



1

Budget & Plan Development Priorities

- Minimize programming use of HOT funds so these can be used to rebuild reserves
 - Prepare organization for short- and longer-term “asteroids”
- Utilize ARPA funding for programming and convention center operations and capital needs
 - Utilize ARPA contractor resources to transition staff changes/succession planning
- Keep building pipelines and awareness, focusing on Needs Analysis priorities and market successes
- Utilize all data resources available to further refine targets and messaging

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Hotel Occupancy Trends

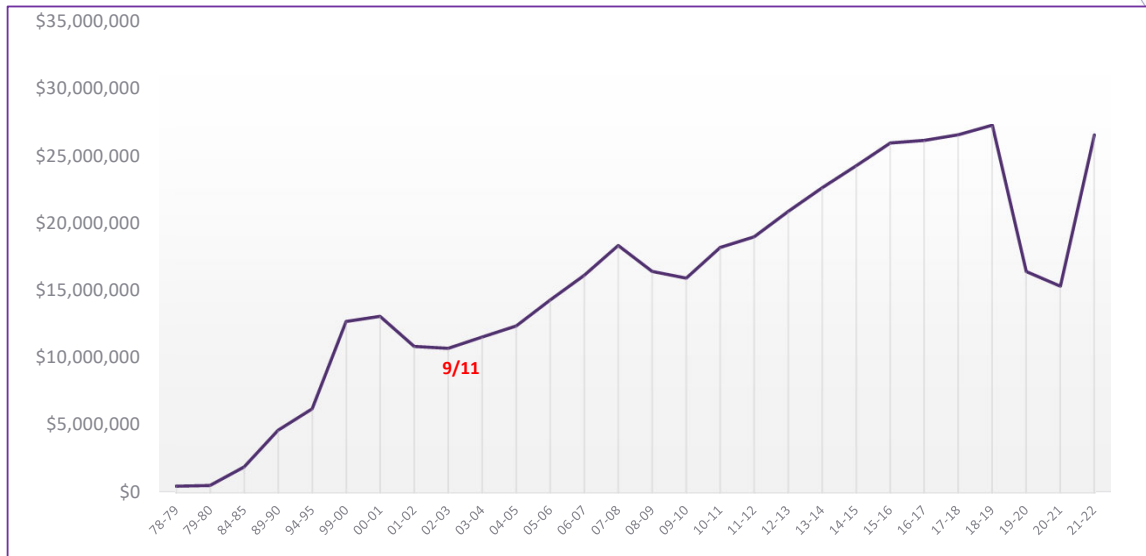


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Citywide HOT Collection History (pages 10-12)

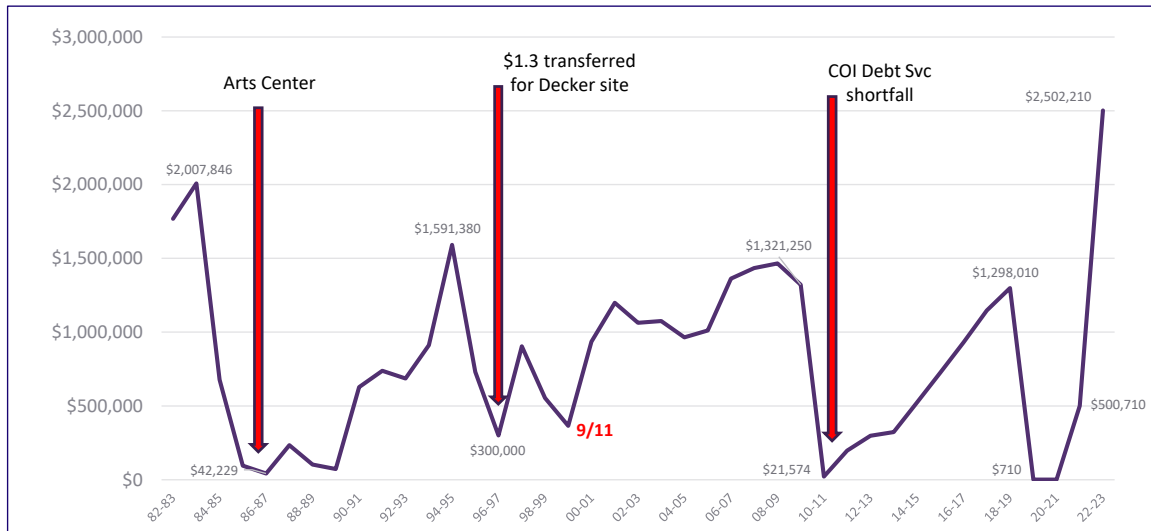


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IRVING CONVENTION & VISITORS BUREAU

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ICVB Reserve Fund History

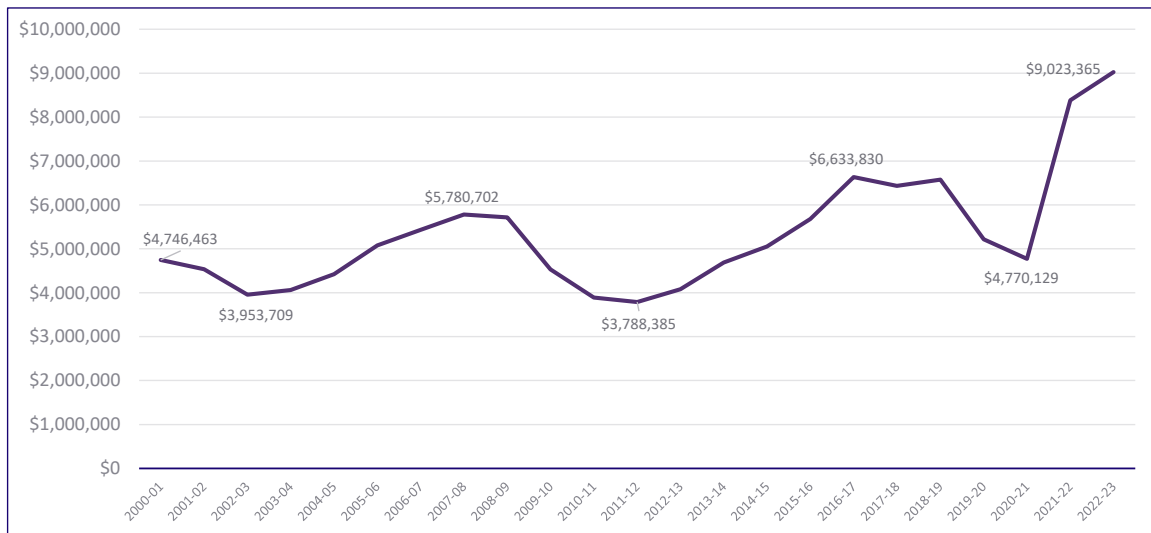


5

IRVING CONVENTION & VISITORS BUREAU

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ICVB Net Operating Expenditure History



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IRVING CONVENTION & VISITORS BUREAU

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ICVB Fiscal Year Performance History (page 17)

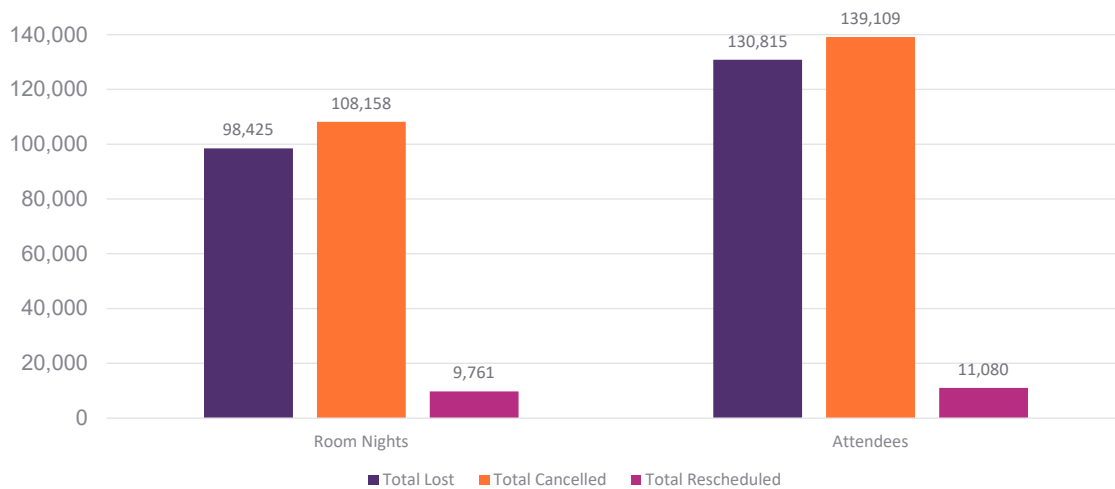
	2016-17	2017-18	2018-19	2019-20	2020-21	Five-Year Total	5-Year Average
Definites	715	861	868	687	306	3,437	687
Room Nights from Definites	225,294	246,538	246,834	76,388	94,168	889,222	177,844
Attendance from Definites	372,087	419,342	268,596	99,094	115,406	1,274,525	254,905
Leads	1,276	1,730	1,796	1,158	901	6,861	1,372
Digital Marketing Reach							
irvingtexas.com sessions	169,508	313,097	369,645	388,082	688,855	1,929,187	385,837
irvingconventioncenter.com sessions	135,429	172,828	146,605	67,842	71,954	594,658	118,932
RFPs and Inquiries from Marketing	786	975	1,111	730	947	4,549	910
Total Social Media Influence (cumulative)	71,363	82,422	96,912	107,035	122,931	122,931	10,314
Media Impressions	1,042,358,939	1,063,200,389	315,792,684	658,472,920	635,655,975	3,715,480,907	743,096,181
Advertising Equivalency	\$8,868,310	\$6,868,795	\$3,701,055	\$6,057,641	\$5,810,952	\$31,306,753	\$6,261,351
PR Value	\$26,604,930	\$20,606,385	\$11,103,165	\$18,172,923	\$17,432,856	\$93,920,259	\$18,784,052

