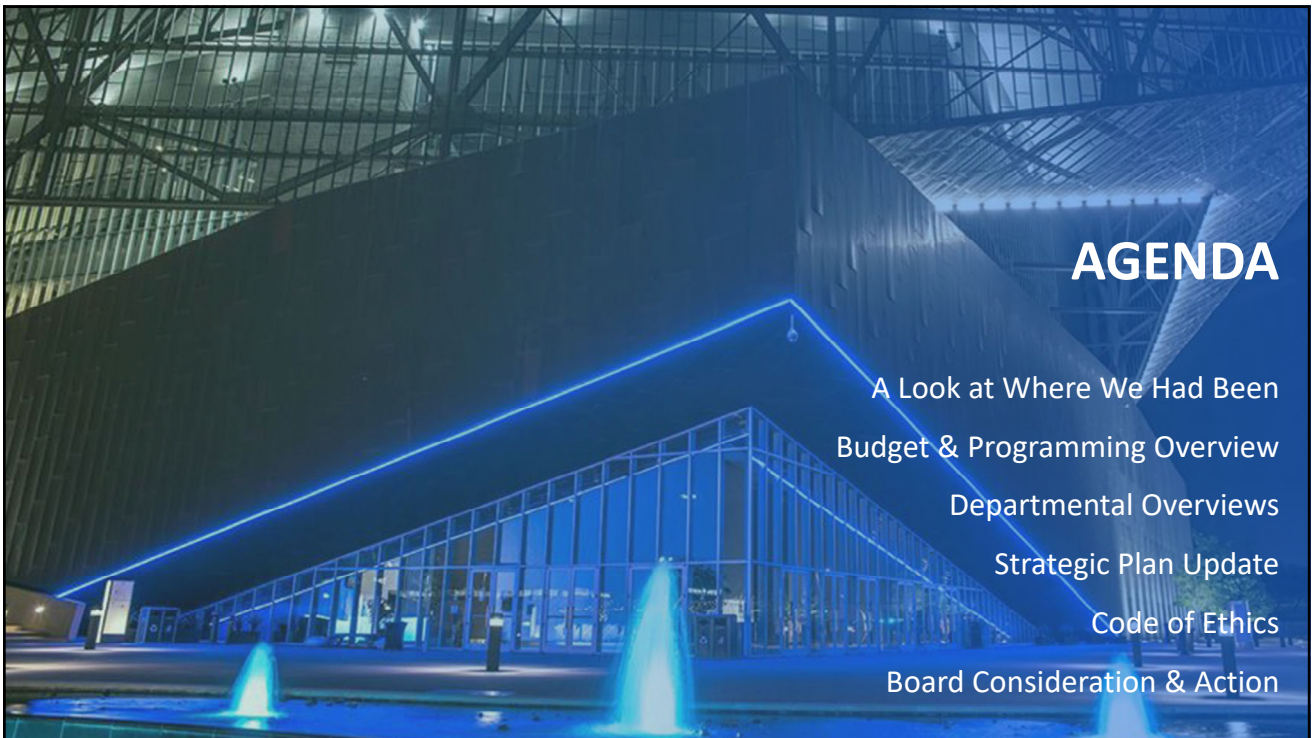


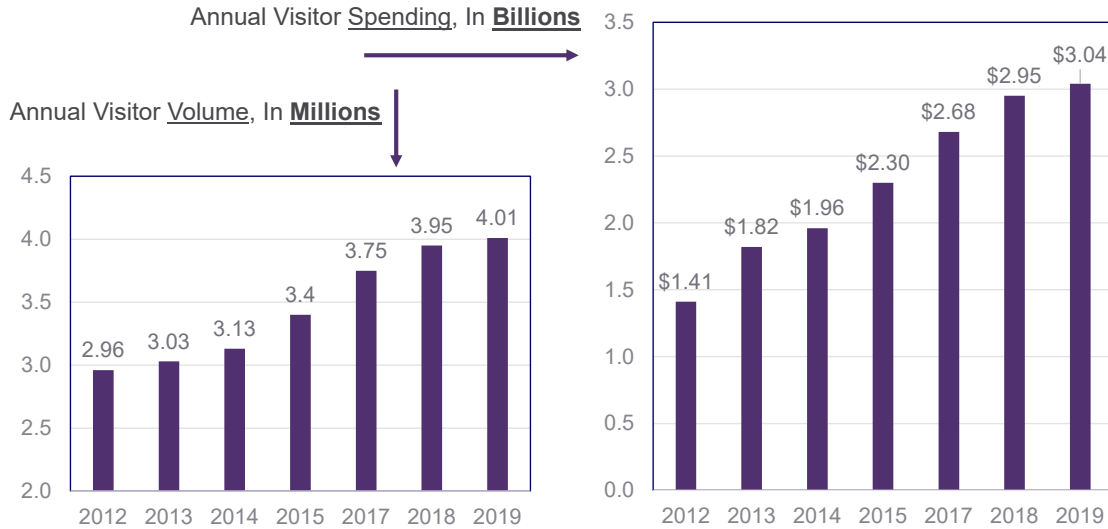


1



2

## Growing Visitor Volume = Growing Visitor Spending

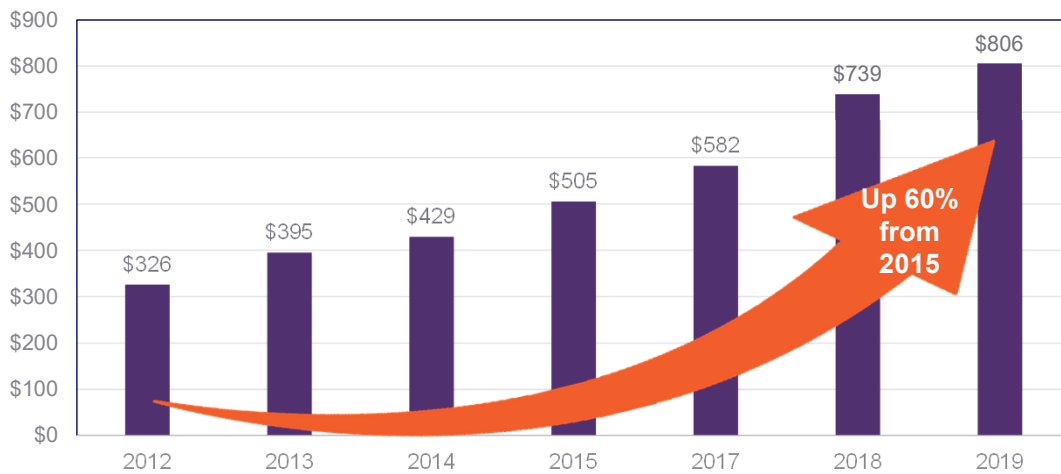


3

IRVING CONVENTION & VISITORS BUREAU

3

## Spending in Irving From Group Meetings, in Millions



VISIT IRVING CONVENTION & VISITORS BUREAU TEXAS

4 IRVING CONVENTION & VISITORS BUREAU



4

# Irving is moving the needle...

WEEKENDS	2011	2012	2013	2014	2015	2016	2017	2018	2019
Occupancy	57.6%	61.1%	64.1%	68.8%	72.7%	72.8%	71.0%	71.8%	71.3%
ADR	\$73.05	\$71.57	\$75.64	\$78.90	\$82.39	\$85.63	\$88.49	\$89.77	\$110.56
RevPAR	\$42.06	\$43.76	\$48.51	\$54.26	\$59.86	\$62.36	\$62.80	\$64.47	\$78.78

Irving, Texas Room Demand - Source: Smith Travel Research

	2020		2021		Calculated Demand Change over prior year		STR Reported Change over prior year	
	Occ %	Year To Date Demand	Occ %	Year To Date Demand	Current Month	Year To Date	Current Month	Year To Date
January	64.9	258,590	37.6	149,888				
February	72.1	259,505	46.2	196,232				
March	43.7	174,320	58.3	232,397	-42.0%	-42.0%	-41.9%	-41.9%
April	22.6	79,279	58.0	223,663	-35.9%	-39.0%	-35.7%	-38.6%
May	27.1	98,249	62.1	245,810	33.3%	-20.8%	33.4%	-20.7%
June	33.4	127,470			182.1%	0.1%	157.4%	-1.9%
July	34.3	135,465			150.2%	17.0%	125.7%	12.9%
August	39.7	156,844						
September	44.0	168,128						
October	43.2	170,392						
November	35.7	137,553						
December	36.5	145,963						

