
FY45	1,218,559	725,539	59.5%	$222.28	$132.34	$161,270,071	1.0%	1.0%	0.0%	2.2%	2.2%	3.2%
FY50	1,267,333	757,061	59.7%	$248.14	$148.23	$187,858,166	0.8%	0.9%	0.1%	2.2%	2.3%	3.1%
FY55	1,333,033	793,866	59.6%	$276.59	$164.72	$219,572,753	1.0%	1.0%	-0.1%	2.2%	2.1%	3.2%
							10-Year CAGR					
FY25	823,641	518,971	63.0%	$149.26	$94.05	$77,462,590						
FY35	1,026,614	632,038	61.6%	$180.08	$110.87	$113,817,625	2.2%	2.0%	-0.2%	1.9%	1.7%	3.9%
FY45	1,218,559	725,539	59.5%	$222.28	$132.34	$161,270,071	1.7%	1.4%	-0.3%	2.1%	1.8%	3.5%
FY55	1,333,033	793,866	59.6%	$276.59	$164.72	$219,572,753	0.9%	0.9%	0.0%	2.2%	2.2%	3.1%
							30-Year CAGR					
FY55	1,333,033	793,866	59.6%	$276.59	$164.72	$219,572,753	1.6%	1.4%	-0.2%	2.1%	1.9%	3.5%

Note: FY25 is October 2024 thru September 2025

Source: STR, Tourism Economics

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Hotel Forecast

Ten-Year Horizon

We expect supply growth in FY2026 and FY 2027 from two upscale hotels currently under construction (215 rooms - see next slide for more details). We expect a boost to room revenue growth and a slight drag on RevPAR growth in those years.

We expect future supply growth of about 815 rooms, such as related to any future large-scale project. In the model, we've made the following timing assumptions on these rooms:

- 274 rooms in FY2032
- 369 rooms in FY2037
- 112 rooms in FY2042
- 60 rooms in FY 2045

Forecast Table: Ten-Year Horizon

Irving, TX (3 mile radius)

	Supply	Demand	Occ.	ADR	RevPAR	Room Revenue	Supply	Demand	Occ.	ADR	RevPAR	Room Revenue
	Levels						Growth					
FY25	823,641	518,971	63.0%	$149.26	$94.05	$77,462,590	10.0%	11.0%	0.9%	0.4%	1.3%	11.5%
FY26	870,909	552,021	63.4%	$149.76	$94.92	$82,670,588	5.7%	6.4%	0.6%	0.3%	0.9%	6.7%
FY27	926,604	572,643	61.8%	$150.92	$93.27	$86,421,154	6.4%	3.7%	-2.5%	0.8%	-1.7%	4.5%
FY28	926,604	576,304	62.2%	$154.72	$96.23	$89,165,074	0.0%	0.6%	0.6%	2.5%	3.2%	3.2%
FY29	926,604	580,194	62.6%	$158.58	$99.30	$92,009,855	0.0%	0.7%	0.7%	2.5%	3.2%	3.2%
FY30	926,604	583,508	63.0%	$162.35	$102.24	$94,734,679	0.0%	0.6%	0.6%	2.4%	3.0%	3.0%
FY31	926,604	586,764	63.3%	$166.15	$105.21	$97,491,061	0.0%	0.6%	0.6%	2.3%	2.9%	2.9%
FY32	1,001,406	614,021	61.3%	$168.49	$103.31	$103,455,183	8.1%	4.6%	-3.2%	1.4%	-1.8%	6.1%
FY33	1,026,614	625,010	60.9%	$171.88	$104.64	$107,428,328	2.5%	1.8%	-0.7%	2.0%	1.3%	3.8%
FY34	1,026,614	628,418	61.2%	$175.92	$107.69	$110,554,032	0.0%	0.5%	0.5%	2.4%	2.9%	2.9%
FY35	1,026,614	632,038	61.6%	$180.08	$110.87	$113,817,625	0.0%	0.6%	0.6%	2.4%	3.0%	3.0%

Note: FY25 is October 24 thru September 2025

Source: STR, Tourism Economics

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Hotel Forecast

Hotels within the PFZ

Property Name	Rooms	Scale	Status	Property Address	City	State	Zip
Hotels included in forecast							
Hampton Inn and Suites Irving Hwy 183	110	Upper Midscale	Open	701 West Airport Fwy	Irving	TX	75062
Delux Inn	70	Independent	Open	1400 E Airport Fwy	Irving	TX	75062
Days Inn by Wyndham Dallas Irving	170	Economy	Open	2200 E Airport Fwy	Irving	TX	75062
Budget Inn & Suites	44	Independent	Open	2440 E Airport Fwy	Irving	TX	75062-4838
Magnuson Extended Stay & Suites Airport Hotel	173	Midscale	Open	110 W Airport Fwy	Irving	TX	75062
Gateway Inn	28	Independent	Open	1918 E Grauwyler Rd	Irving	TX	75061
Aloft Las Colinas	136	Upscale	Open	122 E John Carpenter Fwy	Irving	TX	75062
Hotel Indigo Irving - Las Colinas	151	Upper Upscale	Open	455 E John Carpenter Fwy	Irving	TX	75062
The Crossroads Hotel & Suites	107	Independent	Open	3135 E John Carpenter Fwy	Irving	TX	75062-4933
Holiday Inn Irving - Las Colinas	168	Upper Midscale	Open	110 W John Carpenter Fwy	Irving	TX	75039
Marriott Dallas Las Colinas	364	Upper Upscale	Open	223 Las Colinas Blvd W	Irving	TX	75039
Omni Las Colinas Hotel	421	Luxury	Open	221 E Las Colinas Blvd	Irving	TX	75039-5590
Delux Suites	23	Independent	Open	1409 N Loop 12	Irving	TX	75061
Motel 6 Irving, TX - Dallas	73	Economy	Open	510 S Loop 12	Irving	TX	75060-3352
Motel 6 Irving, TX - Loop 12	39	Economy	Open	1205 S Loop 12	Irving	TX	75060
Homewood Suites by Hilton Dallas Irving Las Colinas	136	Upscale	Open	4300 Wingren Dr	Irving	TX	75039
Residence Inn by Marriott Las Colinas	115	Upscale	*Under Construction	500 E John Carpenter Fwy	Irving	TX	75062-3905
Courtyard by Marriott Las Colinas	100	Upscale	*Under Construction	480 E John W Carpenter Fwy	Irving	TX	75062
If northern area of site is selected as PFZ central point							
Texican Court	*152*	*Upper Upscale*	*Open*	*501 Las Colinas Blvd*	*Irving*	*TX*	*75039-4621*
The Westin Irving Convention Center at Las Colinas	*350*	*Upper Upscale*	*Open*	*400 Las Colinas Blvd W*	*Irving*	*TX*	*75039-5579*

*: Both hotels currently under construction are planned to open summer of 2026

Source: CoStar-STR, Tourism Economics

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TOURISM ECONOMICS

About Tourism Economics

Tourism Economics is an Oxford Economics company with a singular objective: combine an understanding of the travel sector with proven economic tools to answer the most important questions facing our clients. More than 500 companies, associations, and destination work with Tourism Economics every year as a research partner. We bring decades of experience to every engagement to help our clients make better marketing, investment, and policy decisions. Our team of highly-specialized economists deliver:

- Global travel data-sets with the broadest set of country, city, and state coverage available
- Travel forecasts that are directly linked to the economic and demographic outlook for origins and destinations
- Economic impact analysis that highlights the value of visitors, events, developments, and industry segments
- Policy analysis that informs critical funding, taxation, and travel facilitation decisions
- Market assessments that define market allocation and investment decisions

Tourism Economics operates out of regional headquarters in Philadelphia and Oxford, with offices in Belfast, Buenos Aires, Dubai, Frankfurt, and Ontario.

Oxford Economics is one of the world's foremost independent global advisory firms, providing reports, forecasts and analytical tools on 200 countries, 100 industrial sectors and over 3,000 cities. Our best-of-class global economic and industry models and analytical tools give us an unparalleled ability to forecast external market trends and assess their economic, social and business impact. Headquartered in Oxford, England, with regional centers in London, New York, and Singapore, Oxford Economics has offices across the globe in Belfast, Chicago, Dubai, Miami, Milan, Paris, Philadelphia, San Francisco, and Washington DC, we employ over 250 full-time staff, including 150 professional economists, industry experts and business editors—one of the largest teams of macroeconomists and thought leadership specialists.