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COVID Impact to data on ICVB Bookings (Page 13)

Economic Impact to date of Lost/Cancelled Room Nights: \$66,757,244



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ARPA Lost Revenue Estimates*

	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>TOTALS</u>
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
TOTAL LOST REVENUES	\$11,008,268	\$11,614,323	\$12,245,228	\$12,901,999	\$47,769,818

**Based on US Department of the Treasury Plan Formula*

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Hotel Needs Analysis/Outlook

- Business Transient Occupancy is expected to return for most properties (47%) in 2023, with 30% projecting 2024
 - This time last year 65% were expecting it to return in the current FY
- Average Daily Rate Return – @45% say it has already returned, another 45% expect it in 2023, the balance in 2024
- RevPAR Return – about 25% say it has already returned, 62% expect it in 2023, the balance in 2024
 - This time last year, 35% thought it would be back by now and 40% expected it in 2023
- Group markets showing most positive signs in order: Sports, SMERF, Entertainment, Corporate, Association
- Group markets needing the most help: Corporate (85%), Government (38%), Association (30%)
- 100% respondents will participate in digital marketing campaigns with promotional rates/offers if funding can be provided
- 100% respondents would use the resources of an ICVB digital content specialist for their properties

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General Budget Overview

In good/normal times:

- Programming expenses make up the bulk of budget
 - Sales, Marketing, Advertising, Memberships, Travel
- Convention Center operations & subsidy make up another portion
- The "people" component represents about 33% of the "normal" budget

In lean/now times:

- People make up the bulk of what remains of the HOT budget
 - The work that has to continue requires people to continue it
 - Limited control on here/now - situation remains volatile/vulnerable
 - Create desire and awareness for what can happen now while we...
 - Build demand for what will come (back) in the future
- Still need to fund the Convention Center's operations and (now greater) subsidy
- Still need to fund the Convention Center's Capital needs
- Still need to operate the Convention Center for the events that are continuing

No matter what:

- Fund Balance must be restored (goal: \$2 million minimum)
- Catastrophic Reserve must be rebuilt (goal: \$5 million minimum)
- ICC Capital Reserve must be rebuilt (goal \$3 million minimum)
- Computer Replacement Fund must be rebuilt (goal \$500,000)

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Operating Budget Assumptions (Pages 29-37)

57% Hotel Occupancy Tax	\$8,000,000
Add'l Revenues: Events Trust Fund, Interest, Misc	\$17,000
Receipt of ARPA FY24 and FY25 Funds	\$7,083,725
Convention Center Operating Subsidy	<\$1,395,000>
Convention Center Property Insurance	<\$79,738>
Convention Center Management Incentive	<\$235,000>
Transfer to ICC Reserve/Capital Projects	<\$1,400,000>
4% Administrative Fee	<\$320,000>
Transfer to ICVB Reserve Fund – HOT Tax	<\$2,000,000>
Transfer to ICVB Reserve Fund – ARPA FY24 and FY25 Funds	<\$7,083,725>
Transfer to ICVB Computer Replacement Fund	<\$500,000>
Transfer to City of Irving – Pension Obligation Bonds Risk Mitigation Fund	<\$113,445>
Increase to Fund Balance	\$274,827
Funds Available for CVB Programming	\$2,248,644
Salaries & Benefits	<\$3,622,008>
2022-23 Proposed Programming Budget	<\$5,951,011>
2022-23 ICVB ARPA REQUEST	\$7,324,375

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2022-23 Proposed Base Budget – General Fund

ACCOUNT DESCRIPTION	17-18 ACTUALS	18-19 ACTUALS	19-20 ACTUALS	20-21 ACTUALS	21-22 ADJUSTED BUDGET	21-22 PROJECTED ACTUALS	22-23 PROPOSED BUDGET
REVENUE							
HOTEL/MOTEL TAX	8,400,785	8,593,595	4,921,010	4,726,259	5,397,466	6,749,630	8,000,000
PERCENT CHANGE	-	2.36%	-42.74%	-3.96%	14.20%	25.05%	18.53%
CHARGES FOR SERVICES	9,622	0	0	0	30,000	0	10,000
EVENTS TRUST FUND RECEIPTS	0	0	0	0	0	0	0
INVESTMENT INCOME	32,771	25,657	7,011	466	3,000	2,500	6,000
MISCELLANEOUS	24,911	13,938	49,632	58,375	0	12,000	1,000
TRANSFERS IN							
RECEIPTS FROM ARPA FY21	0	0	0	2,235,089	0	0	0
RECEIPTS FROM ARPA FY22	0	0	0	0	7,398,345	7,398,345	0
RECEIPTS FROM ARPA FY23	0	0	0	0	0	0	7,324,375
RECEIPTS FROM ARPA FY24	0	0	0	0	0	0	6,593,875
RECEIPTS FROM ARPA FY25	0	0	0	0	0	0	489,850
TRSF FROM CITY OF IRVING	0	0	0	500,000	0	0	0
TRSF FROM ICBV RESERVE	0	0	1,307,800	0	0	0	0
TRSF FROM ICBV COMPUTER REPL	0	0	245,600	0	0	0	0
TRSF FROM ICBV CONV CENTER	0	0	298,000	0	0	0	0
TOTAL TRANSFERS IN	0	0	1,851,400	2,735,089	7,398,345	7,398,345	14,408,100
TOTAL REVENUE	8,468,089	8,633,190	6,829,053	7,521,189	12,828,811	14,162,475	22,425,100
PERCENT CHANGE	-	1.95%	-20.96%	10.14%	70.57%	10.40%	54.54%
EXPENDITURES							
OPERATING	2,117,945	2,285,655	2,277,257	2,429,575	2,617,580	2,584,877	3,009,995
SALARIES	579,622	598,041	636,918	670,495	587,843	582,439	612,013
BENEFITS	33,418	32,674	41,597	35,793	124,988	161,550	76,500
SUPPLIES	0	0	10,955	0	0	0	0
BUILDING MAINTENANCE	20,040	21,055	18,796	20,147	26,100	26,300	26,500
UTILITIES (COMMUNICATIONS)	1,885,088	1,743,219	1,241,875	1,254,357	3,243,605	3,144,400	3,044,650
OUTSIDE SERVICES	546,221	593,348	407,105	93,129	566,500	514,000	746,740
TRAVEL - TRAINING - DUES	58,307	58,307	58,307	58,307	58,307	58,307	58,307
CLAIMS AND INSURANCE	1,194,749	1,245,302	524,350	208,296	1,137,104	1,110,500	1,287,940
MISCELLANEOUS EXPENSES	0	0	0	0	111,353	200,000	150,220
COMPUTERS / SOFTWARE	0	0	0	0	0	0	0
TOTAL OPERATING	4,455,990	6,574,601	5,217,160	4,770,129	8,679,980	8,822,373	9,623,565
PERCENT CHANGE	-	2.16%	-20.65%	-8.57%	81.83%	-1.36%	7.65%

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IRVING CONVENTION & VISITORS BUREAU

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2022-23 Proposed Base Budget, continued