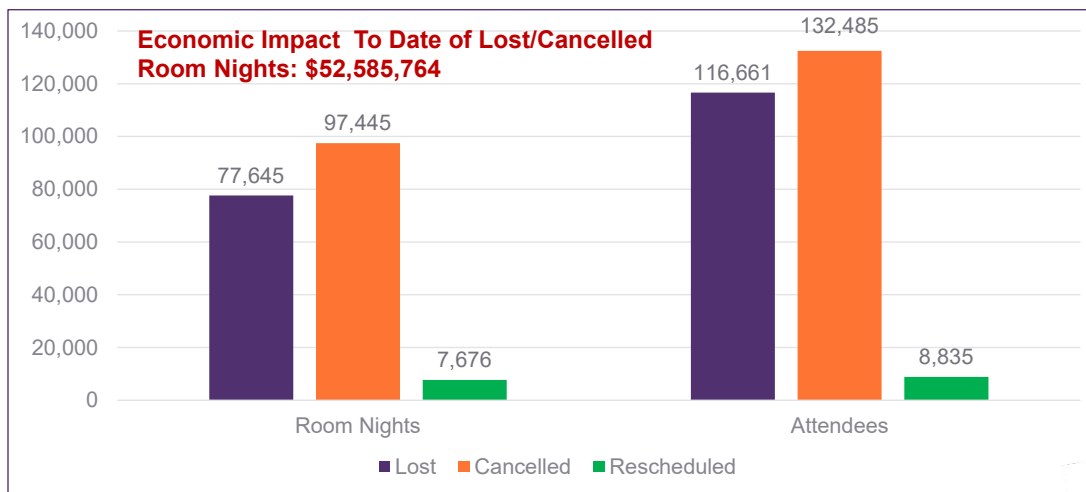
## STR - Week of May June 13-19

	Running 28 Days											
	Transient			Group			Contract			Total		
	This Year	Last Year	Change	This Year	Last Year	Change	This Year	Last Year	Change	This Year	Last Year	Change
Occupancy %												
Sunday	47.4	22.4	111.2	3.9	1.7	124.9	2.7	2.3	17.2	55.7	29.2	90.7
Monday	51.5	21.4	140.4	5.0	1.3	271.6	3.0	3.1	-4.1	60.8	28.4	114.2
Tuesday	50.8	23.2	118.6	4.7	1.4	231.7	2.8	2.5	11.3	58.8	29.6	98.6
Wednesday	48.7	23.5	107.5	7.4	1.6	367.1	2.5	2.9	-13.8	58.6	30.4	92.8
Thursday	48.1	24.9	93.4	7.1	1.3	432.1	2.7	2.1	27.0	58.8	31.2	88.5
Weekday	49.3	23.1	113.5	5.6	1.5	279.6	2.7	2.6	5.5	59.5	29.8	96.7
Friday	56.9	25.3	125.0	9.0	3.0	201.8	2.4	2.5	-6.3	69.8	33.8	106.7
Saturday	64.8	27.8	132.7	9.5	2.0	376.5	2.4	2.6	-7.2	78.0	36.4	120.6
Weekend	60.9	26.6	129.0	9.3	2.5	271.5	2.4	2.5	-6.6	73.9	34.6	113.9
Total	52.6	24.1	118.3	6.6	1.8	276.0	2.6	2.6	2.0	62.9	31.1	102.1



5

# COVID Impact on Irving CVB Hotel Group Bookings



6

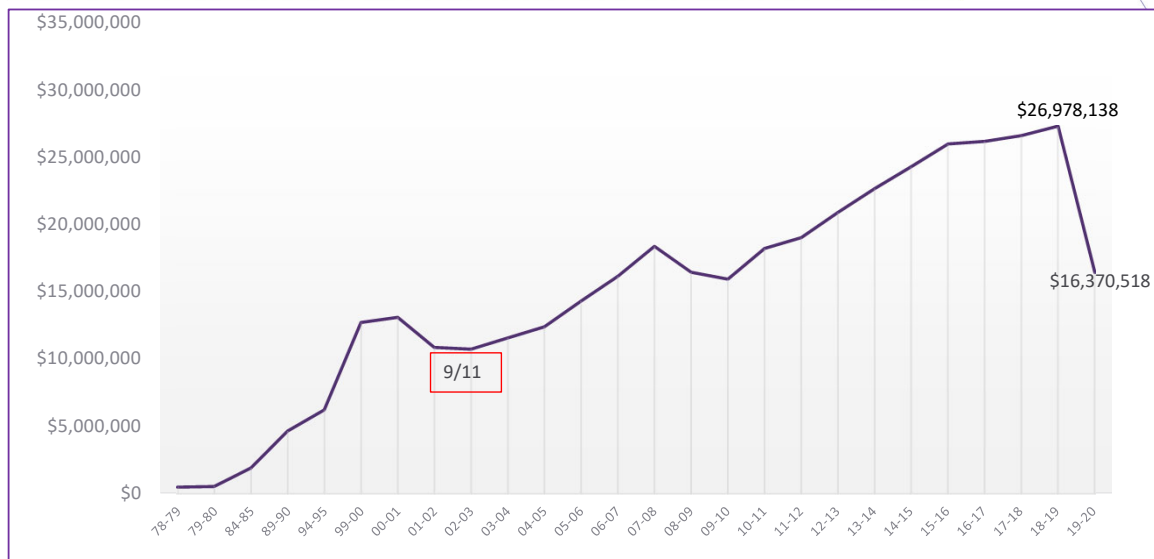
**“Other than drag racing, races aren’t won in a straight line; winners are those who most skillfully maneuver the lap traffic, corners and rough patches.”**