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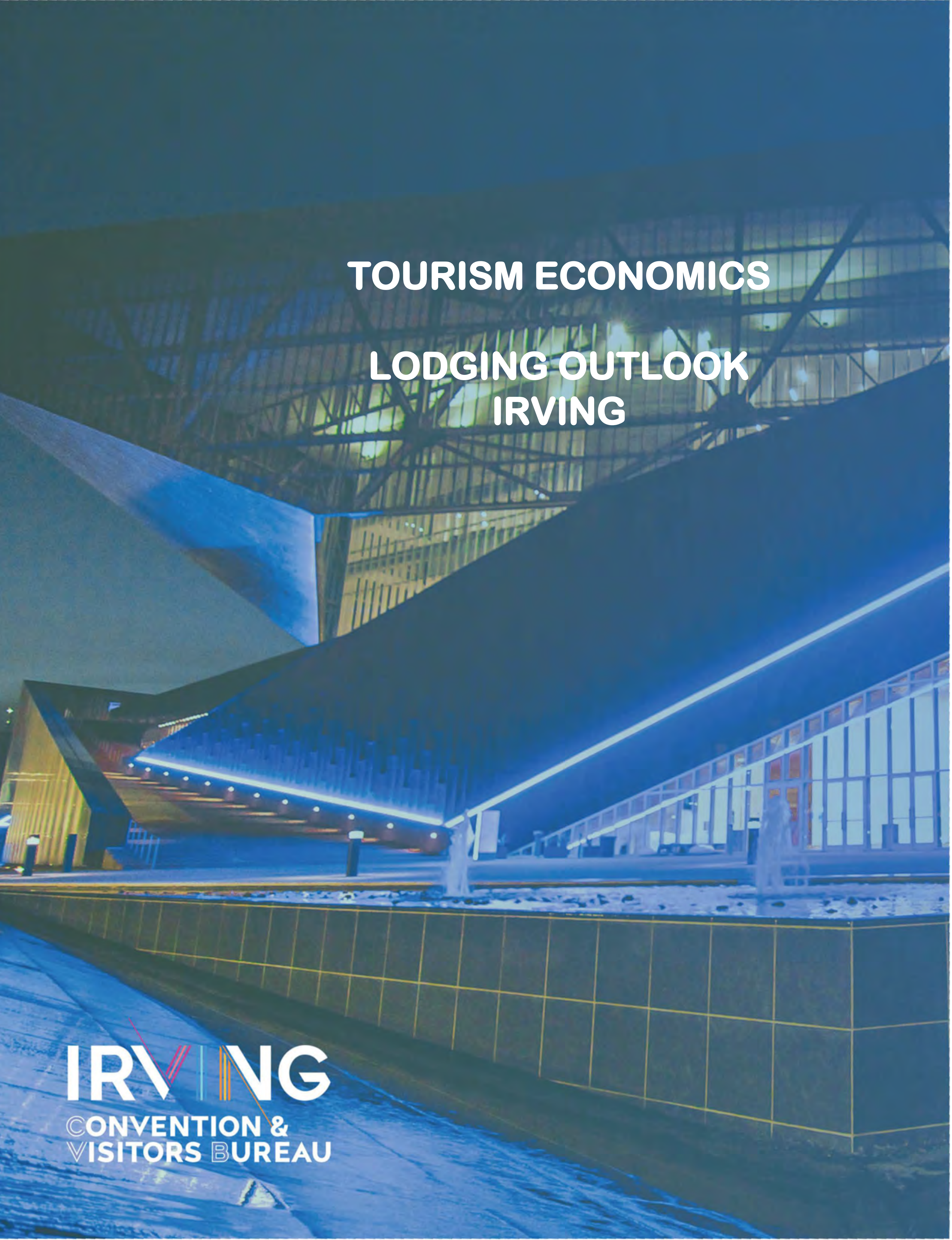

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LODGING OUTLOOK IRVING

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Outlook for the Economy and Lodging in Irving, TX

Highlights from April 2026 Lodging Forecast

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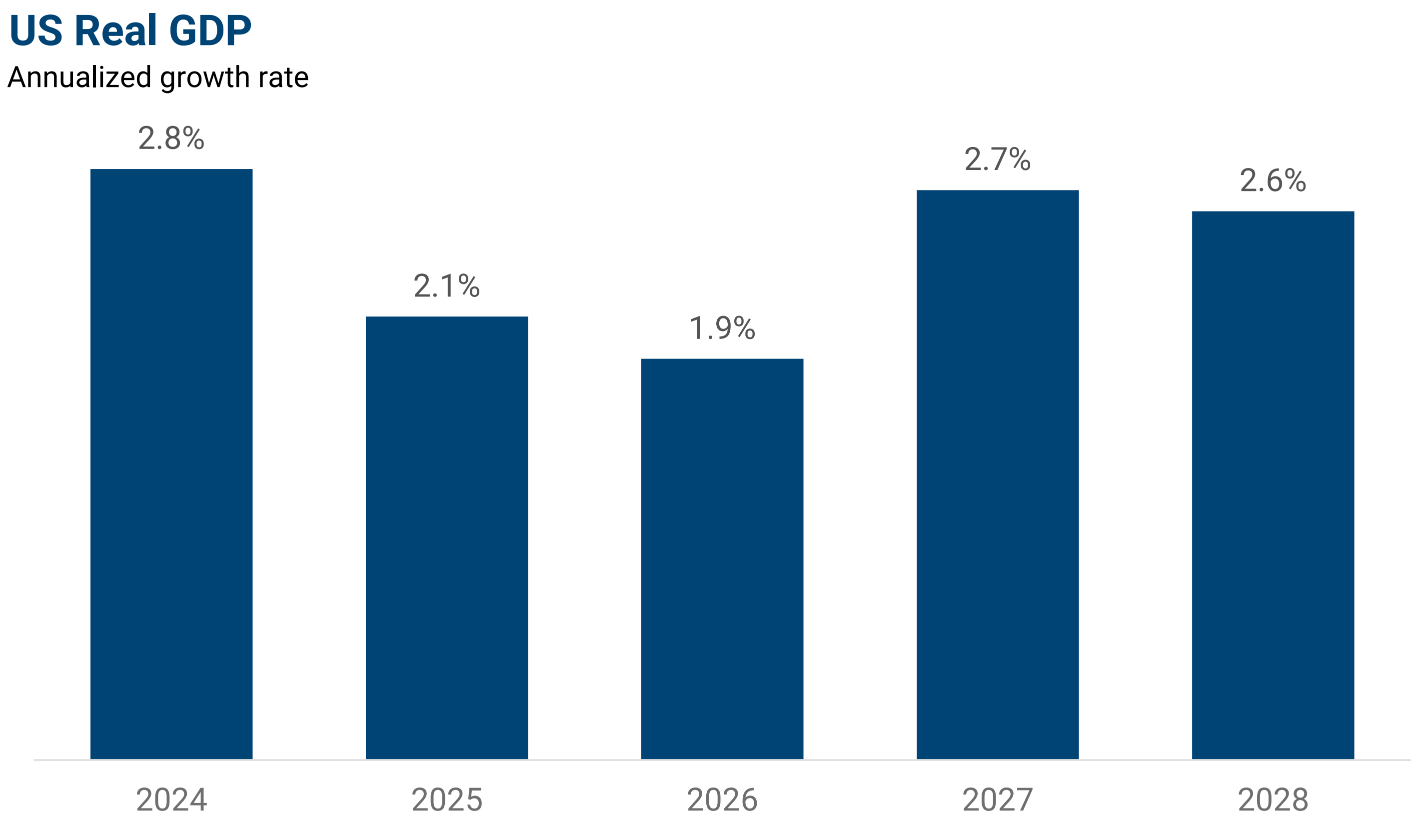
US Economic Outlook

GDP will take a hit this year from the war with Iran



Source: Oxford Economics, Haver Analytics

Underlying economic activity picked up ahead of the US/Israel war with Iran.

The oil price shock from the closure of the Strait of Hormuz has negated the economic gains from the OBBB tax cuts (near 20% surge in individual tax refunds due).