ACCOUNT DESCRIPTION	17-18 ACTUALS	18-19 ACTUALS	19-20 ACTUALS	20-21 ACTUALS	21-22 ADJUSTED BUDGET	21-22 PROJECTED ACTUALS	22-23 PROPOSED BUDGET
NON-OPERATING							
ADMIN COST REIMBURSEMENT	336,031	343,744	196,840	189,050	215,898	269,985	320,000
CLAIMS AND INSURANCE	79,738	79,738	79,738	79,738	79,738	79,738	79,738
PROPERTY MANAGEMENT SERVICES	1,089,719	1,080,958	1,437,641	1,813,712	1,813,712	1,395,000	1,395,000
SMG MANAGEMENT INCENTIVE	154,788	89,007	46,446	93,731	561,726	280,900	235,000
TOTAL NON-OPERATING	1,660,276	1,593,447	1,760,665	2,176,231	2,252,362	2,025,623	2,029,738
PERCENT CHANGE	-	-4.03%	10.49%	23.60%	3.50%	-10.97%	0.20%
TRANSFERS OUT							
TRSF TO ICBV RESERVE	0	0	0	0	500,000	500,000	2,000,000
HOT TAX	200,000	125,000	0	0	0	0	0
RECEIPTS FROM ARPA FY24	0	0	0	0	0	0	6,593,875
RECEIPTS FROM ARPA FY25	0	0	0	0	0	0	489,850
TRSF TO ICBV COMPUTER FUND	0	0	0	0	0	0	500,000
TRSF TO ICC RESERVE / CIP	1,215,249	705,281	0	100,000	363,000	648,000	1,400,000
TRSF TO CITY OF IRVING	0	0	0	500,000	113,445	113,445	113,445
TOTAL TRANSFERS OUT	1,415,249	830,281	0	600,000	976,445	1,261,445	11,097,170
TOTAL EXPENDITURES	9,510,915	8,998,329	6,977,825	7,546,360	11,902,187	11,669,441	22,150,273
PERCENT CHANGE	-	-5.39%	-22.45%	8.15%	57.72%	-1.96%	89.81%
BEGINNING FUND BALANCE	3,748,152	2,705,326	2,340,187	2,191,415	2,166,244	2,166,242	4,659,276
REVENUES	8,468,089	8,633,190	6,829,053	7,521,189	12,828,811	14,162,475	22,425,100
EXPENDITURES	(9,510,915)	(8,998,329)	(6,977,825)	(7,546,360)	(11,902,187)	(11,669,441)	(22,150,273)
ENDING FUND BALANCE	2,705,326	2,340,187	2,191,415	2,166,244	3,092,868	4,659,276	4,934,103

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IRVING CONVENTION & VISITORS BUREAU

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2022-23 Proposed Budgets by Department

ACCOUNT DESCRIPTION	FUNDED BY HOTEL TAX				FUNDED BY ARPA		TOTAL BUDGET
	FINANCE AND ADMINISTRATION	SALES AND SERVICES	MARKETING AND COMMUNICATIONS	CONVENTION CENTER	TOTAL HOT TAX BUDGET	ARPA BUDGET	
N1 - SALARIES							
SUPERVISION	439,140	202,890	206,805	0	848,835	0	848,835
EXEMPT	322,000	748,200	395,590	0	1,465,790	0	1,465,790
NON-EXEMPT	108,280	56,885	66,750	0	231,915	0	231,915
PART-TIME	5,000	0	0	0	5,000	25,000	30,000
OVERTIME	500	500	500	0	1,500	0	1,500
SPECIAL PAY	10,240	14,000	8,000	0	32,240	0	32,240
INCENTIVE PAY	21,160	45,759	28,082	0	95,001	0	95,001
ICVB INCENTIVE PAY	0	175,000	0	0	175,000	0	175,000
PAY PLAN	129,714	0	0	0	129,714	0	129,714
TOTAL SALARIES	1,086,084	1,243,234	705,727	0	2,984,995	25,000	3,009,995
N2 - BENEFITS							
LIFE INSURANCE	915	1,219	710	0	2,844	0	2,844
PPO INSURANCE	69,822	78,103	58,613	0	206,538	0	206,538
UNEMPLOYMENT TAXES	1,220	2,332	1,250	0	5,302	0	5,302
MEDICARE	13,155	17,796	9,610	0	40,561	0	40,561
TMBRS	98,307	127,669	74,709	0	300,685	0	300,685
SEP	17,863	24,039	13,423	0	55,325	0	55,325
PARS 457	100	854	0	0	954	0	954
BENEFITS PLAN	0	0	0	0	0	0	0
TOTAL BENEFITS	201,682	252,016	158,815	0	612,013	0	612,013
N4 - SUPPLIES							
OFFICE SUPPLIES	7,000	3,000	3,000	0	13,000	0	13,000
POSTAGE	500	250	250	0	1,000	0	1,000
SUBSCRIPTIONS-PUBLICATIONS	0	0	3,000	0	3,000	24,500	27,500
OFFICE MACHINES <55,000	0	0	0	0	0	35,000	35,000
TOTAL SUPPLIES	7,500	3,250	6,250	0	17,000	59,500	76,500
O1 - UTILITIES							
COMMUNICATIONS	9,900	10,600	6,000	0	26,500	0	26,500
TOTAL UTILITIES	9,900	10,600	6,000	0	26,500	0	26,500
O8 - OUTSIDE SERVICES							
PROFESSIONAL SERVICES	0	0	0	0	0	2,553,000	2,553,000
MARKETING/SALES RESOURCES	0	0	0	0	0	161,000	161,000
POSTAGE EQUIPMENT RENTAL	2,650	0	0	0	2,650	0	2,650
MEDIA ADVERTISING	0	0	0	0	0	560,000	560,000
PROPERTY MGMT SERVICES	0	0	0	0	0	1,395,000	1,395,000
FREIGHT	0	0	0	0	0	3,000	3,000
TOTAL OUTSIDE SERVICES	2,650	0	0	0	2,650	4,672,000	4,674,650

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IRVING CONVENTION & VISITORS BUREAU

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2022-23 Proposed Budgets by Department

ACCOUNT DESCRIPTION	FUNDED BY HOTEL TAX				FUNDED BY ARPA		TOTAL BUDGET
	FINANCE AND ADMINISTRATION	SALES AND SERVICES	MARKETING AND COMMUNICATIONS	CONVENTION CENTER	TOTAL HOT TAX BUDGET	ARPA BUDGET	
O4 - TRAVEL/TRAINING/DUES							
TRAVEL AND TRAINING	0	0	0	0	0	665,340	665,340
MILEAGE REIMBURSEMENT	1,500	1,500	500	0	3,500	0	3,500
MEMBERSHIP AND DUES	19,615	0	0	0	19,615	58,285	77,900
TOTAL TRAVEL/TRAINING/DUES	21,115	1,500	500	0	23,115	723,625	746,740
O5 - CLAIMS AND INSURANCE							
INSURANCE	58,307	0	0	0	58,307	79,738	138,045
TOTAL CLAIMS AND INSURANCE	58,307	0	0	0	58,307	79,738	138,045
O7 - MISCELLANEOUS EXPENSES							
ADM COST REIMBURSEMENT	0	0	0	0	0	320,000	320,000
CONVEN SERVICES MATERIALS	0	0	0	0	0	110,000	110,000
SPONSORSHIP/PARTNERSHIPS	0	0	0	0	0	140,000	140,000
BUSINESS DEV INCENTIVE PROG	0	0	0	0	0	500,000	500,000
LOCAL PROGRAMS-PROMOTIONS	42,500	0	0	0	42,500	487,600	530,100
ICVB VOLUNTEER PROGRAM	0	0	0	0	0	7,840	7,840
TOTAL MISCELLANEOUS EXPENSES	42,500	0	0	0	42,500	1,545,440	1,607,940
P1 - COMPUTERS / SOFTWARE							
COMPUTERS / SOFTWARE	0	0	0	0	0	160,720	160,720
P5 - TRANSFERS OUT							
TRSF TO ICVB RESERVE	9,083,725	0	0	0	9,083,725	0	9,083,725
TRSF TO ICVB COMPUTER FUND	500,000	0	0	0	500,000	0	500,000
TRSF TO ICC RESERVE / CP	0	0	0	1,400,000	1,400,000	0	1,400,000
TRSF TO CITY OF IRVING	113,445	0	0	0	113,445	0	113,445
TOTAL TRANSFERS OUT	9,697,170	0	0	1,400,000	11,097,170	0	11,097,170
TOTAL WITH TRANSFERS	11,076,858	1,510,600	876,792	1,400,000	14,864,250	7,286,023	22,150,273
% OF TOTAL BUDGET	50.01%	6.82%	3.96%	6.32%	n/a	32.89%	100.00%
TOTAL WITHOUT TRANSFERS	1,879,688	1,510,600	876,792	0	8,767,080	7,286,023	11,053,103
% OF TOTAL BUDGET	12.48%	13.67%	7.93%	0.00%	n/a	65.92%	100.00%

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IRVING CONVENTION & VISITORS BUREAU

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Primary Budget Categories – General Fund

	Base Budget	ARPA Request
Salaries, Wages & Benefits	\$3,597,008	\$25,000
Supplies & Utilities	\$43,500	\$59,500
Travel/Training/Dues	\$23,115	\$723,625
Outside Services	\$2,650	\$4,672,000
Facility Management Services (Operating Subsidy + Management Incentive)		\$1,630,000
Media Advertising		\$560,000
Sponsorships		\$140,000
Local Programs/Promotions	\$42,500	\$487,600
Business Development Incentive Program (BizDIP)		\$500,000
Transfers to ICVB & ICC Reserve Funds		\$11,097,170**

**Transfers assumes remaining years' ARPA requests allocated at one time; future years would then be earmarked in ICVB Reserve.