Ryan George, CEO  
Simpleview



7

## Citywide HOT Collection History

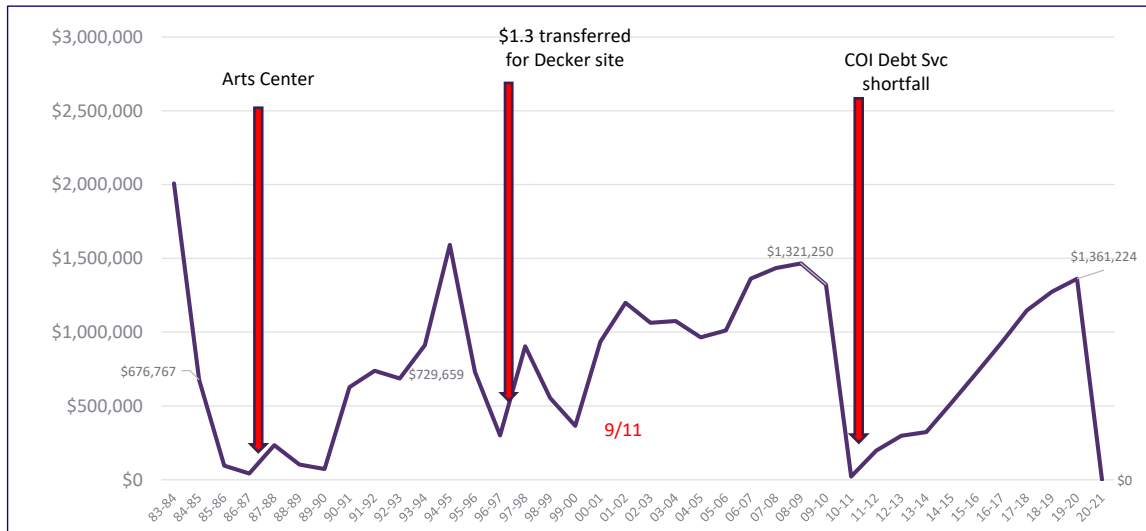


8



8

# ICVB Reserve Fund History

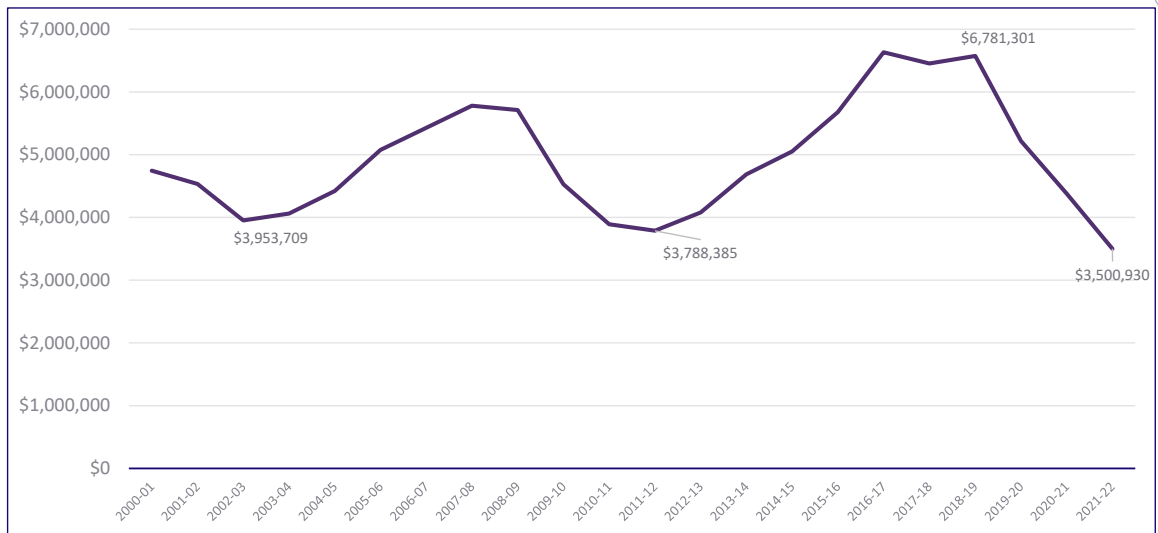


9

IRVING CONVENTION & VISITORS BUREAU

9

# ICVB Net Operating Expenditure History



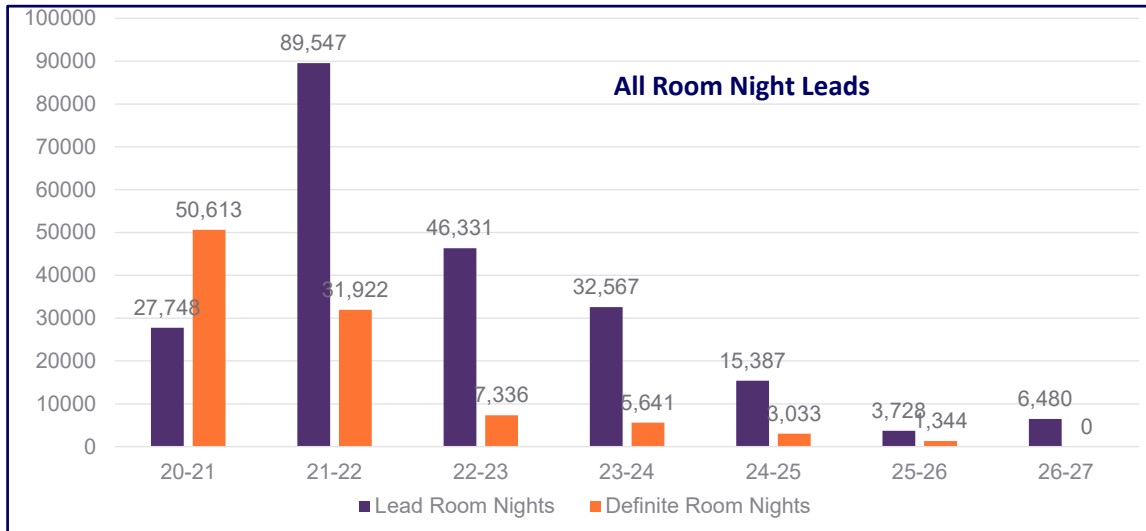
10

IRVING CONVENTION & VISITORS BUREAU

10



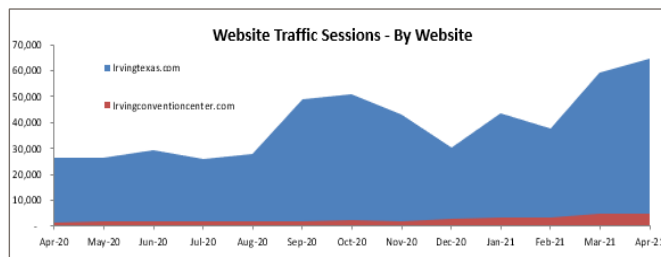
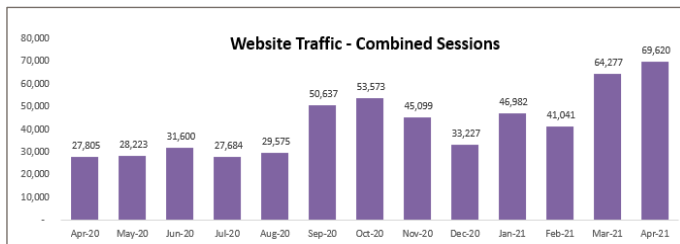
# Keeping the Irving Pipeline Full



11

11

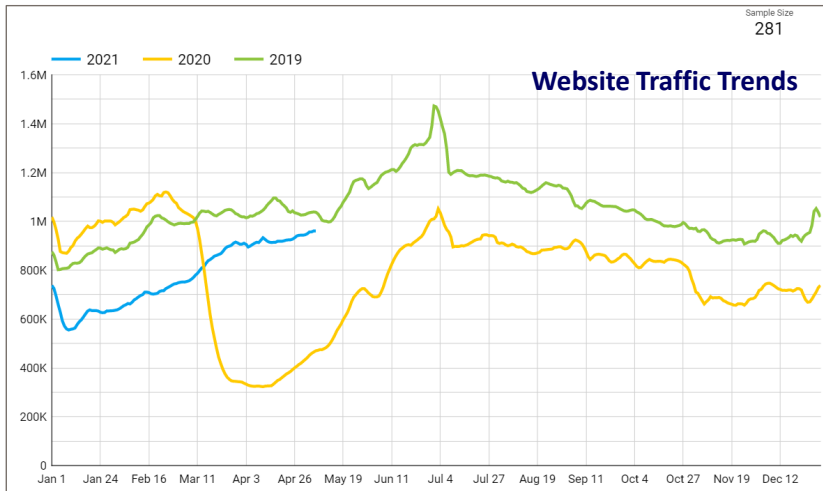
# Keeping the Irving Pipeline Full



12

12

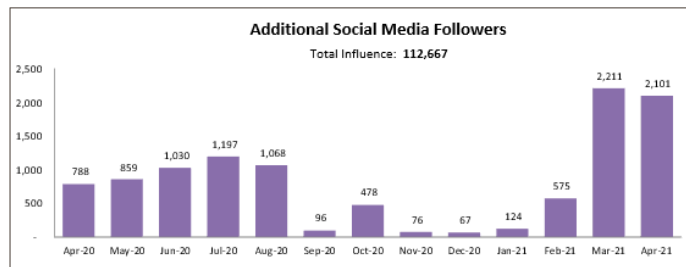
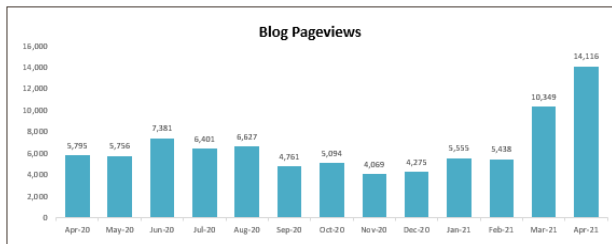
# Keeping the Irving Pipeline Full



13

13

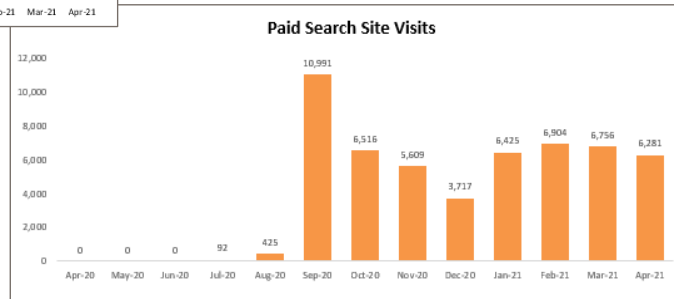
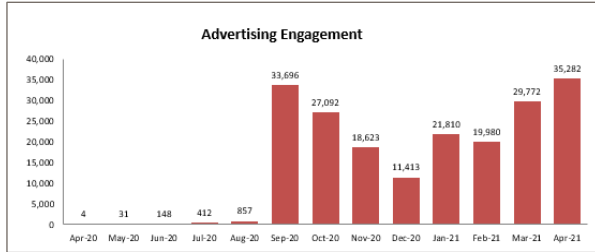
# Keeping the Irving Pipeline Full