The oil price shock will normalize with the reopening of the Strait of Hormuz

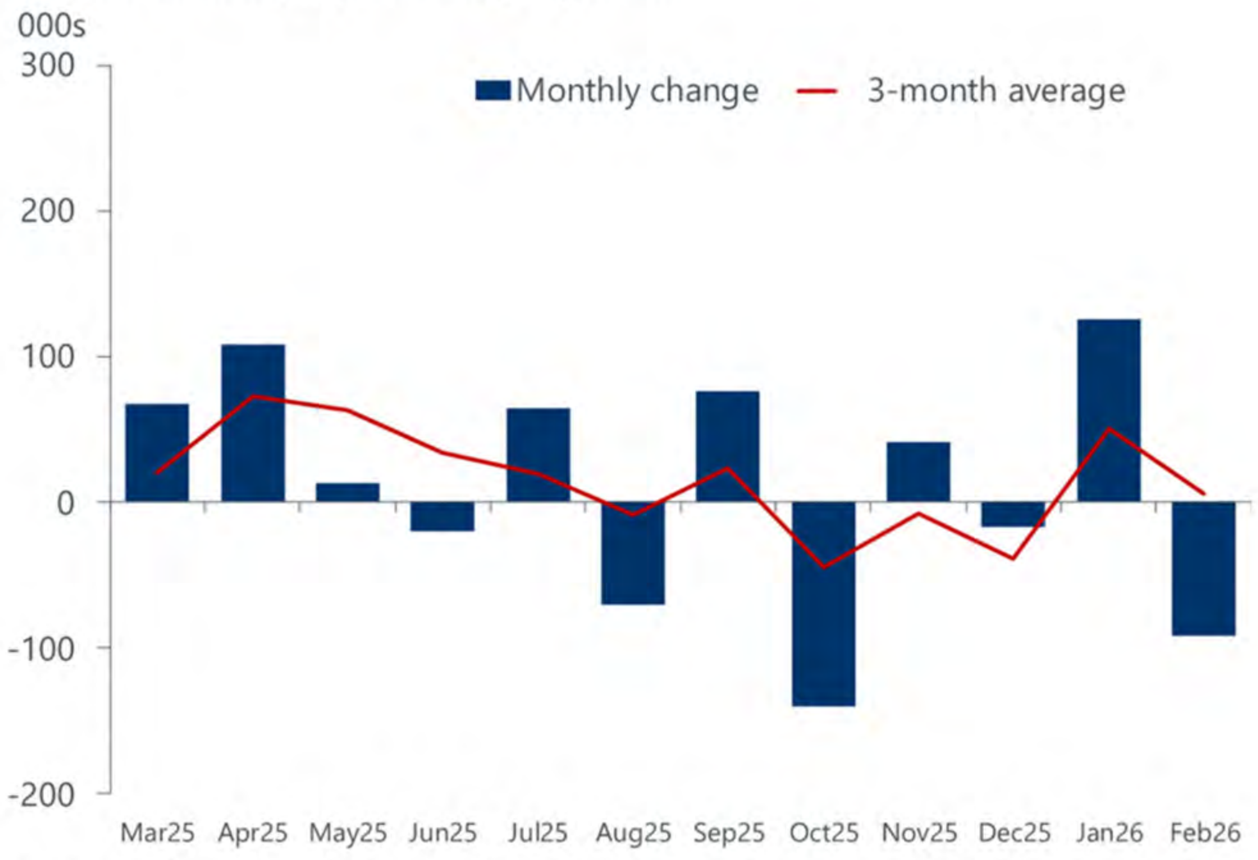
Source: Oxford Economics, Haver Analytics

Although temporary, the global oil price surge (40% jump) sustained over the past weeks will have a negative impact to the US economy.

Thankfully, it seems it might be short-lived.

A jobless expansion

US: Nonfarm payroll employment



Sources: Oxford Economics, Haver Analytics

With a flat job market and a growing economy means we are likely in a jobless expansion.

This means we have one less firewall to protect the economy from any rough conditions that may lie ahead.

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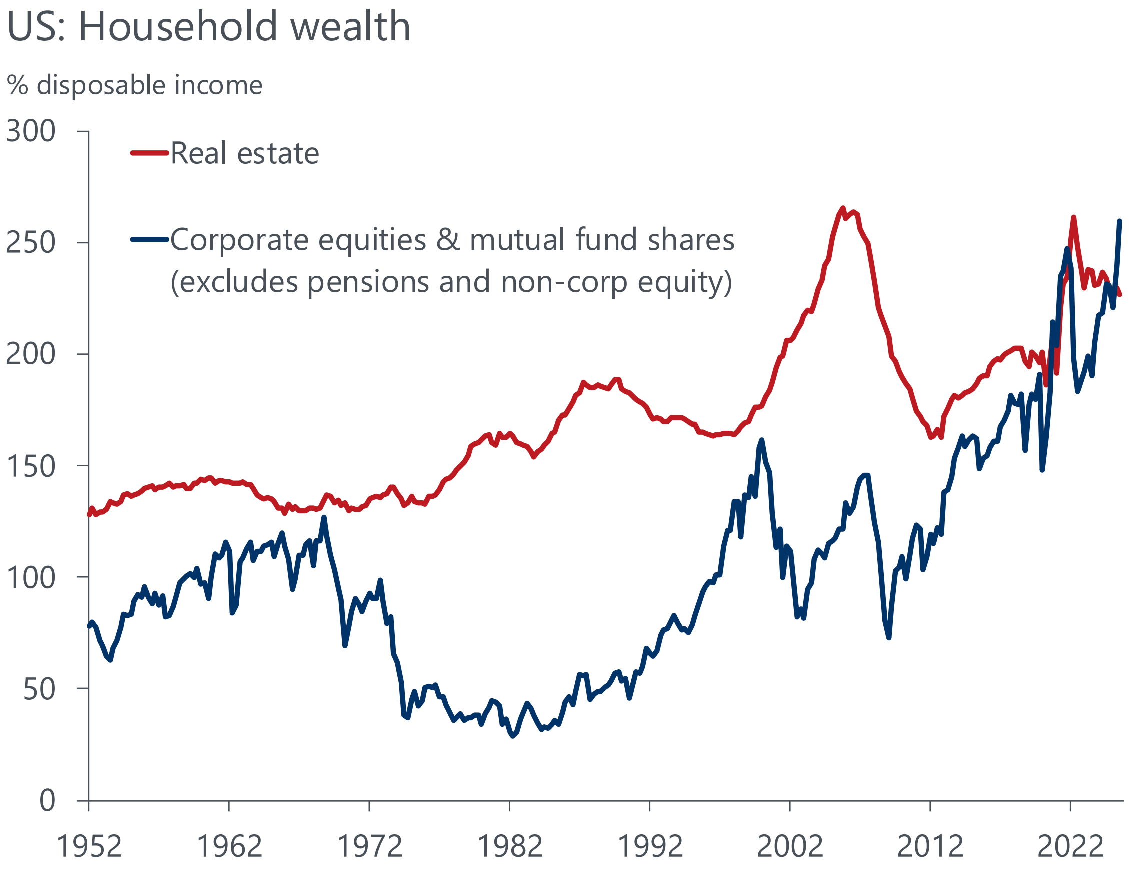
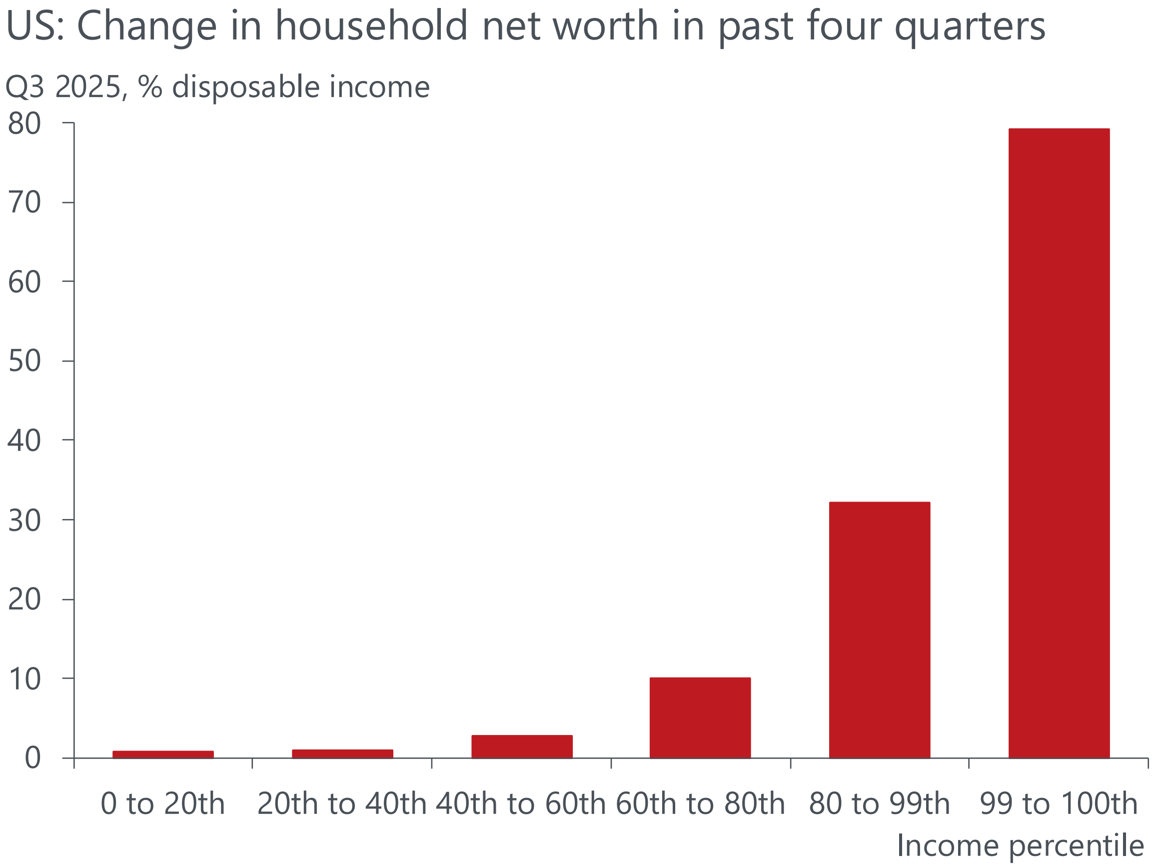
Gains in household wealth continue to drive spending – *for high-income households*





