

**AGENDA**  
**Irving Convention and Visitors Bureau Board of Directors**  
**Board and Business Development Committee**  
**Friday, March 13, 2026 at 9:00 AM**  
**Irving Convention Center**  
**500 W. Las Colinas Blvd., First Floor Boardroom**  
**Irving, Texas 75039**

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NOTE: A possible quorum of the Irving Convention and Visitors Bureau Board of Directors and City Council may be present at this committee meeting.

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1. Citizen Comments on Items Listed on the Agenda
2. Approval of September 12, 2025 Meeting Minutes
3. 2025-26 Performance Weightings for the Executive Director
4. Update on the Resident Sentiment Survey Regarding the Future of Irving as a Destination
5. Strategic Plan 2026 & Beyond – Updates for April Retreat
6. City Council Report
7. Committee Chair Report and Staff Comments
  - a. Introduction of new Advocacy & Community Engagement Manager
  - b. Board Succession Planning
  - c. Legislative Updates
8. Next Meeting – Friday, June 12, 2026

**CERTIFICATION**

I, the undersigned authority, do hereby certify that this Notice of Meeting was posted on the Kiosk at the City Hall of the City of Irving, Texas, a place convenient and readily accessible to the general public at all times, and said Notice was posted by the following date and time:

\_\_\_\_\_ at \_\_\_\_\_ and remained so posted at least 3 business days before said meeting convened.

\_\_\_\_\_  
Deputy Clerk, City Secretary's Office

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This meeting can be adjourned and reconvened, if necessary, the following regular business day.

Any item on this posted agenda could be discussed in executive session as long as it is within one of the permitted categories under sections 551.071 through 551.076 and section 551.087 of the Texas Government Code.

A member of the public may address the governing body regarding an item on the agenda either before or during the body's consideration of the item, upon being recognized by the presiding officer or the consent of the body.

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

**MINUTES – BOARD AND BUSINESS DEVELOPMENT COMMITTEE  
IRVING CONVENTION CENTER  
September 12, 2025**

Those in attendance were Michael Basoco – Committee Chair, Karen Cooperstein – Committee Vice Chair, Richard Stewart, Jr. – Board Chair, Sam Reed – Board Vice Chair; Bob Bourgeois, David Cole, and Hammond Perot – Board of Directors; Carol Boyer, Maura Gast, Brice Petty, Susan Rose – ICVB staff.

Committee Chair Michael Basoco called the meeting to order at 9:00 a.m. There were no citizen comments.

Basoco asked for a motion to approve the June 13, 2025 Board & Business Development Committee meeting minutes. With a motion from Committee Vice Chair Karen Cooperstein and a second from Board Chair Richard Stewart, Jr., the motion passed unanimously.

**BOARD DEVELOPMENT TOPICS:  
BOARD PORTAL “READING ROOM”**

Assistant Executive Director of Finance and Administration Susan Rose provided an overview of updates to the Board Portal Reading Room. Articles have been organized by topic and divided by quarter for each year to improve accessibility and usability.

**ACTION ITEM:** Rose to coordinate with Assistant Executive Director Marketing and Communications Monty White regarding making the Reading Room content searchable.

**RESIDENT SENTIMENT SURVEY – FUTURE OF IRVING AS A DESTINATION**

Gast reported that, in advance of the Board’s Strategic Planning meeting scheduled for next spring, the Resident Sentiment Survey will launch next week. The goal is to obtain broad participation from residents across the city.

Board members will receive the survey link via email and are encouraged to share it within their networks. Participants must be 18 years or older and live or work in Irving. Zip code data will be captured to evaluate geographic distribution of responses.

Survey topics include awareness of the ICVB and its work, tourism impact, attractions, and perspectives on future development. A sample survey question was reviewed.

Basoco inquired about distribution through email lists. Gast responded that the ICVB maintains a strong community distribution list used for events and Board communications.

The communications plan was reviewed, with a goal of securing 2,000 responses. The research firm will provide updates every few days regarding response rates by zip code.

As an incentive, five gift cards to local restaurants will be offered in a drawing, including iFratelli, Angelo's, Po Melvin's, Via Real, and Argentina Bakery.

Board member Bob Bourgeois asked about survey length. Rose indicated the survey includes approximately 15–19 questions. She noted the previous survey focused primarily on brand awareness.

Rose and White have already shared information about the survey with the Rotary Club.

#### STRATEGIC PLAN REVIEW & COMMITTEE NEXT STEPS

Gast reviewed key slides outlining the Strategic Plan timeline and next steps. Studies and surveys are expected to be finalized by year-end, including the resident sentiment survey and the hotel product assessment and 10-year HOT projections being conducted by Clarity of Place.

Maximize Organizational Sustainability and Growth with financial stability. Discussion was held on the importance of diversifying revenue sources. Gast noted that reliance on Hotel Occupancy Tax (HOT) revenue and hotel performance remains a vulnerability. The Convention Center building is currently operating at maximum capacity.

The Committee reviewed the next steps in Relationship Building with new City Council members. Both Councilman Muller and Councilman David Pfaff have attended ICVB Board meetings. Relationship building will continue to be a Committee and Board goal.

Gast further reviewed the Board Succession Planning and noted that the application process is currently underway. An additional step has been added to the reappointment process. Stewart noted that the process provides members an opportunity to rotate off the Board if desired.