14

14

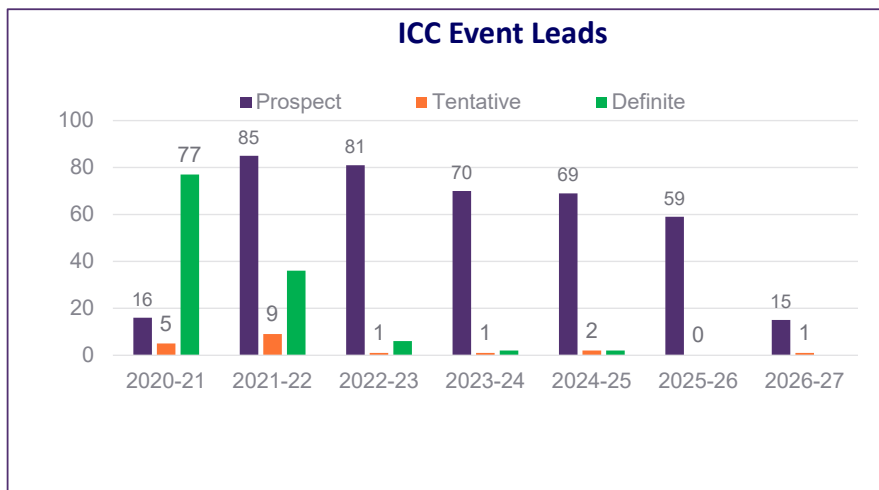
# Keeping the Irving Pipeline Full



15

15

# Keeping the Irving Pipeline Full



16

16



## ARPA Lost Revenue Estimates\*

	2020-21	2021-22	2022-23	2023-24	TOTALS
ICVB Lost Revenues	\$6,221,339	\$6,591,825	\$6,977,502	\$7,378,991	\$27,169,657
ICC Lost Revenues	\$4,786,929	\$5,022,498	\$5,267,726	\$5,523,008	\$20,600,161
<b>TOTAL LOST REVENUES</b>	<b>\$11,008,268</b>	<b>\$11,614,323</b>	<b>\$12,245,228</b>	<b>\$12,901,999</b>	<b>\$47,769,818</b>

\*PRELIMINARY – based on US Department of the Treasury Interim Final Plan Formula

17

17

## Hotel Needs Analysis/Outlook

- Business Transient Occupancy is expected to return for most properties (65%) in 2022, with 20% projecting 2023 and 10% projecting 2024
- Average Daily Rate Return – 35% expect it in 2022, 30% expect it in 2023, 15% expect it in 2024
- RevPAR Return – 40% expect it in 2023, 35% expect it in 2022, 20% expect it in 2024
- Group markets showing most positive signs in order: SMERF, Sports, Corporate, Government, Entertainment, Association
- Group markets needing the most help: **Corporate, Government, Sports, Medical, Association, SMERF, Entertainment, "All"**
- **100%** respondents will participate in digital marketing campaigns with promotional rates/offers if funding can be provided

18

18

# This Year's Phased Plan & Budget Process

- **Phase 1/Today**
  - Based on August 2020 HOT Projections
  - Dually presented - with and without ARPA Funds
  
- **Phase 2/July or August Board Meeting**
  - When ARPA funds are identified and availability known
  - Updated HOT Projections with Collections through May 2021

19



19

# Operating Budget Assumptions

57% Hotel Occupancy Tax	\$4,465,811
Add'l Revenues: Events Trust Fund, Interest, Misc	\$31,000
<b>Convention Center Operating Subsidy</b>	<b>&lt;\$1,395,000&gt;</b>
<b>Convention Center Property Insurance</b>	<b>&lt;\$79,738&gt;</b>
<b>Convention Center Management Incentive</b>	<b>&lt;\$280,863&gt;*</b>
<b>Transfer to ICC Reserve/Capital Projects</b>	<b>&lt;\$100,000&gt;</b>
4% Administrative Fee	<\$178,362>
Transfer to ICVB Reserve Fund	<\$200,000>
Transfer to City of Irving/Loan Repayment	<\$500,000>
<b>Funds Available for CVB Programming</b>	\$1,762,848
Salaries & Benefits	\$3,224,769
<b>PROPOSED PROGRAM BUDGET TOTAL...</b>	<b>&lt;\$1,461,921&gt;</b>
<b>PROPOSED PRELIMINARY 2021-22 ICVB ARPA REQUEST</b>	<b>\$5,891,700</b>

20



20

# 21-22 Proposed Base Budget

## Page 27

ACCOUNT DESCRIPTION	17-18 ACTUALS	18-19 ACTUALS	19-20 ACTUALS	20-21 REVISED BUDGET	20-21 PROJECTED ACTUALS	21-22 PROPOSED BASE BUDGET
<b>REVENUE</b>						
HOTEL/MOTEL TAX	8,400,785	8,593,595	4,921,010	6,490,005	4,160,000	4,465,811
PERCENT CHANGE	-	2.30%	-42.74%	31.88%	-35.90%	7.35%
<b>CHARGES FOR SERVICES</b>						
MAJOR EVENTS TRUST FUND	9,622	0	0	0	51,458	30,000
INVESTMENT INCOME	32,771	25,657	7,011	4,955	500	1,000
MISCELLANEOUS	24,911	13,938	49,632	5,000	0	0
<b>TRANSFERS IN</b>						
TRSF FROM CITY OF IRVING	0	0	0	1,000,000	500,000	0
TRSF FROM ICVB RESERVE	0	0	1,307,800	0	0	0
TRSF FROM ICVB COMPUTER REPL	0	0	245,600	0	0	0
TRSF FROM ICVB CONV CENTER	0	0	298,000	0	0	0
TOTAL TRANSFERS IN	0	0	1,851,400	1,000,000	500,000	0
<b>TOTAL REVENUE</b>	<b>8,468,089</b>	<b>8,633,190</b>	<b>6,829,053</b>	<b>7,500,000</b>	<b>4,711,958</b>	<b>4,496,811</b>
PERCENT CHANGE	-	1.95%	-20.90%	9.82%	-37.17%	-4.57%
<b>EXPENDITURES</b>						
<b>OPERATING</b>						
SALARIES	2,117,945	2,285,655	2,277,257	2,491,575	2,403,093	2,576,662
BENEFITS	579,622	598,041	636,918	673,552	650,026	648,107
SUPPLIES	33,418	32,674	41,597	39,455	29,010	9,995
BUILDING MAINTENANCE	0	0	10,955	0	0	0
UTILITIES (COMMUNICATIONS)	20,040	21,055	18,796	26,400	25,050	65,744
OUTSIDE SERVICES	1,885,088	1,743,219	1,241,875	1,670,586	1,015,647	81,520
TRAVEL - TRAINING - DUES	546,221	590,348	407,105	310,900	56,440	36,095
CLAIMS AND INSURANCE	58,307	58,307	58,307	58,307	58,307	58,307
MISCELLANEOUS EXPENSES	1,194,749	1,243,302	524,350	829,550	143,720	24,500
TOTAL OPERATING	6,435,390	6,574,601	5,217,160	6,100,325	4,381,293	3,500,930
PERCENT CHANGE	-	2.16%	-20.65%	16.93%	-28.18%	-20.99%

21

# 21-22 Proposed Base Budget

ACCOUNT DESCRIPTION	17-18 ACTUALS	18-19 ACTUALS	19-20 ACTUALS	20-21 REVISED BUDGET	20-21 PROJECTED ACTUALS	21-22 PROPOSED BASE BUDGET
<b>NON-OPERATING</b>						
ADMIN COST REIMBURSEMENT	336,031	343,744	196,840	259,600	166,400	178,632
CLAIMS AND INSURANCE	79,738	79,738	79,738	79,738	79,738	79,738
PROPERTY MANAGEMENT SERVICES	1,089,719	1,080,958	1,437,641	1,395,000	2,508,000	0
SMG MANAGEMENT INCENTIVE	154,788	89,007	46,446	165,877	50,000	150,000
<b>TOTAL NON-OPERATING</b>	<b>1,660,276</b>	<b>1,593,447</b>	<b>1,760,665</b>	<b>1,900,215</b>	<b>2,804,138</b>	<b>408,370</b>
PERCENT CHANGE	-	-4.03%	10.49%	7.93%	47.57%	-85.44%
<b>TRANSFERS OUT</b>						
TRSF TO ICVB RESERVE	200,000	125,000	0	0	0	200,000
TRSF TO ICC RESERVE / CIP	1,215,249	705,281	0	100,000	100,000	100,000
TRSF TO CITY OF IRVING	0	0	0	0	0	500,000
<b>TOTAL TRANSFERS OUT</b>	<b>1,415,249</b>	<b>830,281</b>	<b>0</b>	<b>100,000</b>	<b>100,000</b>	<b>800,000</b>
<b>TOTAL EXPENDITURES</b>	<b>9,510,915</b>	<b>8,998,329</b>	<b>6,977,825</b>	<b>8,100,540</b>	<b>7,285,431</b>	<b>4,709,300</b>
PERCENT CHANGE	-	-5.39%	-22.45%	16.09%	-10.06%	-35.36%
<b>BEGINNING FUND BALANCE</b>	<b>3,748,152</b>	<b>2,705,326</b>	<b>2,340,187</b>	<b>1,265,206</b>	<b>2,191,415</b>	<b>(382,058)</b>
<b>REVENUES</b>	<b>8,468,089</b>	<b>8,633,190</b>	<b>6,829,053</b>	<b>7,500,000</b>	<b>4,711,958</b>	<b>4,496,811</b>
<b>EXPENDITURES</b>	<b>(9,510,915)</b>	<b>(8,998,329)</b>	<b>(6,977,825)</b>	<b>(8,100,540)</b>	<b>(7,285,431)</b>	<b>(4,709,300)</b>
<b>ENDING FUND BALANCE</b>	<b>2,705,326</b>	<b>2,340,187</b>	<b>2,191,415</b>	<b>664,666</b>	<b>(382,058)</b>	<b>(594,547)</b>