Sources: Oxford Economics, Haver Analytics

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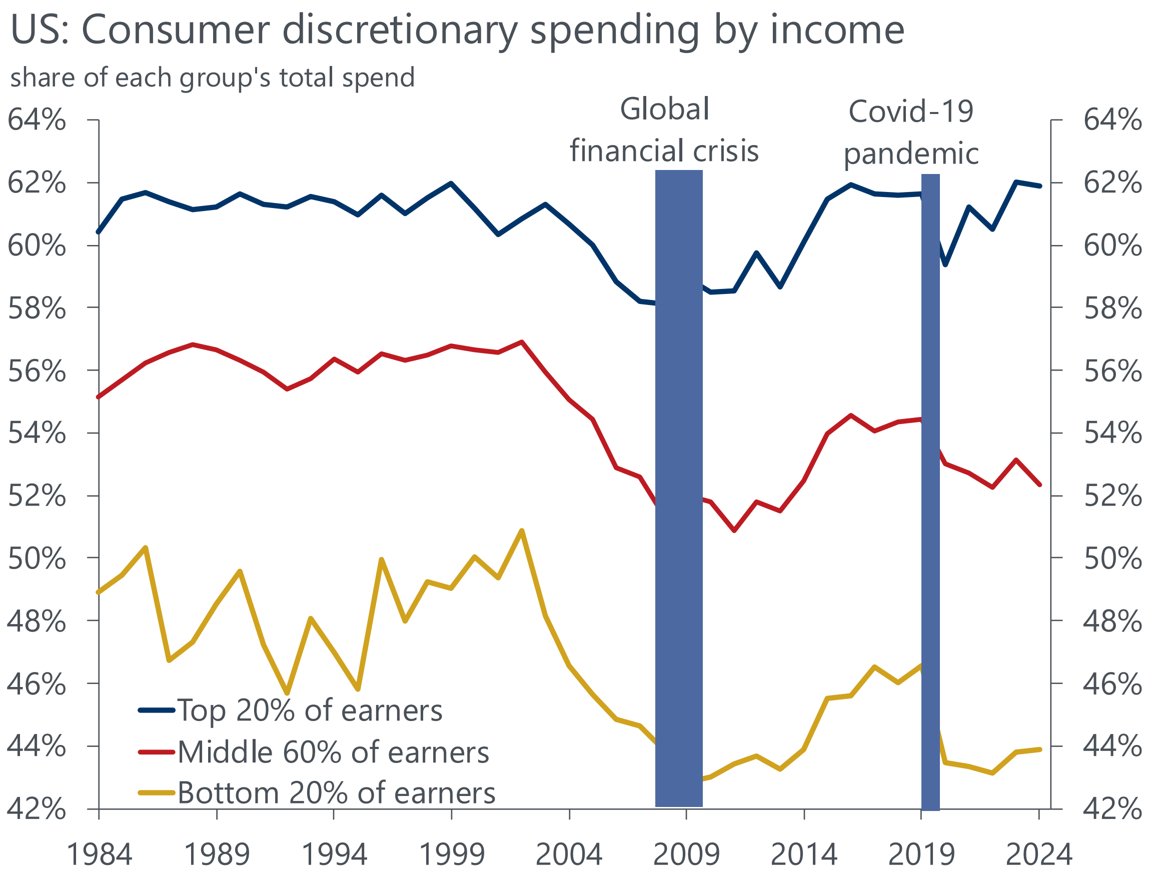
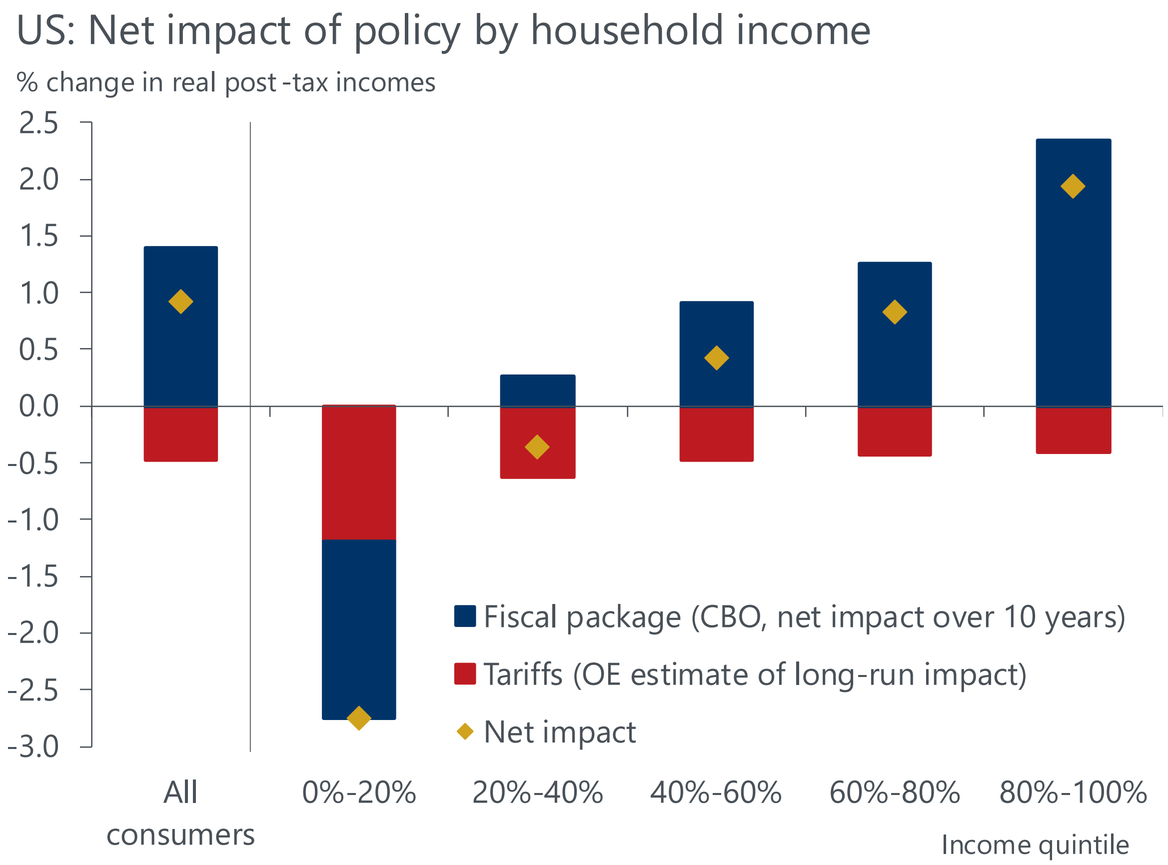
US consumer remains bifurcated



Sources: Oxford Economics, Haver Analytics



Sources: Oxford Economics, Haver Analytics, CBO

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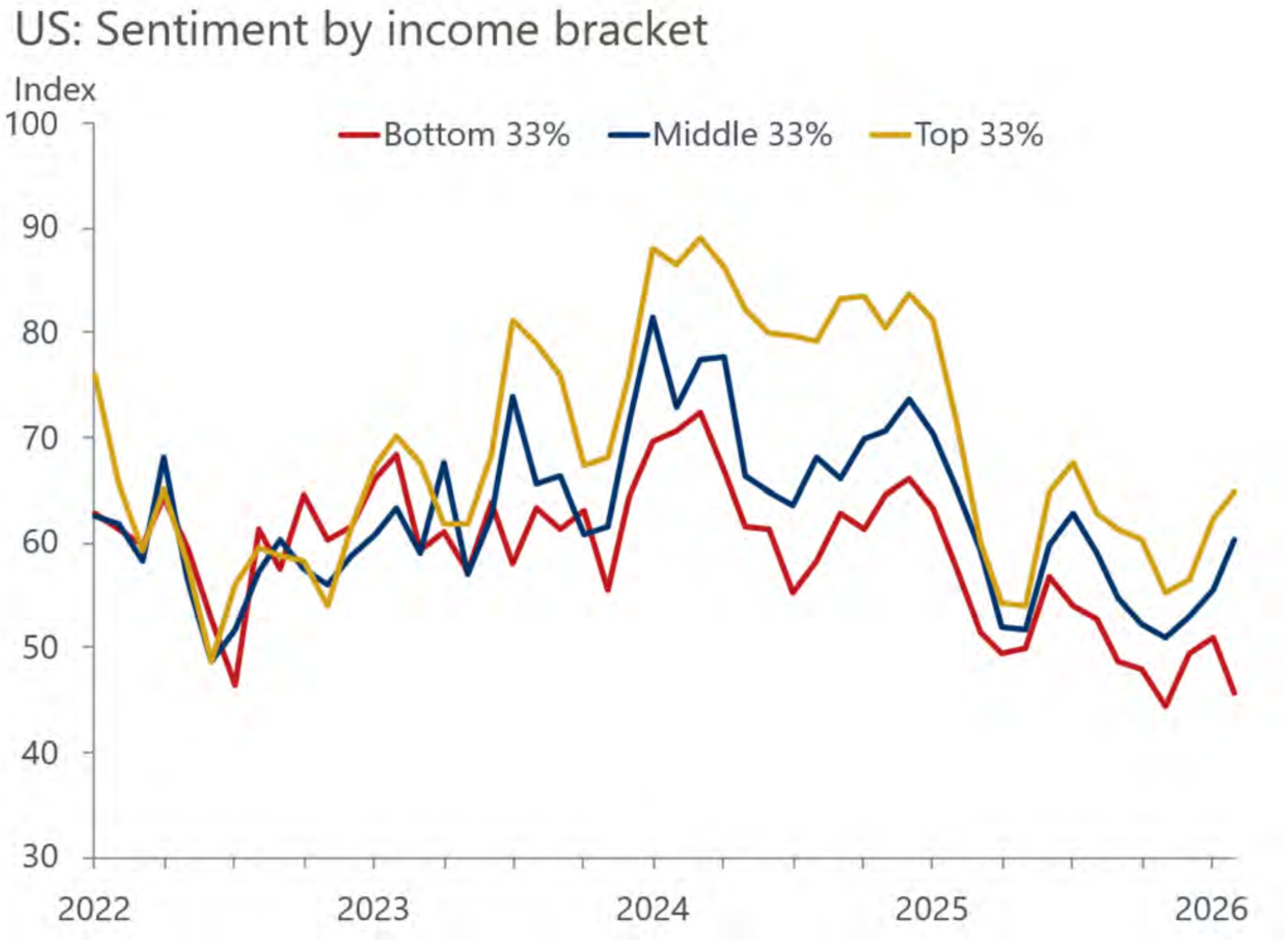
Discretionary spending driven by high-income households