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Financial Position Summary

General Fund

- Projected YE Fund Balance - \$4,934,103

Reserve Fund

- \$2,000,000 Transfer from ICVB General Fund
- Projected YE Fund Balance - \$2,502,210
(excluding ARPA funds reserved for future)

Computer Replacement Fund

- \$500,000 Transfer from ICVB General Fund
- Projected YE Fund Balance - \$501,707

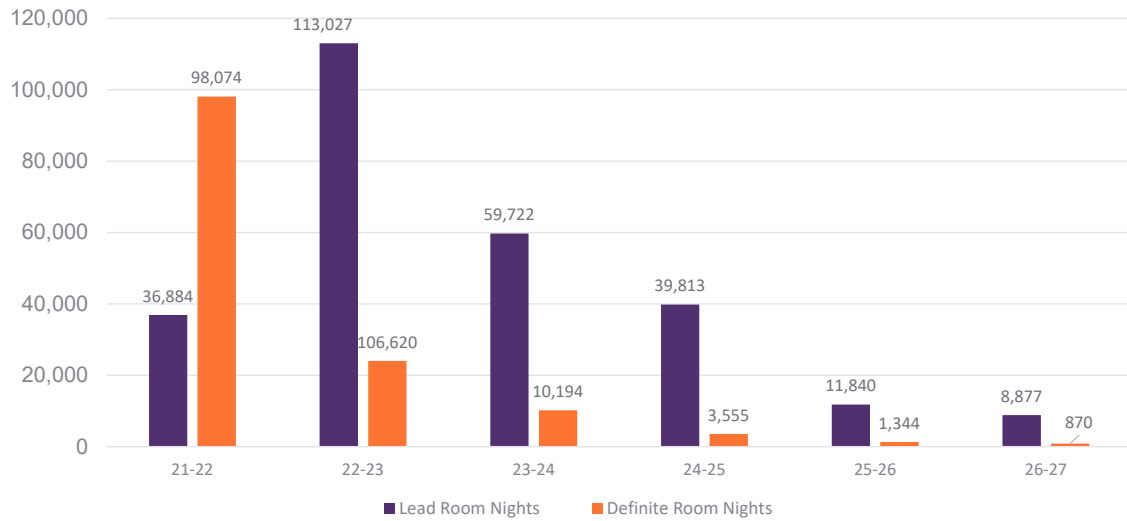
Convention Center Reserve/Capital Projects Fund

- \$1,764,000 Budgeted Expenditures
 - \$1,500,000 CIP
 - \$264,000 Hotel Garage Parking
- \$1,400,000 Transfer from ICVB General Fund
- \$500,000 Receipts from ASM Global
- \$264,000 Receipts from Hotel Garage Parking
- Projected YE Fund Balance - \$4,908,695
(excluding ARPA funds reserved for future)

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Keeping the Irving Pipeline Full

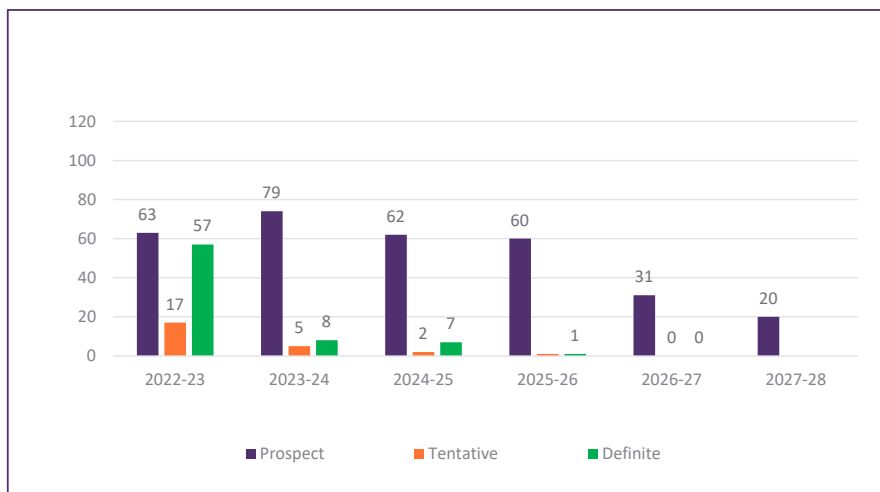


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IRVING CONVENTION & VISITORS BUREAU

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Keeping the Irving CC Pipeline Full

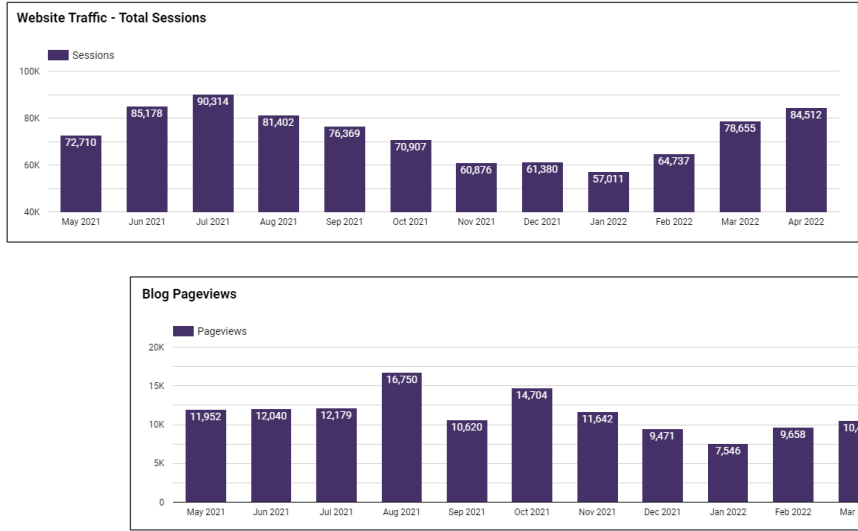


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IRVING CONVENTION & VISITORS BUREAU

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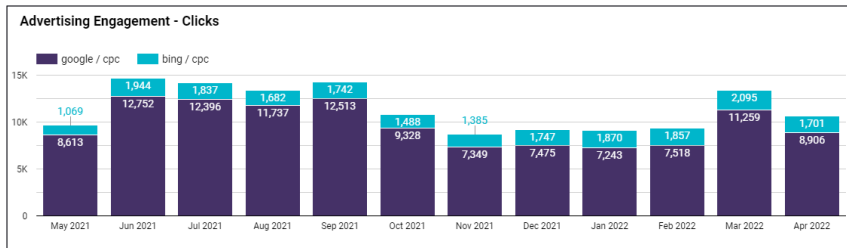
Keeping the Irving Pipeline Full



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Keeping the Irving Pipeline Full



Digital Campaign Results

- **Staycations Campaign:** nearly 18 million impressions, 231,180 website sessions, and 120,973 hotel referrals, for \$30+ million PEV
- **Meetings Campaign:** 10,602 website sessions and 165 meetings-sales inquiries.
- **Promoted Content Campaign:** 54,148 post engagements and 5,690 blog visits.
- **Micro-Campaigns:** Seven sports and two concert micro-campaigns have run, generating 6,010 hotel referrals
- **OTA Campaign:** 3,060 hotel bookings, 6,820 room nights, and \$890,917 in hotel revenue.

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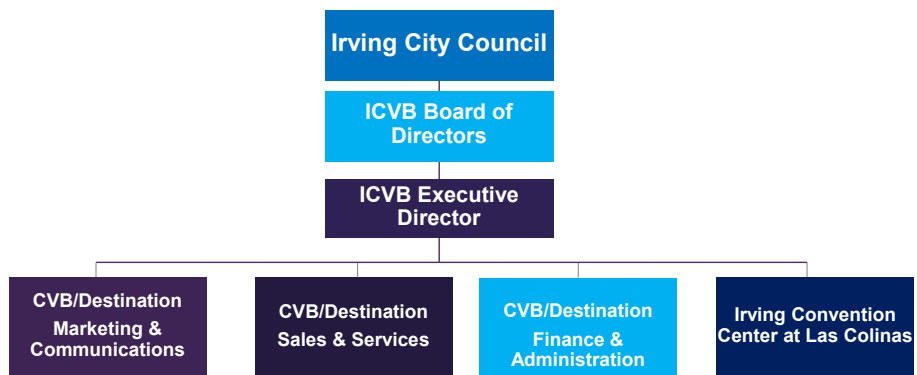
Key Priorities for the ICVB

- Restore financial stability.
- Solicit meetings and groups to convene in Irving.
- Build optimal awareness of Irving among travelers, decision-makers and influencers.
- Influence appropriate product development.
- Provide leadership that unites the hospitality industry with the community.
- Secure resources that will allow the ICVB to achieve its mission, objectives and goals.