22

# Primary Budget Categories

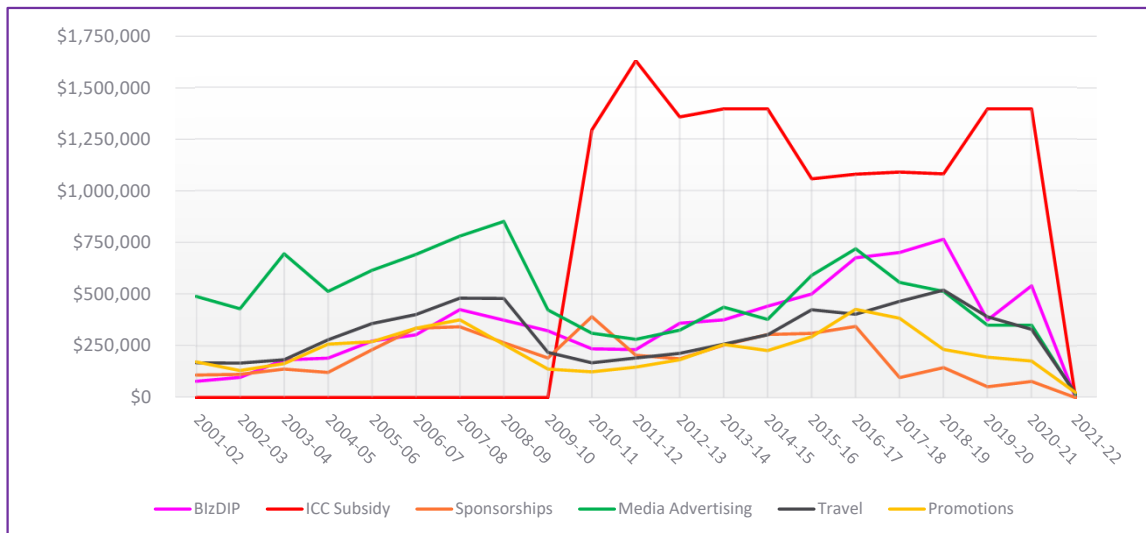
Page 29-30

	Base Budget	ARPA Request
Salaries, Wages & Benefits	\$3,224,769	\$15,400
Supplies & Maintenance	\$9,995	\$18,350
Travel/Training/Dues	\$36,095	\$416,055
Outside Services	\$231,520	\$4,232,525
Miscellaneous Expenses	\$203,132	\$1,019,800
Facility Management Services (Operating Subsidy)		\$1,395,000
Media Advertising	\$15,000	\$705,000
Sponsorships		\$247,800
Local Programs/Promotions	\$24,500	\$250,000
Business Development Incentive Program (BizDIP)		\$500,000
Transfers to ICVB & ICC Reserve Funds	\$300,000	N/A
Transfer to City of Irving/Loan Repayment	\$500,000	N/A

23

23

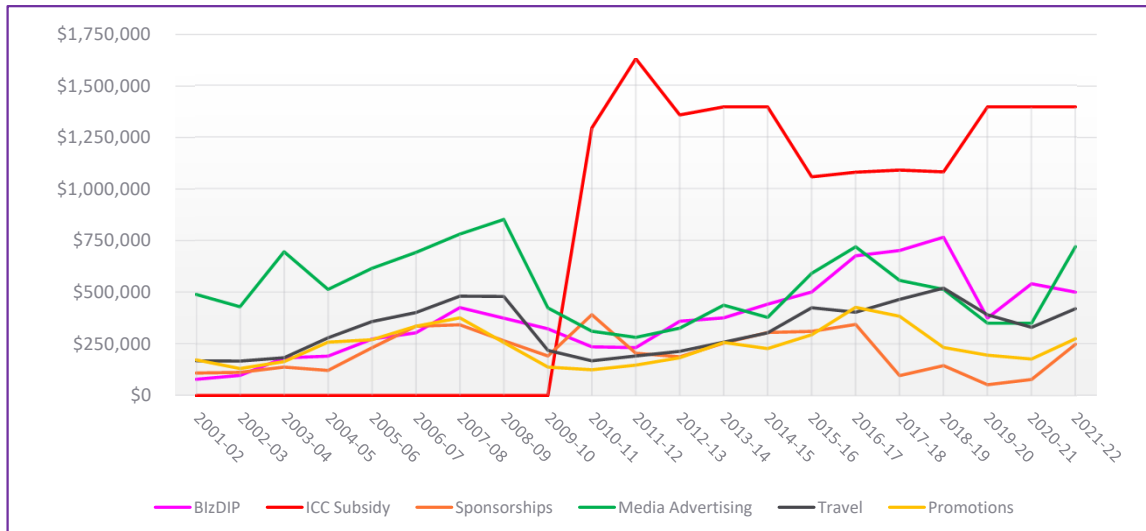
# Key Expenditure Trend Analysis – No ARPA Funds



24

24

## Key Expenditure Trend Analysis – With ARPA Funds



25

25

## Key Management Goals

Pages 25-26

- Increase total room night bookings by 2%
  - Retarget lost/cxld COVID business
  - Utilize Texas Events Trust Fund
  - Serve as trusted source of traveler info
  - Continue content strategy leveraging in-house blog
  - Utilize CRM insights for fine-tuning reach
  - Conform with GASB reporting requirements
  - Monitor budget daily
- As Add'l Funding Allows:**
- Re-establish reserve funds
  - Hotel Tax Projection study
  - Prioritize BizDIP uses for FY
  - DFW Market Blitz
  - Targeted trade shows
  - Local customer event/s
  - Ensure sufficient liquidity to meet obligations
  - Build industry support for TPID launch in 2023
  - Increase employee satisfaction and engagement
  - Implement security and cyber-security solutions
  - Continue content promotion, OTA and stay- /vacation campaigns
  - Execute leisure market micro-campaigns
  - Execute a hotel re-marketing campaign
  - Conduct Austin/Assn fam tours
  - Conduct press tours

26

26





27



28



# Proposed Program Highlights

- Support staff efficiency & effectiveness through better use of existing technologies while maintaining a secure operating environment
- Maintain sound accounting practices that conform with Governmental Accounting Standards Board (GASB) statements
- Maintain DMAP accreditation requirements with annual renewal obligations
- *Engage consultant for Hotel Tax Projection Study*
- *Complete pilot program for volunteer-driven visitor info center for Saturdays and Sundays based out of ICC lobby*
- *Re-establish long-term funding within all reserve funds*
- *Update Technology and Business Continuity plans & implement as funding allows: Security, Cyber-Security, Systems & Equipment Modernization*
- *Increase employee satisfaction & engagement through programming & professional development*
- *Begin process to move TPID forward for 2023 implementation if possible*

29

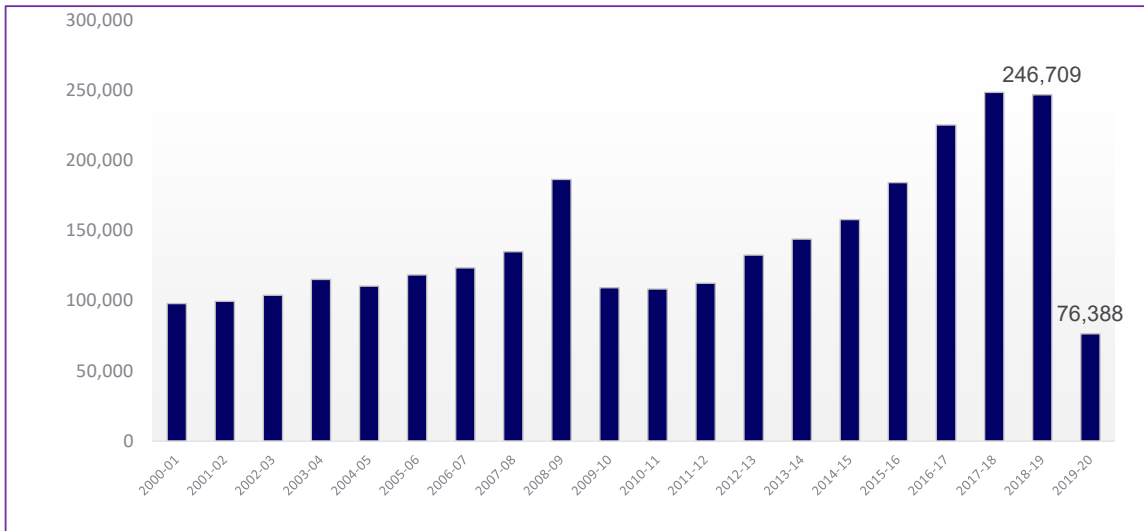
IRVING CONVENTION & VISITORS BUREAU

29



30

# Sales History – COVID Impact



31

31

# Proposed Program Highlights

Pages 44-46

- Increase total room night bookings by 2% over 20-21 results
- Push complimentary services due to BizDIP limits
- Capitalize on GBAC/Venue Shield credentials
- Work closely with hotels on retargeted sales
- Build & enhance relationships with 3<sup>rd</sup> parties
- Utilize Texas Events Trust Fund & Drive Nation to generate room night activity and offset costs
- Engage hoteliers with ICVB marketing opps
- Host TSAE in September
- *Host TSAE in September really well*
- *Prioritize BizDIP for in-year boosts*
- *Contract with an independent sales manager to supplement Irving hotel efforts on specific needs*
- *Work with EcoDev Strat Plan for targeted markets*
- *Host Destination Forums to re-engage hotel community*