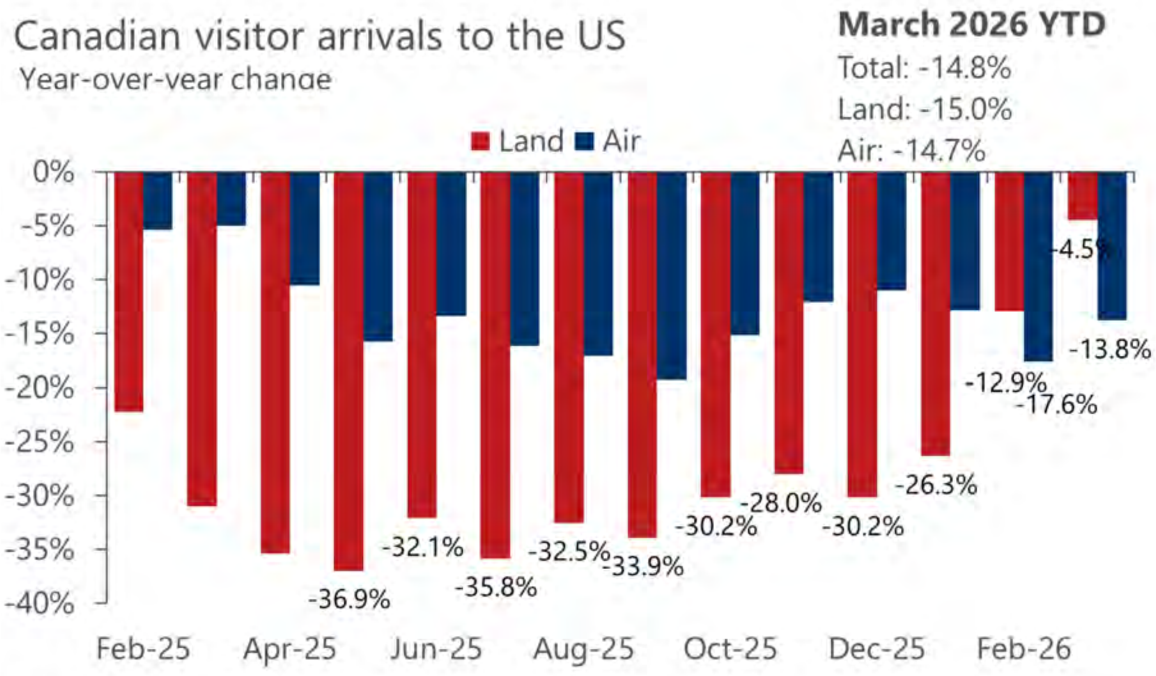
Consumer spending is being driven by a narrower slice of the population as the top 20% of households by income account for 40% of consumer spending.

Source: Oxford Economics, Haver Analytics.

US Travel Outlook

Visits from overseas improved; Canada still down

Source: National Travel and Tourism Office



Source: Statistics Canada
Feb and Mar 2026 data based on leading indicator data measuring Canadian-resident US

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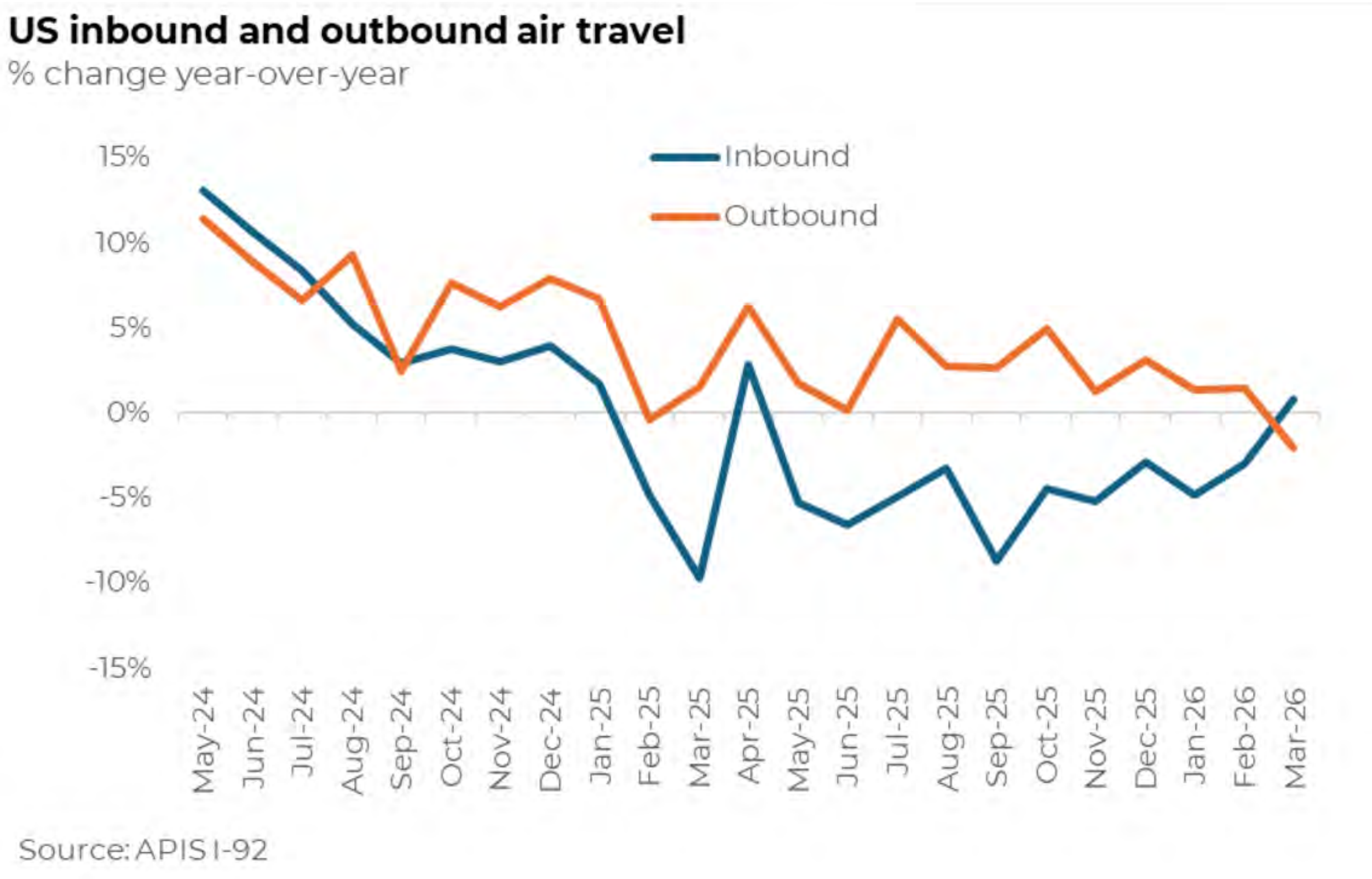
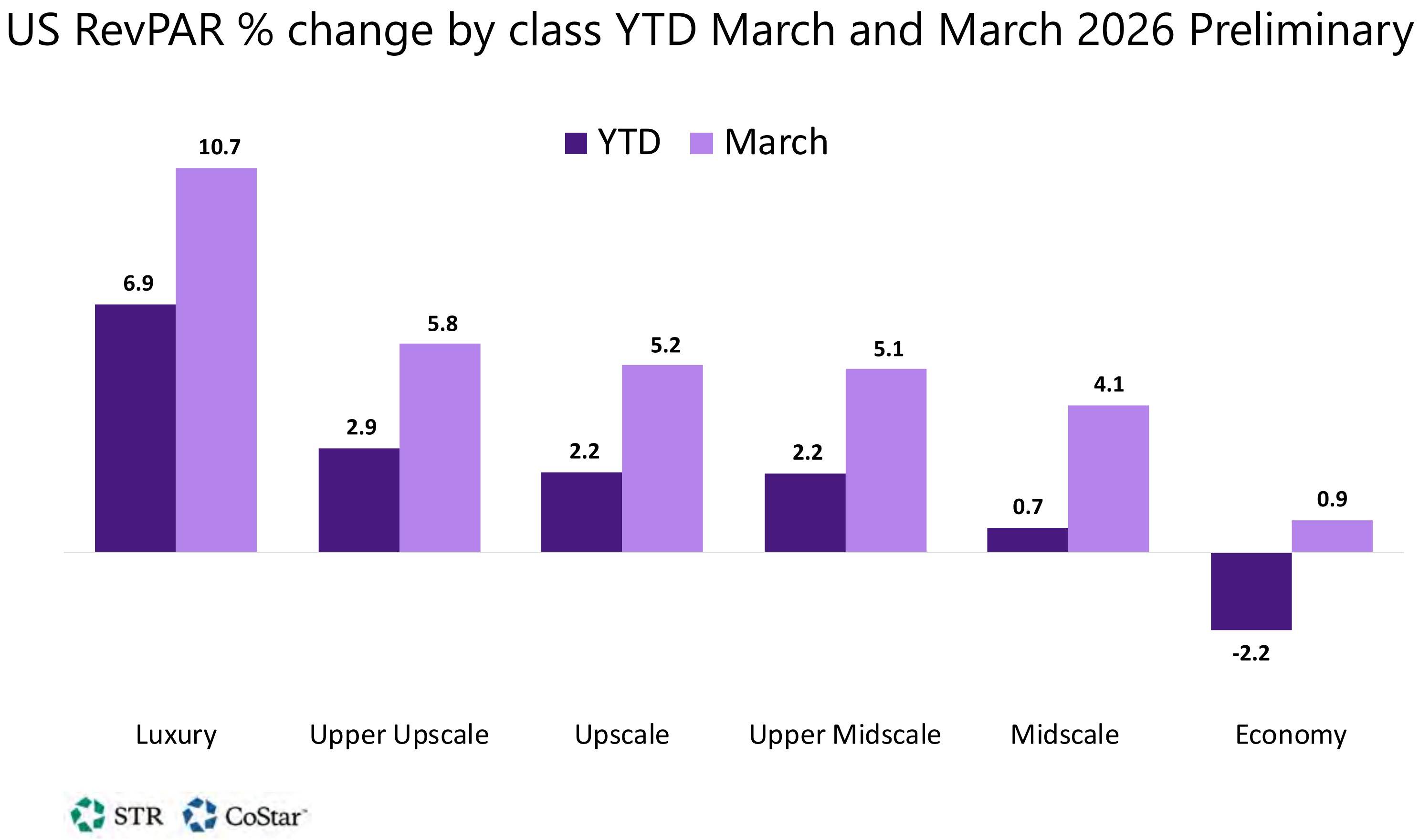
US outbound declined in March