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ICVB & ICC Organizational Structure



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5-Year Path to Financial Stability

- ✓ **Payback City Loan (FY 2021) - \$500,000 – completed!**
- Maintain minimum General Operating Fund Balance of \$2,000,000 (FY 2022)
- Maintain minimum Computer Reserve Fund of \$500,000 (FY 2023)
- Establish a Tourism Public Improvement District (FY 2024)
- Maintain minimum Catastrophic Reserve Fund of \$5,000,000 (FY 2026)
- Maintain minimum ICC CIP Reserve Fund of \$3,000,000 (FY 2026)
 - Capital expenditures average \$800,000/year
 - Utilize any excess in ICC 2% as allowed
 - Re-allocation of \$1.6 million in HOT when Irving legislation sunsets in 2026
- Keep building the pipeline for the future (TODAY/ONGOING)



DEPARTMENT DIRECTIVE:
To position the ICVB as a financially responsible organization, providing departments with the support services needed to operate efficiently; to support visitor needs and inquiries through customer service; and to provide administrative support to the ICVB Board and Committees.

**FINANCE & ADMINISTRATION
DEPARTMENT**

Pages 39-41

Finance & Administration Highlights

- Maintain sound accounting practices that conform with Governmental Accounting Standards Board (GASB) statements
- Create and monitor the Bureau's annual operating and ICC capital projects budgets.
- Prepare financial reports and hotel tax reports.
- Perform internal audits of sales team bookings and expense reports.
- Maintain DMAP accreditation requirements with annual renewal obligations.
- Enforce policies and procedures that confirm with City of Irving policies and guidelines.
- Update and maintain the board portal.
- Provide visitor information in a timely manner as requested through online and direct inquiries.
- Provide excellent customer service to both internal and external customers.
- Maintain focus on succession planning and cross-training staff.
- Research technology improvements and related costs and provide recommendations regarding efficiency and upgrades.
- Provide technical support to end-users and establish standardization of hardware and software.
- Plan and support connect to the City VPN environment and Irving CVB/ICC environment.

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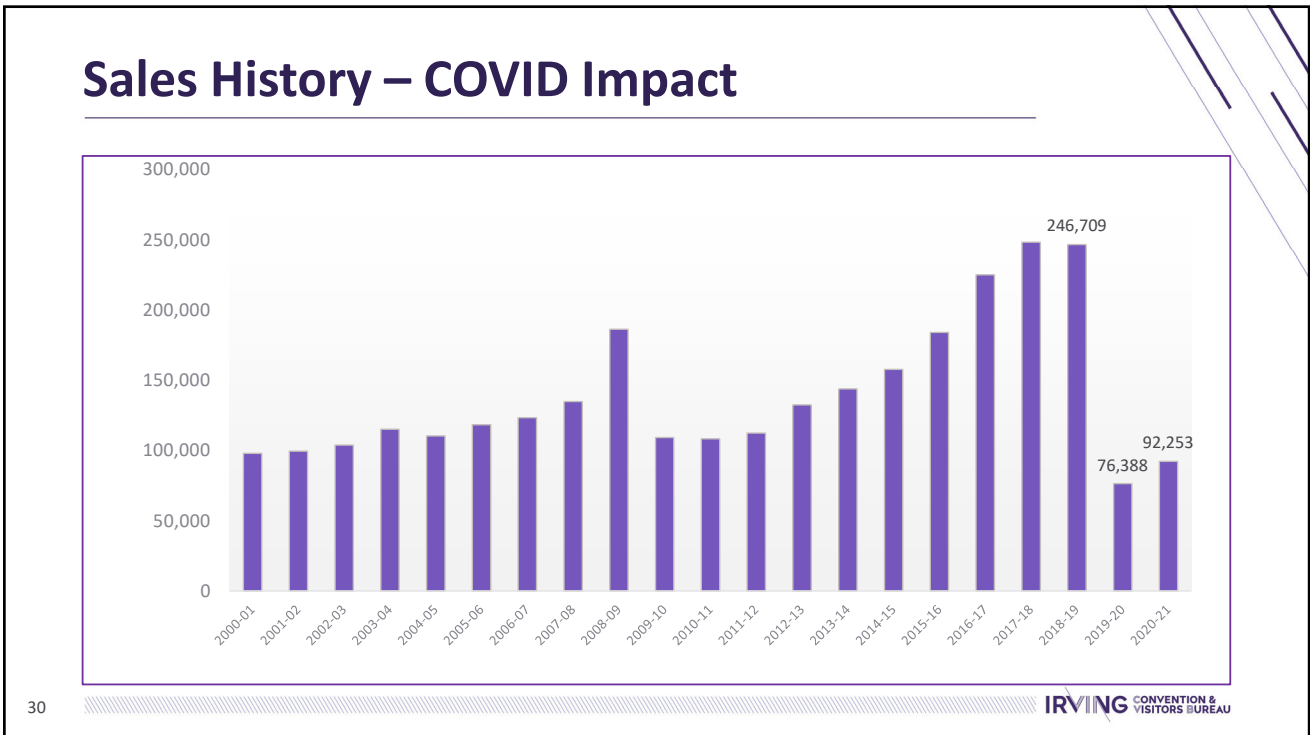
Finance & Administration Highlights

- *Maintain adequate cash flows and ensure sufficient liquidity to meet financial obligations.*
- *Ensure cost-effectiveness through competitive bidding processes with vendors.*
- *Increase employee satisfaction & engagement through programs that demonstrate appreciation of staff and provide professional development opportunities.*
- *Support the efficiency and effectiveness of staff through use of new technologies, while maintaining a secure operating environment.*
- *Provide management and technical director for the ICVB and Convention Center to implement technical goals and management objectives.*
- *Implement security and cyber-security measures with strategic solutions to ensure integrity and safety of systems; identify security vulnerabilities and eliminate them by taking appropriate action.*
- *Utilize location intelligence platform research to better identify visitor behavior in-market, trade areas, customer journey and other key data.*
- *Provide staff training for: organizational leadership; diversity, equity and inclusion; and team building.*
- *Begin process to move TPID forward for 2024 implementation if possible*
- *Professional Development and Industry Events*

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Sales & Services Highlights

- Increase total room night bookings by 2% over 21-22 results
- Continue focus on local and regional meeting planners as requested by the hotel community
- Work closely with hotels on coordinated sales efforts, including business lost or cancelled due to COVID that can be re-booked.
- Utilize Texas Events Trust Fund to generate room night activity and offset costs
- Engage hoteliers with ICVB marketing opportunities
- Continue to work with the City, Chambers, Parks and Rec and other community partners to generate new and incremental business for Irving.

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Sales & Services Highlights

- *Identify the next hospitality industry function to showcase Irving, focusing on higher-end markets that could utilize the ICC.*
- *Prioritize BizDIP for in-year boosts, and continue to highlight the various complimentary services the ICVB offers.*
- *Contract with an independent sales manager to supplement Irving hotel efforts on specific needs*
- *Continue to build and enhance relationships with meeting resource companies, with emphasis on HelmsBriscoe, ConferenceDirect and American Express Travel.*
- *Continue one-on-one relationship building initiative with Irving hotels, including hosting quarterly or semi-annual Destination Forum events to engage and educate hospitality partners.*
- *Work with EcoDev Strat Plan for targeted markets*
- *Contract with database specialist and various data sources to provide best/most-informed sales targets*

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Sales & Services Highlights

ASSOCIATION MARKET

- Solicit COI/community contacts for local assn connections
- *Partner with hotels to co-host site inspections*
- *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

- Capitalize on TMF events/production groups and tours
- Retain stadium-related business
- Continue push on attendees from 2019 RCMA and 2021 PFA
- Capitalize on regional sporting events (including e-sports) 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*

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DEPARTMENT DIRECTIVE:
 To position Irving and the ICC to all target markets in a manner that is consistent, appropriate and effective; to develop programming, messaging and campaigns that create awareness and positive perceptions of Irving as a destination; to position Irving as a preferred destination for meetings and conventions, corporate transient and leisure travelers; to serve as a trusted source of information to all markets, stakeholders, partners and the community during critical periods; to develop programming, messaging and campaigns that lead Irving's travel industry through recovery; to amplify awareness and communicate safety measures that ensure peace of mind for Irving visitors; and to achieve the highest levels of customer service.