32

32

# Proposed Program Highlights

Pages 44-46

## ASSOCIATION MARKET

- Solicit COI/community contacts for local assn connections
- Partner with hotels for site visits
- *TSAE, Connect Texas, HelmsBriscoe, MPI*
- *Austin/Association Market fam tour/s*
- *Local association blitz*
- *Quarterly Austin market sales calls/client events*

## CORPORATE MARKET

- Concentrate on short-term impact
- Protect market share
- *Host local customer event/s*
- *Stage a DFW blitz with ICC*
- *MPI, Conference-Direct, HelmsBriscoe*

## SMERF/SPORTS/TOUR/ENTERTAINMENT

- Retain stadium-related business
- Continue push on 2019 RCMA attendees
- Capitalize on regional sporting events for Irving's share
- *RCMA, E-Sports Summit, Connect Sports*

## CONVENTION CENTER

- Remarket existing database
- Re-evaluate sales/services deployment
- Capitalize on citywides
- Reinforce value/quality proposition
- *Utilize BizDIP, Texas Events Trust Fund and rebates to offset convention center rental*

33

IRVING CONVENTION & VISITORS BUREAU

33



34



# Proposed Program Highlights

## ADVERTISING

- Extend limited reach of remaining CY 2021 buy with PR initiatives
- *Renew CVENT contract*
- *Prioritize & stretch resources with digital reach for traditional media, value-add opps*
- *Focus leisure placements on key feeder markets of Austin & Houston*
- *Continue music-inspired/safe meetings/safe stay campaigns*
- *Continue re-targeting*
- *Capitalize on all music venues in a consumer leisure market platform*

## COLLATERAL

- *Provide updates to all printed materials and digital versions of same*
- *Surveyor Magazine, 1x/annually*

## NEW CLIENT ACQUISITION

- Utilize safety messaging and campaigns
- Use entertainment district messaging to re-market to previous Lost Business
- Keep using existing marketing automation tools
- *Lead generation opportunities for top group prospects and transient travelers*
- *SEM programs to increase RFPs*
- *Fully integrated campaigns for specific markets for longer-term impact*
- *Fully integrated leisure micro-campaigns targeting existing demand*
- *Continue stay/vacation campaigns*
- *Hotel re-marketing campaign*
- *OTA campaigns*

35



35

# Proposed Program Highlights

## DIGITAL MARKETING

- Focus on group lead generating initiatives
- SEO for visitor engagement & site traffic
- Keep sites updated with most current safety info
- Continue to improve & utilize marketing analytics
- Continue to build opt-in database
- Utilize UGC from social media platforms on sites and in digital marketing
- Trade in CRM support hours to create an app to provide opportunities for local restaurants
- *Leverage Threshold360 platform for hotels, restaurants and attractions*
- *Retool SEM to boost site traffic*
- *Contract with a digital content creator to supplement in-house production and provide project resources to Irving hotels and restaurants*
- *Retool promotional videos to expand video distribution strategy*

- *Merge the ICVB and ICC websites and refresh all content*
- *Launch a digital asset management platform*

## CONTENT MARKETING

- Produce in-house blogs and website content
- *Utilize local freelance writers and influencers to generate content and increase traffic*
- *Continue content promotion campaigns to provide exposure to local industry partners*

## COOPERATIVE EFFORTS

- Continue partnerships with IAC, TMF, IAM, Irving hotels
- Use inquiries for more frequent and specific message follow-up
- *Participate with state and area CVBs in c-op campaigns, supplemented with Irving-specific ad buys and programs*
- *Pursue Music City designation with Irving Arts & Culture*

36



36

# Proposed Program Highlights

## RESEARCH PROGRAMS

- Utilize CRM insights to better measure the impact of ICVB marketing initiatives
- Continue to survey hotel partners for current and projected needs and utilize in put to develop programming
- *Utilize research to identify economic impact, traveler profiles of hotel guests to “right size” advertising & marketing initiatives and to monitor a constantly changing environment*
- *Utilize research to identify economic impact, traveler profiles for convention center events to “right size” advertising & marketing initiatives and to monitor a constantly changing environment*
- Host journalists/bloggers/influences for specific assignments
- Promote the rollout of app to engage visitors and provide partner exposure
- Provide messaging/outreach on safety protocols
- Capitalize on GBAC/Venue Shield as benefits
- *Utilize PR firm to drive add'l exposure*
- *Host influencers to promote the app rollout*
- *Conduct press tours with key market segment trade outlets*
- *Host press events for TMF/Live Nation events and other events of note in the region*

## EARNED MEDIA

- Utilize large public-interest Irving events to generate regional coverage
- Utilize convention center events to keep building awareness at a high level
- *Host an Irving media event at SXSW 2022 to promote and raise awareness of live music and lifestyle opportunities in Irving*

37

37

# Proposed Program Highlights

## SOCIAL MEDIA

- Continue to strengthen media and public outreach for all outlets
- Hold contests with partner-provided prizes
- Utilize UGC from social media platforms
- *Utilize social media influencers to generate new content and expand visibility*
- *Increase engagement and awareness by boosting posts*
- *Host a social media activation at SXSW 2022 to promote and raise awareness of live music and lifestyle opportunities in Irving*
- Work in close partnerships with ARK, Live Nation, TMF and Water Street tenants to promote key events
- Collaborate with destination partners to promote venues and events
- Work with planners on safety messaging as needed
- *Participate in outbound missions/blitzes*

## CO-OP/PROMOTIONAL PROGRAMMING

- Work with convention center clients on event-specific social and traditional media relations for attendance building
- Work with customers groups to promote their meetings and conferences to generate attendance & awareness
- COMMUNITY/INDUSTRY OUTREACH
- Utilize social media platforms
- Expand blog postings
- Provide internal training to utilize staff members for “fresh voice” content
- Support High Spirited Citizens Award program
- Utilize NTTW to promote the economic importance of the industry
- Leverage Board Community Engagement Committee for greater outreach into the community