A sustained decline in US outbound could be a tailwind to US hotel performance.

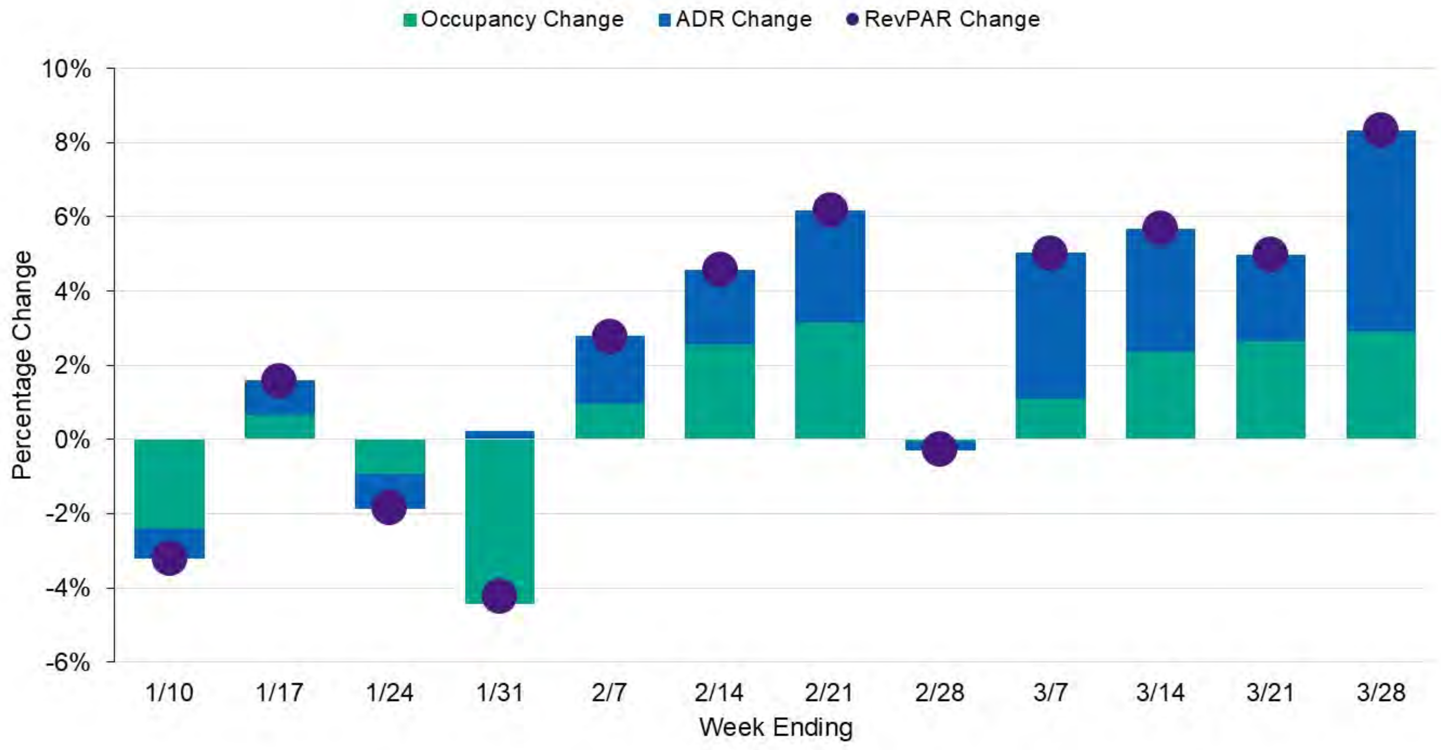
Recent improvements across most chain scales



Although still bifurcated, hotel performance has improved across most chain scales.

However, the bifurcation trend has continued.

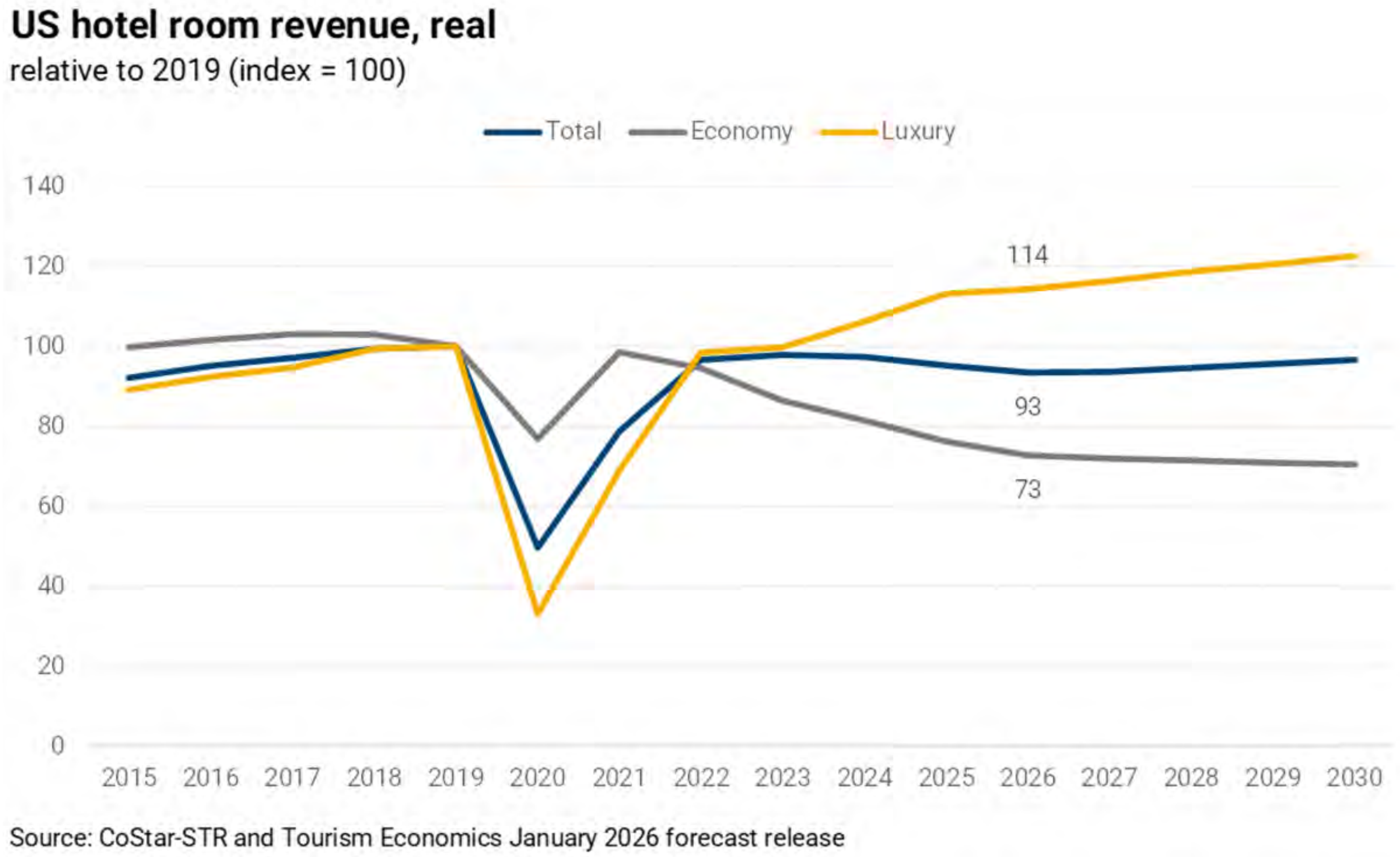
Major events and calendar shifts boosted Feb and March



STR CoStar

Momentum was aided by large conferences and sports events, as well as calendar shifts for religious holidays, spring break, and Valentine's Day falling on a Saturday of a long weekend (Presidents Day).