MARKETING & COMMUNICATIONS DEPARTMENT

Pages 49-55

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Marketing & Communications Highlights

ADVERTISING

- *Renew lead generator CVENT contract*
- *Prioritize & stretch resources with digital reach for traditional media, value-add opps*
- *Continue stronger presence in the digital market, while keeping print primarily in trade publications.*
- *Focus leisure placements on key feeder markets*
- *Continue music-inspired campaigns*
- *Provide a consumer-leisure market platform on the website for live music venues throughout the City*
- *Further extend paid media reach through public relations and social media initiatives*

COLLATERAL

- *Provide updates to all printed materials and digital versions of same*
- *Update collateral as brand assessment is completed.*

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*

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IRVING CONVENTION & VISITORS BUREAU

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Marketing & Communications Highlights

DIGITAL MARKETING

- Focus on group lead-generating initiatives
- SEO for visitor engagement & site traffic
- Keep sites updated with most current 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
- *Leverage Threshold360 platform for hotels, restaurants and attractions*
- *Utilize 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*
- *Utilize UGC from social media platforms*
- *Retool the ICVB's promotional videos*
- *Expand automated email marketing strategy*
- *Optimize website to increase long-term leads and short-term bookings.*
- *Utilize digital asset management platform to efficiently organize and share assets*

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
- Pursue Music City designation with Irving Arts & Culture
- *Participate with state and area CVBs in co-op campaigns, supplemented with Irving-specific ad buys and programs*

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IRVING CONVENTION & VISITORS BUREAU

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Marketing & Communications 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 and convention center event 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.*

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 journalists/bloggers/influences for specific assignments

EARNED MEDIA, continued

- Promote the rollout of app to engage visitors and provide exposure for local restaurant and entertainment options
- Provide messaging/outreach on safety protocols
- Capitalize on GBAC/Venue Shield as benefits
- Assist media operations for the 2023 Invited Celebrity Classic
- *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*
- *Host an Irving media event at SXSW 2023 to promote and raise awareness of live music and lifestyle opportunities in Irving*
- *Host the Southern Travelers Explore (#STE) Conference in 2023 to highlight Irving and Irving’s amenities directly with bloggers, publishers and influencers.*

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Marketing & Communications Highlights

SOCIAL MEDIA

- Continue to strengthen media and public outreach for all outlets
- Grow convention center social platforms through targeted campaigns
- Hold contests, giveaways and sweepstakes to build followings and generate destination event awareness
- 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 2023 to promote and raise awareness of live music and lifestyle opportunities in Irving*
- *Contract with a digital content creator to supplement in-house production and provide project resources to Irving hotels and restaurants*

CO-OP/PROMOTIONAL PROGRAMMING

- Work in close partnership with Brookfield, Live Nation and TMF tenants to promote key events to top leisure markets
- Collaborate with al of Irving’s destination partners to promote their venues and events to increase occupancy/business/attendance/awareness, and to secure media coverage.
- Work with plans on safety and sanitation messaging as needed.
- *Participate in outbound missions/blitzes*

SPONSORSHIPS

- *Sponsorship of the 2023 Invited Celebrity Classic to include title sponsor of the Media Center and separate hospitality package*
- *Provide small sponsorship support to events that generate room nights and/or can serve as anchor for micro-campaigns to drive room nights, such as Irving Marathon events, Lone Star BBQ & Music Festival, etc.*

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Marketing & Communications Highlights

COMMUNITY/INDUSTRY OUTREACH

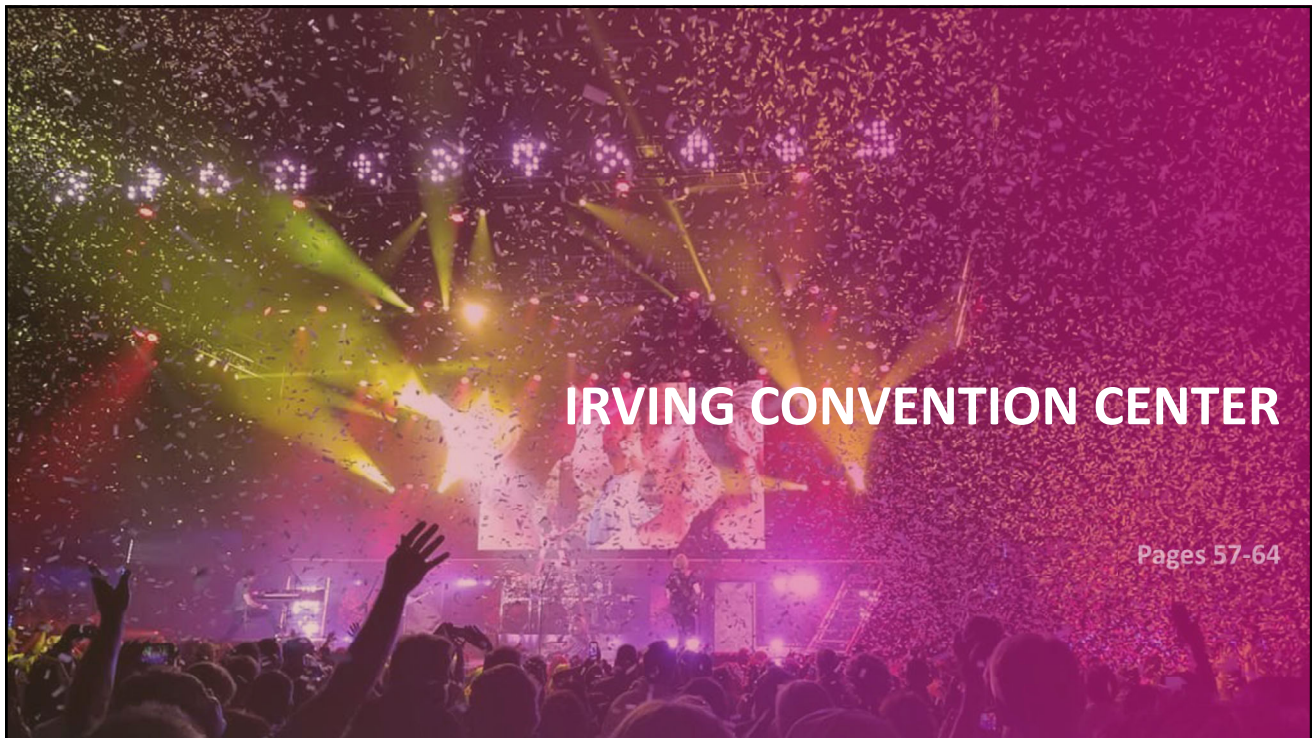
- Utilize social media platforms
- Expand blog postings
- Provide internal training to utilize staff members for “fresh voice” content
- Change the High Spirited Citizens Award program to an annual event
- Utilize NTTW to promote the economic importance of the industry
- Leverage Board Community Engagement Committee for greater outreach into the community
- 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

COMMUNITY/INDUSTRY OUTREACH, continued.

- Continue Irving ISD Partners in Education program with Thomas Haley Elementary School
- Engage hoteliers, in partnership with Sales, with ICVB programming opportunities
- *Develop TPID marketing materials*
- *Implement plans to recognize the Irving Hospitality Industry’s 50th 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



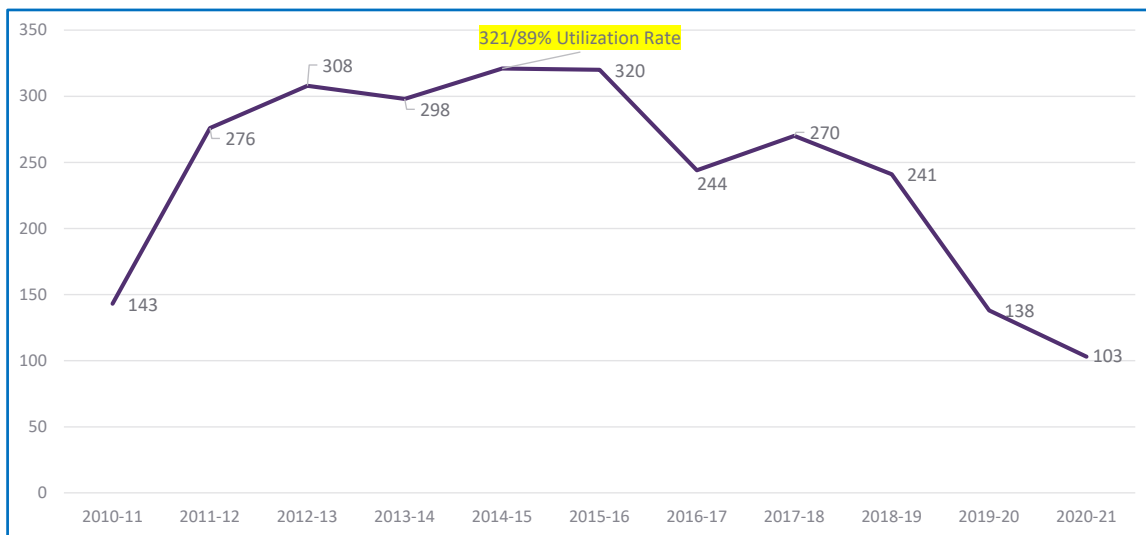
ICC Fiscal Year Performance History (Page 58)