The Clarity of Place hotel product assessment will map portfolio properties by hotel class in a 10-mile radius of Irving, documenting inventory and projected room supply growth. It will identify properties that are at potential risk of either changing or removing flags or being taken out of supply for other uses. Basoco referenced a hotel property that previously burned down. Gast confirmed the property has since received Planning & Zoning approval for redevelopment as a LivSmart by Hilton, which will be a higher-rated product than the former property.

Basoco inquired about the cost of Clarity of Place. Gast reported that all surveys combined total approximately \$35,000. Multiple hotel tax projection scenarios will be evaluated.

Cole asked about the hotel being built next to the Convention Center. Gast noted the property is an AC by Marriott and there is also construction for a Sandman Hotel on SH 161.

Bourgeois asked whether there are plans for a second phase at the Irving Convention Center Westin Hotel, given its strong performance and \$500 average daily rate (ADR). Gast responded that funding remains the primary challenge for a second tower. Consideration is being given to adding meeting space rather

than additional guest rooms to increase revenue potential. Gast noted that expanding the ballroom space and reconfiguring amenities could enhance social and food and beverage-driven events, which also could significantly impact parking demand.

Cole added that the Westin has achieved some of the highest food and service scores among Westin properties nationally, and Marriott Bonvoy leadership is pleased with the team's performance.

Gast emphasized that all findings and stakeholder input will be included in the Strategic Planning sessions in the spring. Clarity of Place will conduct stakeholder meetings in November to gather additional input. Longwoods International serves as the research firm, while Clarity of Place consists of CVB industry specialists.

#### 2026 and Beyond:

Discussion was held on Texas Stadium site opportunities. Board member Hammond Perot inquired about the status of the former stadium site, a City-owned parcel. Gast indicated that some infrastructure work is expected to begin. Perot commented that while long-term development is still a significant undertaking, the site presents a strong interim opportunity for large-scale events due to its size, access, and available surface parking. With modest investment, the site could be activated for major events. Gast noted the location could serve as a premier gathering space for large-scale programming, such as viewing events for the World Cup or hosting large festivals. She added that the site represents one of the few parcels the City can fully control and protect. Perot emphasized that there is no other similarly sized, centrally located open site in the DFW region, and described the opportunity as significant. Cirque du Soleil was mentioned as a potential example of event programming. Gast concluded that opportunities requiring minimal financial risk will be evaluated and can be incorporated into the Strategic Planning process.

#### CITY COUNCIL UPDATES

No report.

#### COMMITTEE CHAIR REPORT AND STAFF COMMENTS:

##### TEXAS STATE LEGISLATIVE UPDATES

Regarding the Tax Increment Public Improvement District (TPID), Gast reported that recent legislative changes clarified that TPID funding cannot be used for anything other than sales or marketing initiatives and may not be utilized for property improvements.

The next Committee meeting will be determined after Committee assignments and appointments have been made. The incoming Board Chair will provide direction.

With no further discussion, Basoco adjourned the meeting at 9:39 a.m.

Respectfully submitted,

Maura Allen Gast  
Executive Director, FDCME



## Strategic Planning and Initiatives

The 2021-26 Strategic Plan outlined the following Goals and their respective Objectives. Excellence in this area means that forward momentum is being made in the various categories and that the Board is actively engaged in moving its own responsibilities forward, with whatever staff support is necessary.

- Maximize Organizational Sustainability & Growth.
- Increase Community Outreach & Collaboration.
- Advocate for Destination-Enhancing Development.
- Enhance the Visitor Experience.

Succession Planning – Excellence in this area means that the Organization is equipped to move the destination forward as staff changes occur, especially considering the very long tenure of many staff members. Excellence in this area also means that the Board is equipped with the information and resources it needs to respond to any leadership changes.

## Irving CVB Initiatives

Excellence in this area means: The Irving CVB sales team has achieved or exceeded its annual sales goal, with a sliding scale beginning at 90% of goal; the Services team receives Above Average (or higher ratings) and any issues identified are responded to quickly; the Irving CVB Marketing & Communications initiatives see continued year-over-year increases in social media engagement, effectiveness of initiatives, leads generated, etc.; and Finance & Administration ensure that the organization operates within its budget; provides systems and procedures for efficient and effective operations; has no issues as a result of the city's annual comprehensive audit; and provides the annual internal audit of reported definite room nights.

## Irving Convention Center Initiatives

Excellence in this area means: The Executive Director ensures that: ICC contract terms are met; that the facility is kept in a clean and well-maintained matter; that the Customer Services ratings remain Above Average (or higher ratings) and any issues identified are responded to quickly; that the facility's operations do not require any further subsidy in excess of that which is budgeted, so that revenues and expenses are equally well-managed; and that the impact of the facility in the room nights it generates meets or exceeds its goals. This also means assuring that a financial audit by an outside party is conducted annually and that the organization receives a high opinion from the audit.

## Partnerships & Alliances

Excellence in this area means: The Executive Director is actively engaged with the various stakeholders that are vital to the viability of the organization and the community. This is active participation in a wide range of meetings and events throughout the community and industry, and focused on continuing to move the organization and the destination forward.

## Board Facilitation & Committee Coordination

Excellence in this area means the Board's activities – meetings, committees, etc. – are well managed, well organized and focused on continuing to move the organization and the destination forward.

## Professional Development

Excellence in this area means the Executive Director is actively engaged in continuous learning and improvement, and provides opportunities for all staff to do the same, within budget limitations.