We expect US hotels to remain bifurcated



After adjusting for inflation, we expect luxury hotels to outperform its historical norm in terms of revenue.

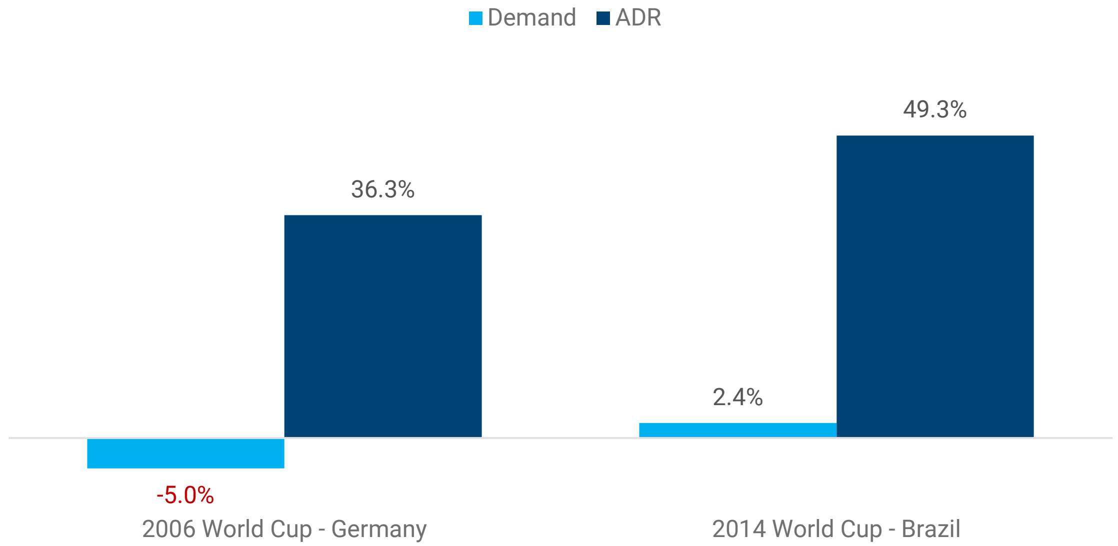
We expect all hotels, and especially economy hotels will underperform their historical norm.

World Cup Assumptions

Selected World Cups saw heavy ADR impact

World Cup room revenue lift

Countries include all host markets, June only



Note: Markets are designated by CoStar/STR

Note: Lift is calculated by % above average between prior and following year (same month)

Note: Countries include all Host Markets only

Source: Tourism Economics, CoStar/STR

There has been a limited impact on room demand in previous World Cups.

ADR uplift has been the primary driver of hotel performance improvement in host markets.

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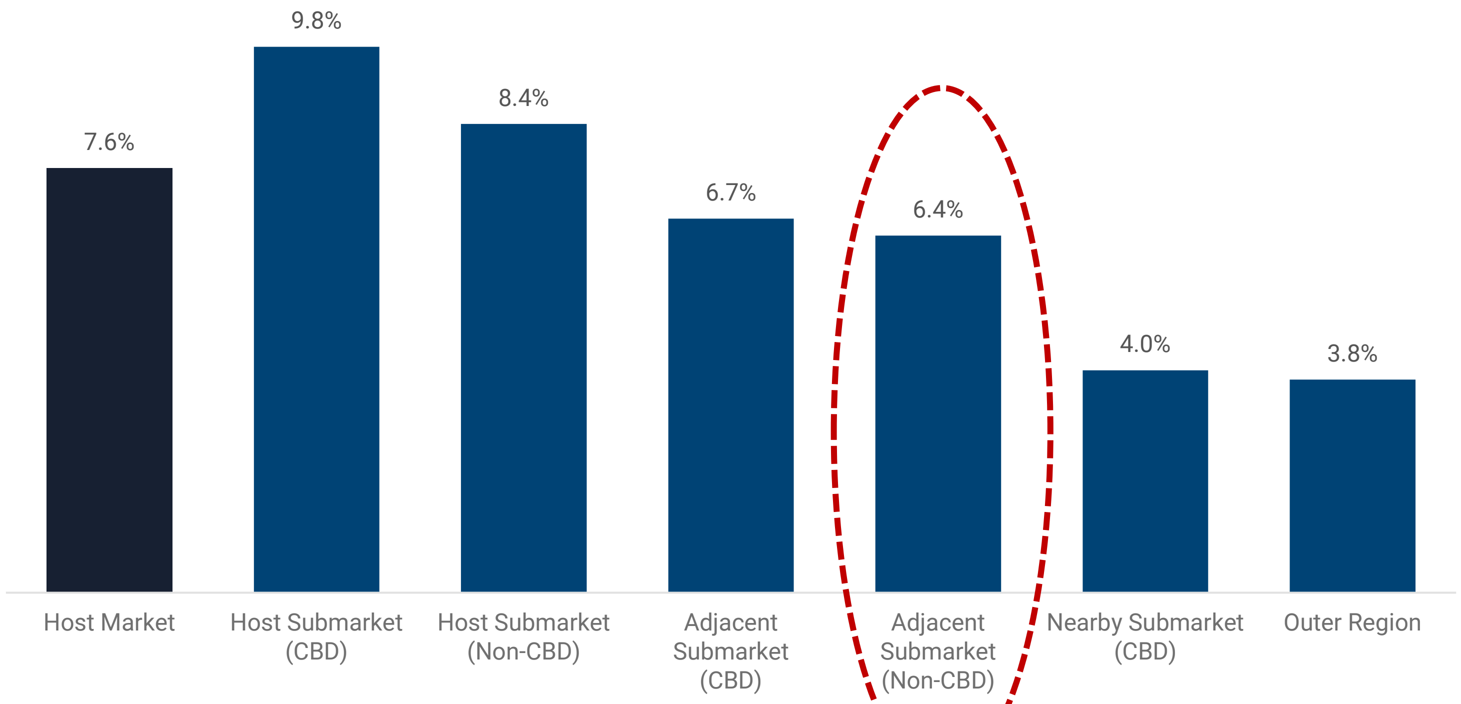
Adjacent Submarkets saw an impact to ADR

2006 FIFA World Cup - Germany

Monthly ADR lift per match, June only



Note: Markets/Submarkets are defined by CoStar/STR

Note: Lift is calculated by % above average between prior and following year (same month)

Note: Nearby Submarket (CBD) must be within 20 miles of stadium and not already host or adjacent

Note: Submarkets in Outer Region are surrounding regional areas within the host market

Source: Tourism Economics, CoStar/STR

Classified as an Adjacent Submarket (non-CBD) to the stadium, we assume Irving ADR will be impacted in 2026.

However, we expect the percentage effects to be more muted than 2006.

The Dallas-Ft Worth area contains roughly three times the number of rooms (~150k) than Berlin had in 2006 (~50k).

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Dallas positively affected by the draw

Host City	Match Date	Stage	Team 1	Team 2	Tourism Economics Match Index
Dallas	Tuesday, July 14, 2026	Semifinal	*France*	*Spain*	12.22
Dallas	Monday, July 6, 2026	Round of 16	*Spain*	*Colombia*	4.90
Dallas	Monday, June 22, 2026	Group	Argentina	Austria	4.70
Dallas	Saturday, June 27, 2026	Group	Jordan	Argentina	4.70
Dallas	Wednesday, June 17, 2026	Group	England	Croatia	4.55
Dallas	Sunday, June 14, 2026	Group	Netherlands	Japan	3.01
Dallas	Thursday, June 25, 2026	Group	Japan	Sweden	2.43
Dallas	Tuesday, June 30, 2026	Round of 32	*Ecuador*	*Norway*	2.25
Dallas	Friday, July 3, 2026	Round of 32	*Australia*	*Iran*	2.04

Note: Teams in italics are undetermined
Source: Tourism Economics

Dallas' group stage travel demand has potential to outperform its round of 32 travel demand per match.