	2017	2018	2019	2020	2021	Total Since 2011*	5-Year Average
Attendance	248,404	270,178	264,835	109,179	96,240	2,286,580	197,767
Event Days	376	406	419	237	257	4,100	339
Events	244	270	241	138	185	2,664	200
EVENT CATEGORIES:							
Assemblies	18,225	19,670	13,224	8,155	6,000	181,722	13,055
	17	14	14	12	6	201	13
Banquets	22,678	22,513	18,150	13,455	5,350	292,160	16,429
	51	44	45	29	10	570	36
Consumer/Public	62,411	94,217	65,609	38,921	17,898	717,482	54,211
	43	57	66	33	14	521	43
Concerts	0	2,500	50	0	450	8,500	600
	0	1	1	0	1	9	1
Conventions	83,573	54,484	84,923	10,334	23,375	442,736	51,338
	40	39	58	15	5	303	31
Meetings	41,080	58,178	61,218	34,818	15,337	431,245	42,126
	156	190	164	116	34	1,586	132
Sports	10750	11,860	9,515	7,720	22,520	153,180	12,473
	14	16	14	8	12	181	13
Trade Shows	8,265	5,270	9,462	2,975	3,800	84,248	5,954
	19	17	27	10	3	223	15
Other	235	584	1,727	65	10	5,014	524
	3	6	3	3	3	88	4
ICVB	1,187	969	957	736	100	12,541	778
	31	21	27	12	16	273	21

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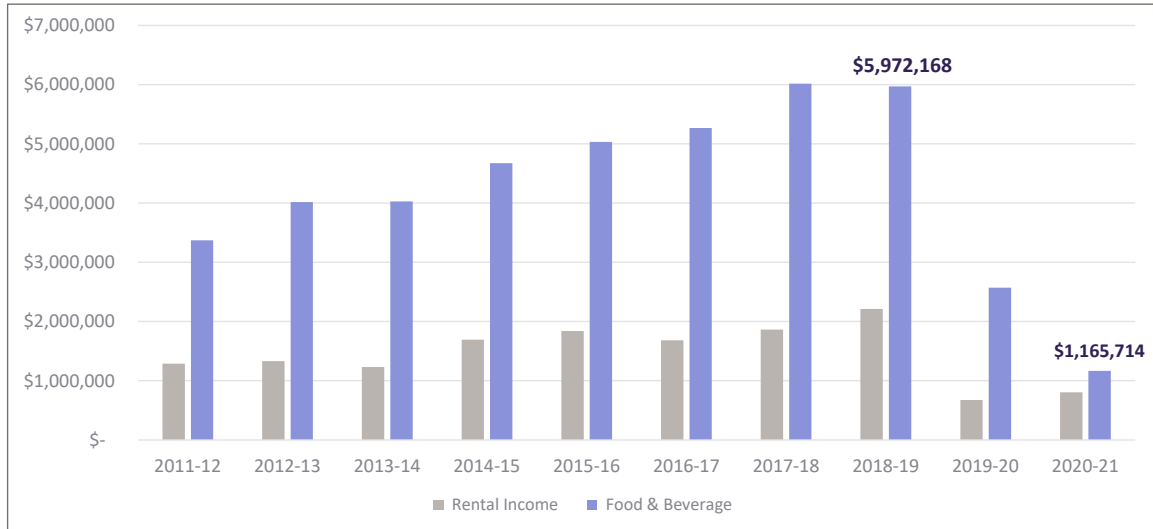
ICC # Annual Events History



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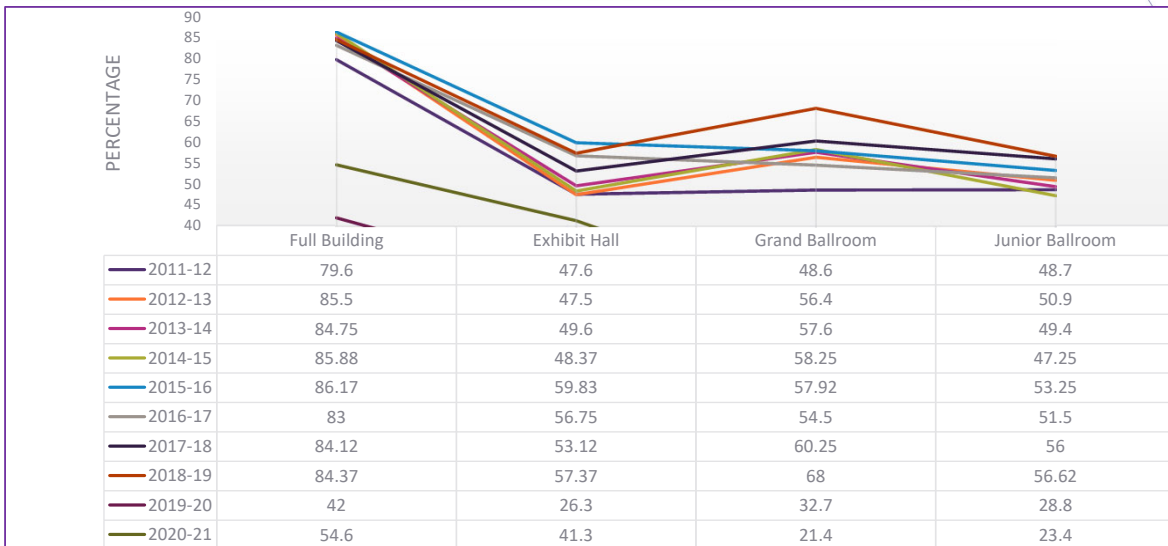
ICC Key Revenue History



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ICC Primary Space Utilization



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ICC Budget Forecast – 2022-23

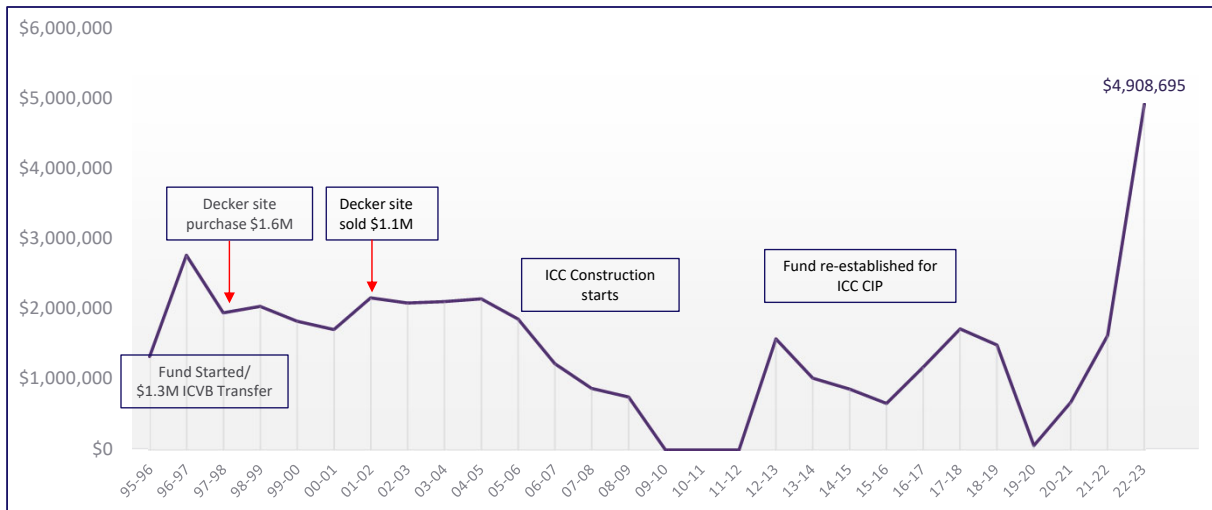
Direct Event Income	\$1,095,000
Ancillary Income	\$2,027,774
Other Operating Income	\$520,000
ADJUSTED GROSS INCOME	\$3,642,774
Operating Expenses	\$5,037,774
NET OPERATING INCOME	(\$1,395,000)
FEES	
Base Management Fee	\$235,000
*Management Incentive Fee (Maximum)	\$235,000

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

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Capital Projects Fund History



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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 \$3 million in this fund

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2022-23 Capital Improvement Plan (Pages 62-64)

2021-22 Projection - \$1,500,001

HVAC/Mechanical - \$185,000

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

Electrical - \$150,000

- LED Lighting Projects
- Power Projects/Add'l Power Sites
- Electrical Distribution Equipment

Food & Beverage - \$65,000

- Small Wares
- Kitchen/Concessions Equipment

FF&E - \$395,000

- Parking Garage Equipment
- Janitorial Equipment/Machinery
- Crowd Control/Stanchions
- Dance Floor
- Trash Cans/Urns

General Bldg & Maint - \$235,000

- Aesthetic Improvements
- Stained Concrete Floor
- Carpet Replacement
- Air Wall Repairs
- Roofing System