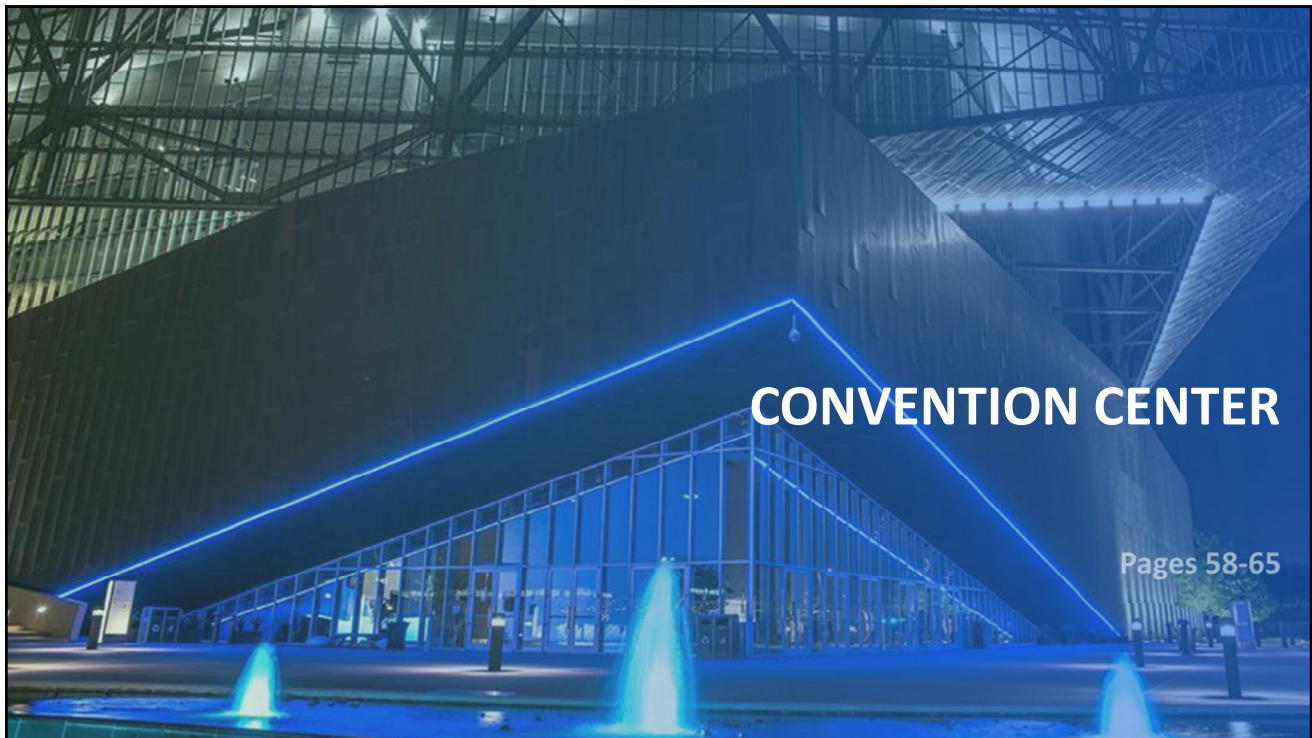
38

38

# Proposed Program Highlights

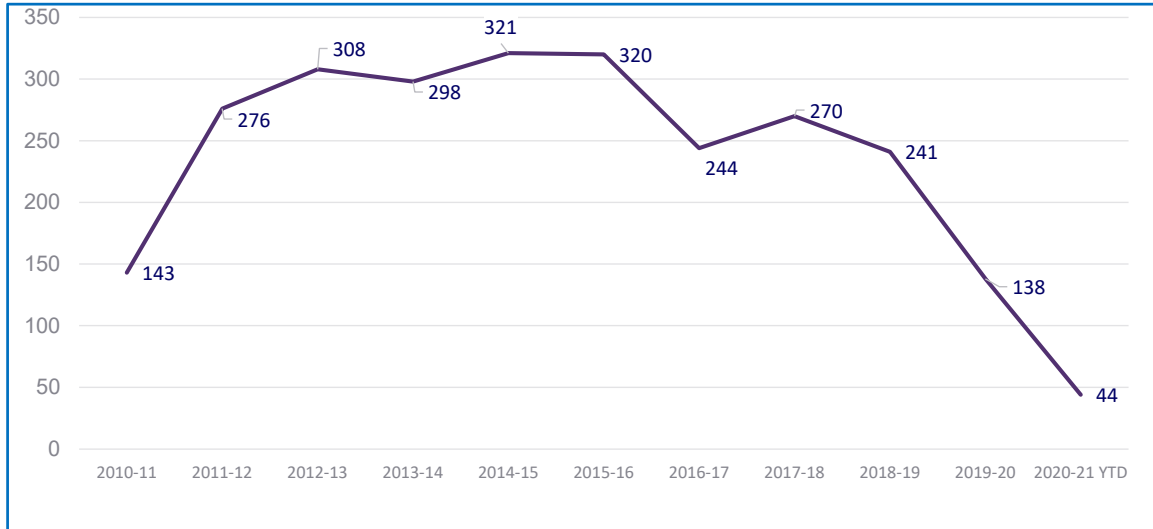
## COMMUNITY/INDUSTRY OUTREACH, cont'd.

- Provide outreach to local media on a regular basis; aid local media with segments, remotes and promotions in Irving
- Provide education opportunities for destination partners on public relations, primers for generating media coverage, navigating social media and promotional opportunities provided by the ICVB
- Continue Irving ISD Partners in Education program with Thomas Haley Elementary School
- Engage hoteliers, in partnership with Sales, with ICVB programming opportunities
- *Bring back Irving Hospitality Industry Annual Meeting n person*
- *Expand Spirit of Hospitality Awards to include external submissions*
- *Host community engagement bus tours*
- *Develop TPID marketing materials*
- *Develop plans to recognize the Irving Hospitality Industry's 50<sup>th</sup> Anniversary in November 2022*
- INTERNAL AUDIENCES/COOPERATIVE EFFORTS
- Support COI events and activities open to the public through traditional and social media initiatives
- Continue partnerships with IEDP, ILCCoC, IA&C, COI Communications, TLCA, DART and other organizations
- *Incorporate the citywide "We've Got It All. Together" campaign elements into printed and digital collateral, website, promotional materials, etc as appropriate.*





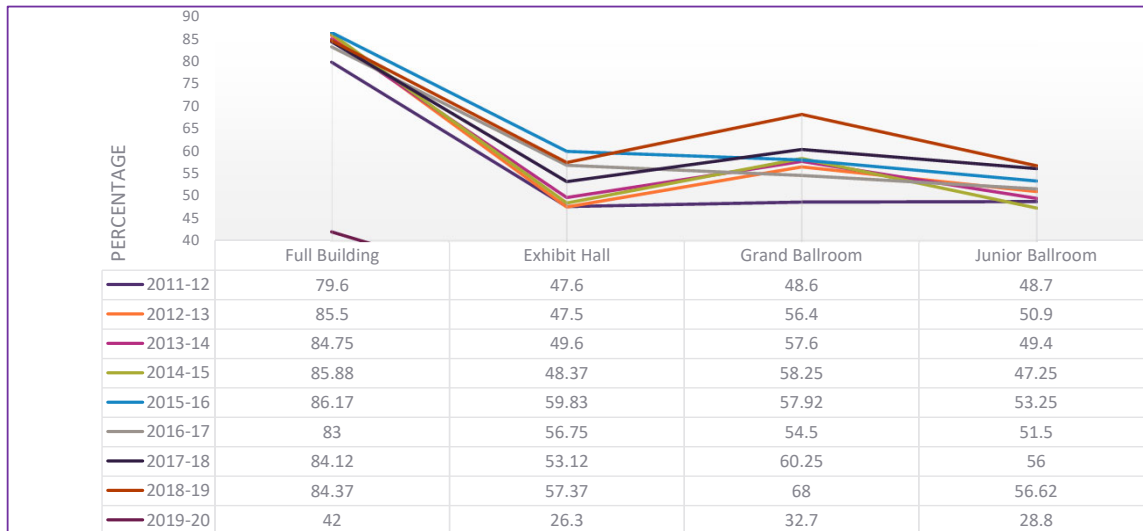
# ICC # Annual Events History



41

41

# Primary Space Utilization



42

42

## ICC Budget Forecast – 2021-22

Direct Event Income	\$1,095,000
Ancillary Income	\$2,027,774
Other Operating Income	\$520,000
<b>ADJUSTED GROSS INCOME</b>	<b>\$3,642,774</b>
Operating Expenses	\$5,037,774
<b>NET OPERATING INCOME</b>	<b>(\$1,395,000)</b>
<b>FEES</b>	
Base Management Fee	\$280,863
*Management Incentive Fee (Maximum)	\$280,863

\*Management Incentive Fee carried in ICVB Budget; maximum payout equivalent to Base Management Fee.

43



43

## Operating Subsidy Comparisons

	Facility A	Facility B	Facility C	Facility D	Facility E	Irving
Exhibit Space (Total SF)	128,000	120,000	100,000	95,000	368,000	50,000
Total Income	\$1.82	\$3.01	\$2.84	\$2.28	\$5.45	\$5.58
Total Indirect Expenses	\$3.02	\$4.33	\$3.46K	\$3.52	\$5.46K	\$6.67
Subsidy Required	\$1.19	\$1.3	\$616K	\$1.24	\$10K	\$1.395*

Facility comparisons for FY 2018 (not in chart order) : Jackson MS (2009); Knoxville TN (2002); Mobile AL (1993); Greenville SC (1964) and Shreveport LA (2005).

\*Irving newest facility, had been projected to stabilize annual subsidy requirement at \$900K in year 6 after headquarter hotel opens. The subsidy continues to be conservatively budgeted at \$1.395 million.