Argentina and England matches have some of the strongest potential for travel impact in the entire tournament.

If Spain wins its group, and progresses to at least the semifinals, both of Dallas' later-stage knockout rounds will include Spain.

Double-digit June and July ADR growth expected

2026 World Cup
Nine matches in June/July
Forecasted year-over-year growth

	2026-Jun	2026-Jul
Occupancy		
Irving	3.6%	3.0%
Las Colinas	2.9%	1.9%
DFW North	3.2%	3.0%
DFW South	5.3%	5.0%
ADR		
Irving	13.4%	11.9%
Las Colinas	14.5%	12.9%
DFW North	9.1%	8.1%
DFW South	17.5%	15.6%
RevPAR		
Irving	17.5%	15.3%
Las Colinas	17.8%	15.1%
DFW North	12.6%	11.3%
DFW South	23.7%	21.3%

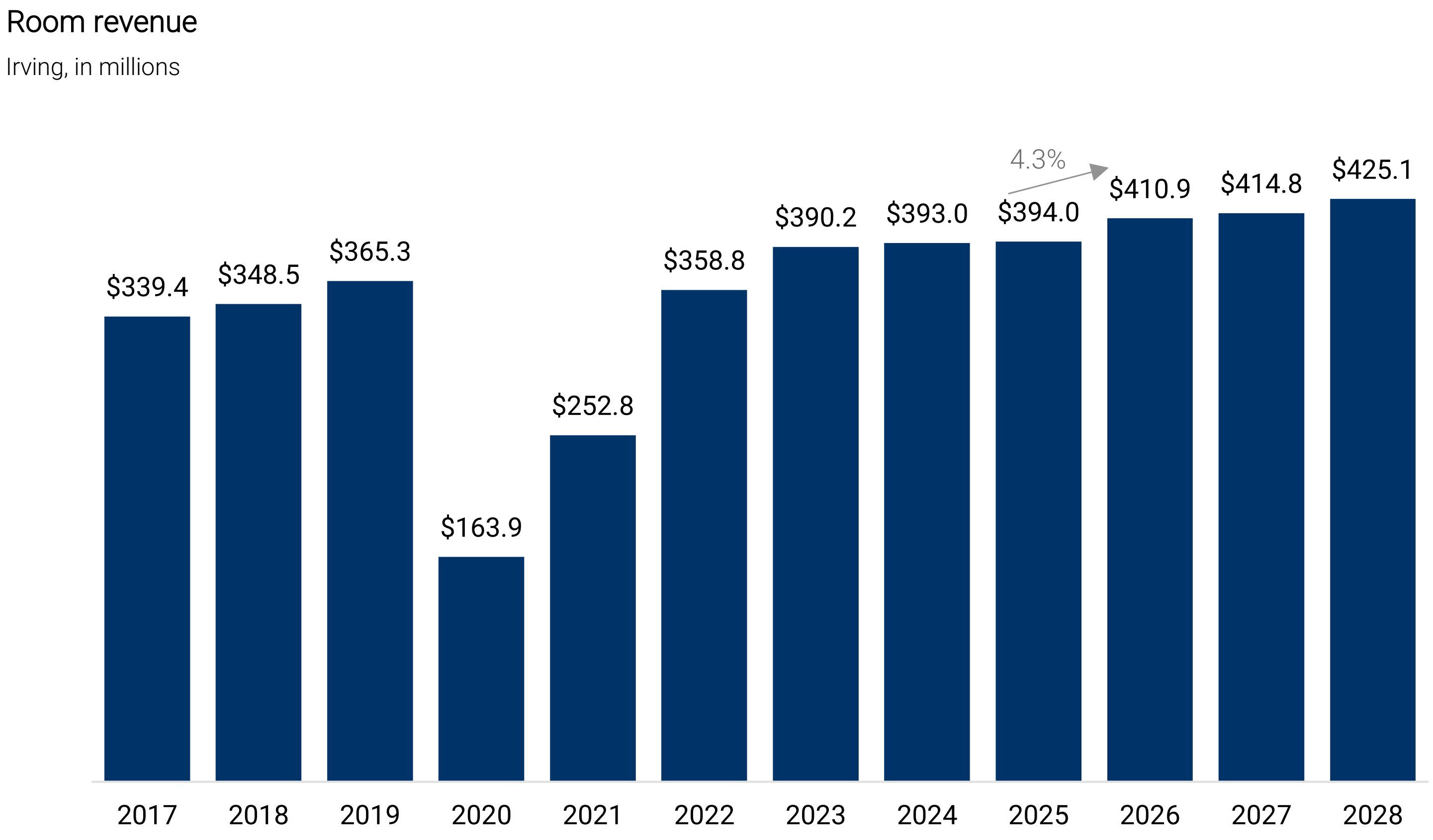
Source: Tourism Economics

Despite complaints regarding FIFA's high ticket prices, and increased geo-political tensions, we expect a positive impact to Irving hotel ADR.

We assume 2026 ADR will grow 13.4% and 11.9% in June and July, respectively.

Irving Forecast

Hotel room revenue to grow 4.3% in 2026



Source: STR, Tourism Economics

This is below previously forecasted growth of 5.4%.

2026 will be mostly affected by the World Cup as well as the oil price surge.

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Irving Lodging Forecast (April 2026)

	2019	2020	2021	2022	2023	2024	2025	2026	2027
Occupancy	71.2%	41.6%	58.1%	67.1%	67.6%	65.2%	64.7%	65.5%	65.3%
ADR	$110	$87	$94	$115	$122	$128	$127	$132	$131
RevPAR	$79	$36	$55	$77	$83	$84	$83	$83	$85

Growth

	2019	2020	2021	2022	2023	2024	2025	2026	2027
Occupancy		*-41.6%*	*39.7%*	*15.5%*	*0.7%*	*-3.5%*	*-0.8%*	*1.1%*	*-0.3%*
ADR		*-21.7%*	*8.4%*	*22.2%*	*6.6%*	*4.8%*	*0.9%*	*2.4%*	*-0.7%*
RevPAR		*-54.2%*	*51.4%*	*-41.2%*	*7.4%*	*1.1%*	*0.2%*	*3.5%*	*-1.0%*

May 2025 forecast: -1.1% 3.2% -1.5%

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Recap

- We expect Irving hotel room revenue to grow **4.3%** in the fiscal year ending Sep-2026.
- We expect room revenue to grow **0.8%** in the fiscal year ending Sep-2027.
- Although temporary, the global oil price surge sustained over the past weeks will have a negative impact in the near term. Thankfully, it seems it might be short-lived.
- Despite complaints regarding FIFA's high ticket prices, and increased geo-political tensions, we expect a positive impact to Irving hotel ADR from the FIFA World Cup in 2026.

Forecast summary: Fiscal year

		Room revenue, Irving (STR)			
		Current forecast	Prior forecast	Difference	Percent difference
Month					
	Oct-25	$38,367,985	$39,582,654	-$1,214,669	-3.1%
	Nov-25	31,573,544	30,226,485	1,347,059	4.5%
	Dec-25	26,425,807	25,709,578	716,229	2.8%
	Jan-26	30,786,952	31,141,184	-354,232	-1.1%
	Feb-26	33,611,953	31,422,964	2,188,989	7.0%
	Mar-26	36,902,649	36,981,560	-78,911	-0.2%
	Apr-26	37,366,303	38,011,768	-645,465	-1.7%
	May-26	35,162,649	37,011,015	-1,848,366	-5.0%
	Jun-26	39,035,991	43,255,028	-4,219,037	-9.8%
	Jul-26	35,252,812	38,249,081	-2,996,270	-7.8%
	Aug-26	30,668,672	30,075,144	593,528	2.0%
	Sep-26	33,281,570	33,010,543	271,027	0.8%
Total		$408,436,886	$414,677,002	-$6,240,116	-1.5%
Difference from year ending Sep-2019		13.2%	14.9%		
Year-over-year growth		4.3%	4.7%		
	Oct-26	$39,313,370	$41,098,167	-$1,784,797	-4.3%
	Nov-26	32,414,553	31,382,020	1,032,532	3.3%
	Dec-26	27,137,143	26,018,408	1,118,735	4.3%
	Jan-27	31,769,828	32,507,280	-737,452	-2.3%
	Feb-27	34,668,053	32,680,106	1,987,947	6.1%
	Mar-27	38,016,944	38,469,534	-452,590	-1.2%
	Apr-27	38,488,020	39,609,990	-1,121,970	-2.8%
	May-27	36,238,866	38,595,207	-2,356,341	-6.1%
	Jun-27	35,191,742	37,353,619	-2,161,877	-5.8%
	Jul-27	32,314,086	34,061,909	-1,747,822	-5.1%
	Aug-27	31,669,235	30,737,335	931,901	3.0%
	Sep-27	34,350,783	33,898,105	452,678	1.3%
Total		$411,572,624	$416,411,681	-$4,839,057	-1.2%
Difference from year ending Sep-2019		14.1%	15.4%		
Year-over-year growth		0.8%	0.4%		

Source: STR, Tourism Economics

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Thank you