44



44

# ICC Capital Improvement Plan

- Key Goals
  - Protect guests & employees
  - Maintain & increase customer satisfaction
  - Extend the life of mechanical systems
  - Enhance appeal, and thus revenues
- Project Priorities
  - Health & safety requirements
  - Mechanical systems
  - ROI/Revenue enhancement
  - Customer, environmental & aesthetic benefits
- Respond nimbly to emergencies
- Achieve & sustain a minimum balance of \$1.3 million in this fund

# 2021-22 Capital Improvement Plan

## Pages 63-65

2021-22 Projection - \$882,000

HVAC/Mechanical - \$70,000

- Boilers
- Chillers
- Cooling Towers
- Supply/Return Fans
- Motors & Pumps

Electrical - \$175,000

- Electrical Panel
- Energy Management System
- LED Lighting Projects

Food & Beverage - \$65,000

- Small Wares
- Kitchen/Concessions Equipment

FF&E - \$245,000

- Chairs/Tables/Skirting/Linens
- Stanchions/Crowd Control
- Parking Garage Equipment

General Bldg & Maint - \$15,000

- Airwalls

Communications - \$25,000

- Digital signage/monitors

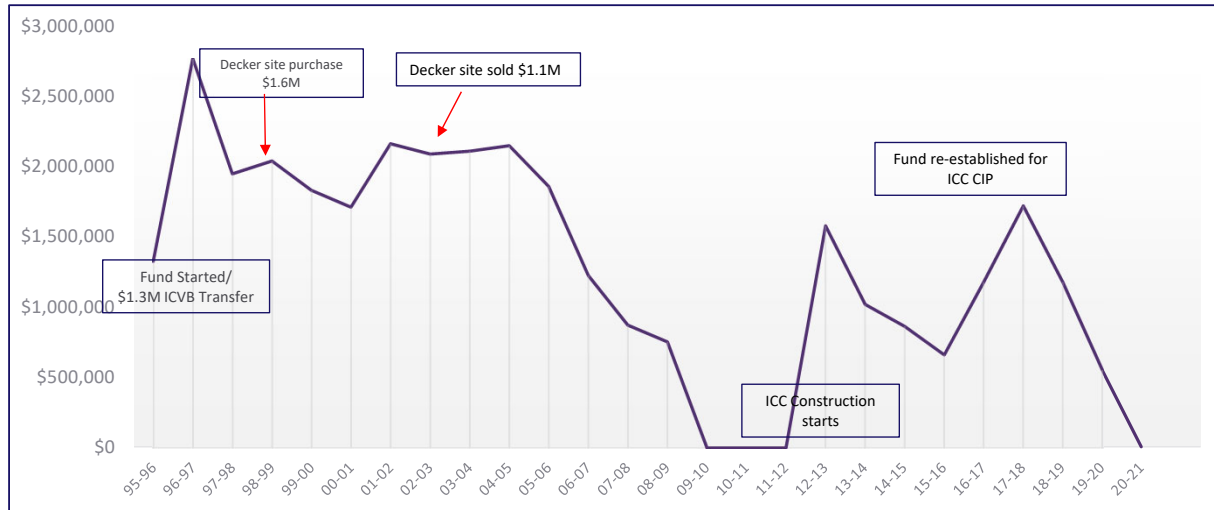
Site - \$210,000

- Landscaping & water feature
- Marquee sign

Contingency (5%) - \$42,000

*ARPA funds  
will be needed*

# Capital Projects Fund History



47

47



48

# Financial Position Summary

## General Fund

- Projected YE Fund Balance - <\$594,547>

## Reserve Fund

- \$200,000 Transfer from ICVB General Fund
- Projected YE Fund Balance - \$200,710

## Computer Replacement Fund

- No transfers in
- Projected YE Fund Balance - \$207

## Convention Center Reserve/Capital Projects Fund

- \$1,146,00 Budgeted Expenditures
  - \$882,000 CIP
  - \$264,000 Hotel Garage
- \$100,000 Transfer from ICVB General Fund
- \$1,000,000 Receipts from ASM Global
- \$264,000 Receipts from Hotel Garage
- Projected YE Fund Balance - \$279,966







51

## 2018-21 Strategic Plan

- Goal – Advocate for Destination-Defining Development
  - Encourage the development of Iconic Attractions
  - Encourage the activation of the city’s Waterfronts with new Experiences
  - Encourage the development and support of Tournament-Grade Facilities & Events
  - Support the Development of other Destination Magnets

52

52



## 2018-21 Strategic Plan

---

- Goal – Endeavor to Enhance the Visitor Experience
  - ~~Support the Strategic Development of Festivals and Events~~
  - ~~Advocate for Enhanced Infrastructure Amenities~~
  - **Support R-AB Zoning initiatives that better reflect current and emerging trends to encourage more Destination Attractions**
    - **August BoD Destination Development Committee Discussion**
  - Support the Expansion of Unique Retail Options throughout the City

53

53

## 2018-21 Strategic Plan

---

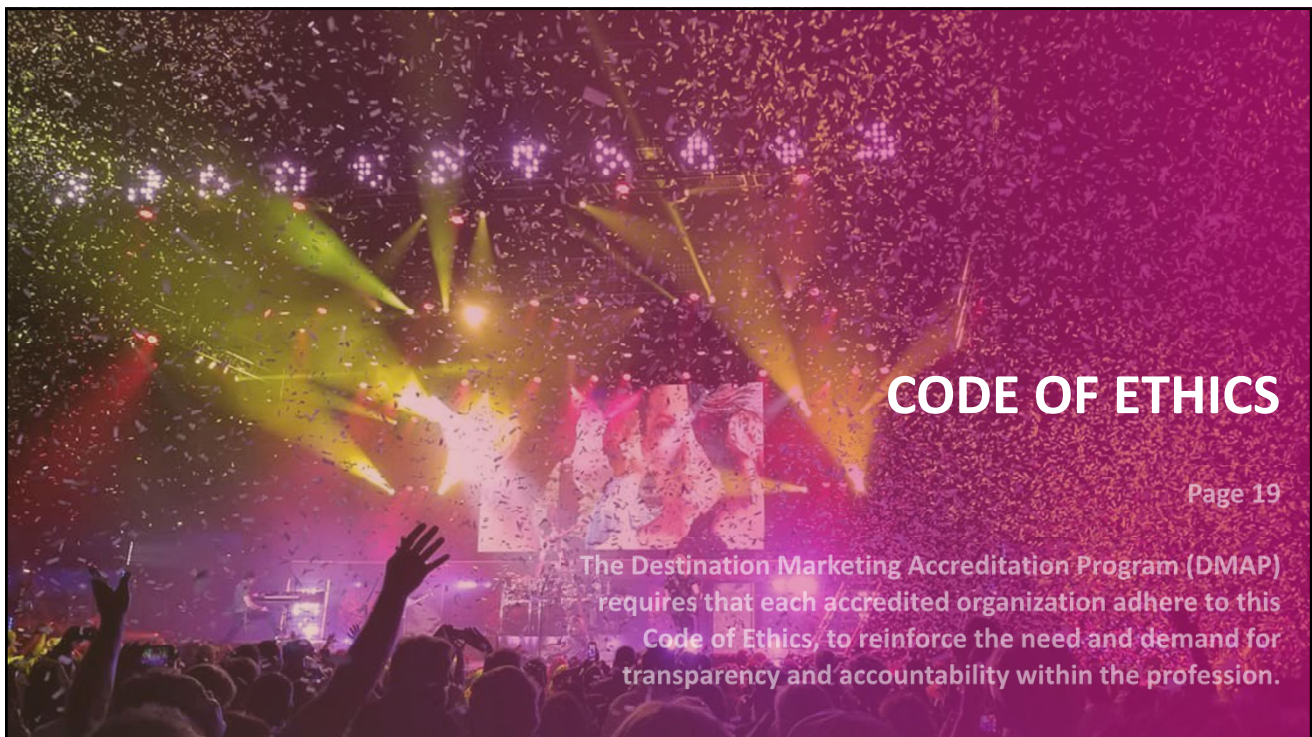
- Goal – Enhance the Community’s Awareness and Appreciation of Irving as a Visitor Destination
  - ~~Celebrate the Culture of the City through supporting local artists~~
  - **Develop a Strategy to Encourage Residents to be Brand Ambassadors**

54

54

# 2018-21 Strategic Plan

- Goal – Increase the Irving CVB’s competitiveness in the Marketplace
  - ✓ Pursue Legislation to enable Irving hotels to develop a Tourism Public Improvement District
  - ✓ Actively Oppose Legislation that is destructive to Irving’s Economic Viability and its Visitor Economy
  - ✓ Evaluate “Board Development” Committee Title to more accurately reflect its Total Focus
  - Analyze other Innovative Revenue Streams – TPID Discussion postponed until revenues & industry in much better position



# Code of Ethics

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

57

IRVING CONVENTION &amp; VISITORS BUREAU

57



58



# Irving's Visitor Economy

- 4.01 Million visitors annually
- \$3.04 Billion annual visitor spending
- 25,104 Jobs supported
- \$704 Million payroll
- \$64.7 Million tax revenues generated
- \$776 Tax revenues generated per Irving household

IRVING, TEXAS  
We Have It All  
**TOGETHER.**

Source: 2019 Irving Visitor Industry Economic Impact Reports; Destination Analysts, Inc.

IRVING CONVENTION & VISITORS BUREAU