Communications - \$20,000

- Two-way radios

Site - \$145,000

- Landscaping & irrigation
- Water Feature
- Garage/property striping

Life Safety/Fire - \$35,000

- Access Control System/Card Readers
- Emergency Generator

Plumbing - \$50,000

- Restroom Renovations

Vehicles - \$70,000

- Forklifts
- Carts/Ambulance

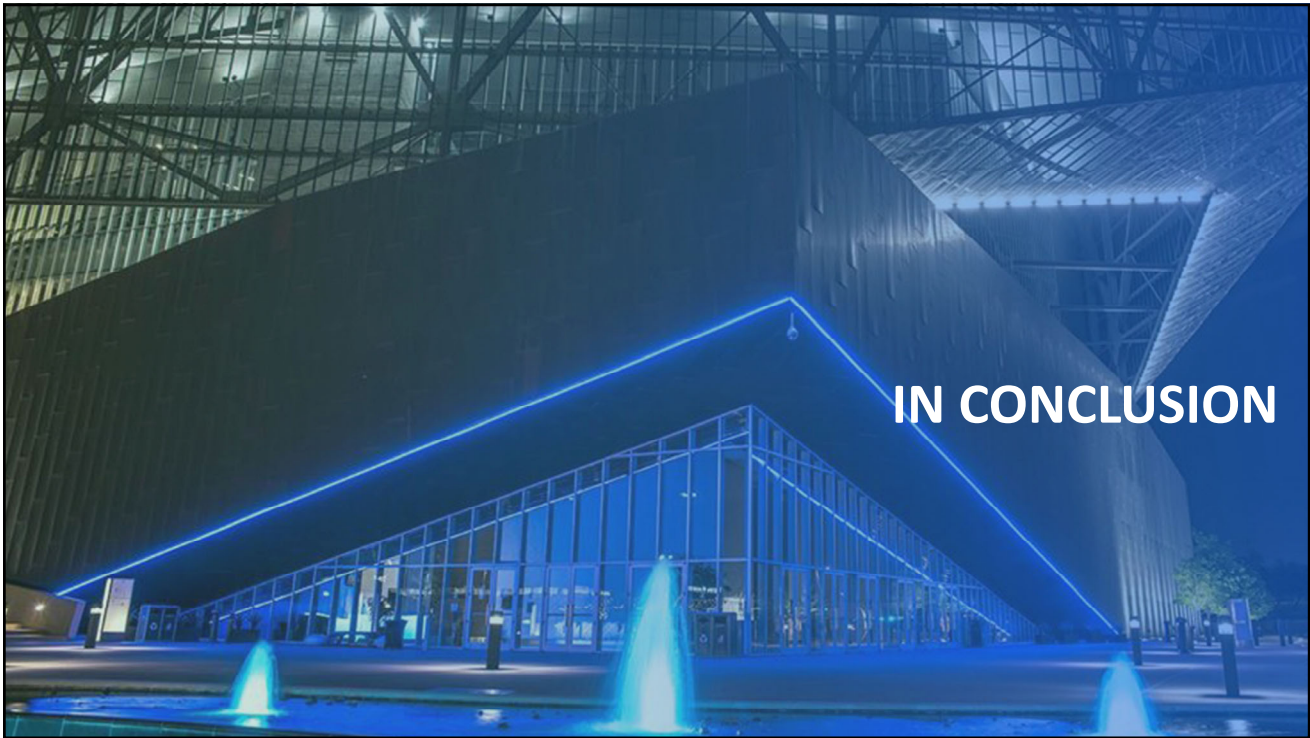
Event/Code Related - \$78,572

- ADA Ramp

Contingency (5%) - \$71,429

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Economic Impact

PEOPLE

4.01
MILLION

Total Irving Visitors in 2019

=

31,860 PER DAY

Number of Visitors in Irving on an Average Day in 2019

DOLLARS

\$3.04
BILLION

Total Direct Visitor Spending in Irving in 2019

\$8.3 MILLION PER DAY

Visitor Spending in Irving on an Average Day in 2019

\$12,566

Annual Visitor Spending per Irving Resident

\$2.34 BILLION

Spending by Visitors on Lodging in Irving

\$806 MILLION

Economic Impact of Group Meetings in Irving

JOBS

25,104

Total Jobs Supported by Irving Visitor Industry

\$704 MILLION

Total Payroll for Irving Visitor Industry

TAXES

\$64.7 MILLION

Taxes Generated by the Visitor Industry for the City of Irving in 2019

\$776

Tax Revenues Generated per Irving Household

50

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Four Priorities/5 Five Years

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

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GOAL: Maximize Organizational Sustainability & Growth

Objective A: Make the financial stability of the Irving CVB (and thus the ICC) its top priority through careful and effective stewardship of its resources.

- IMPERATIVES:
 - ✓ Pay back COI loan (FY21)
 - General fund balance of \$2 million by FY22 – contingent on continued ARPA funding
 - Computer reserve fund balance of \$500K by FY24 – contingent on continued ARPA funding
 - Tourism Public Improvement District by FY25**
 - Catastrophic Reserve Fund Balance of \$5 million by FY 26
 - ICC CIP Reserve Fund Balance of \$3 million by FY 26
 - Utilize any excess in ICC 2% HOT, as allowed
 - Re-allocate \$1.6 million excess in HOT revenue to ICC CIP when Irving legislation ends Sept 1, 2026

GOAL: Maximize Organizational Sustainability & Growth

- Objective B: Position the ICVB as the best agent for Irving’s long-term recovery from the economic downturn caused by the pandemic.
 - And thus – continue to position ICVB’s ability to produce immediate ROI and to continue building a pipeline with its use of federal recovery funds – future years’ funding has not yet been designated.

Suggested Tactics:

- *Develop concise and impactful messaging for the Board that positions the CVB as “best in class” that is critical to the future success of the City*
- *Communicate the value of the organization that is responsible for Irving’s largest employer*
- *Create and deliver messaging in a way that enables citizens to better understand how their quality of life is so much better because of what tourism’s impact, and thus the CVB’s work, makes possible.*
- *ADD: Support Federal recovery priorities/legislation that provide direct and immediately usable industry relief*

GOAL: Maximize Organizational Sustainability & Growth

OBJECTIVE B, continued

- *Support Federal recovery priorities/legislation that provide direct and immediately usable industry relief*
- *Hospitality and Commerce Job Recovery Act*
 - *Provide targeted tax stimuli to restore spending on business travel, live entertainment and in-person events.*
 - *Government-sponsored event cancellation insurance coverage for pandemic-related losses*
- *Economic Relief Grants*
 - *Provide additional funding for relief grants to severely impacted travel business by expanding eligibility for the Restaurant Revitalization Fund, Shuttered Venue Operators Grant, or a new relief program similar to RRF for travel-dependent businesses*
- *Emergency funding for Brand USA/Restoring Brand USA Act*
- *Fully resume visa processing*

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GOAL: Maximize Organizational Sustainability & Growth

Objective C: Analyze opportunities to build and diversify the CVB's revenue streams to guard against any collapse of hotel occupancy tax revenues.

- *Suggested Tactics:*
- *Clearly communicate this isn't about growth for ICVB growth's sake but the infrastructure dependent on HOT revenues in the city*
- *Advocate for continuing investment of next round of ARPA funds (ETA Spring 2022)*
- *Identify opportunities that may exist for utilizing the stadium site theme towers for messaging and/or revenue*

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GOAL: Maximize Organizational Sustainability & Growth

Objective D: Support legislative initiatives that assure Texas remains open to all.

- *Suggested Tactics:*
- *Support State and local legislation that keep Texas/Irving open for all business and for visitors of all kinds.*
- *Educate the community on the effects of any legislation that can negatively impact the stability and viability of the city's visitor economy*

GOAL: Increase community outreach & collaboration

Objective A: Enhance Community Awareness, Appreciation and Support of the ICVB and the Impact of the Visitor Economy on Irving

- *Suggested Tactics:*
- *Revisit Engagement and Advocacy Strategies (i.e., Spirit of Irving Awards, Annual Meeting, High Spirited Citizens) and update/revise to better achieve the Board's outreach priorities*
- *Develop clear talking points for the Board to use in its public outreach initiatives*
- *As part of Board Member orientation, consider requiring a shift worked at the Volunteer Visitor Info Center*
- *Work with ICTN to create a series about the importance of the Visitor Economy and ICVB's role*
- *Engage with Neighborhood Associations to tell the ICVB's story*

GOAL: Increase community outreach & collaboration

Objective B: Continue to work with City Leaders to create a better understanding of the role that Tourism plays in the community's Economic Vitality and Quality of Life

- *Suggested Tactics:*
- *Design an advocacy plan that speaks the language of civic leaders*
- *Continue twice-a-year Board presentations to City officials*
- *Develop periodic FAM-type excursions to highlight areas of opportunities for City leaders and reinforce the critical work being done by the ICVB*
- *Identify specific and targeted ways to engage former Board members to keep them up-to-date on ICVB activities, efforts and needs*
- *At the Chair's invitation (and based on funding availability) host a strategic annual Past Chairs and/or Past Board Members gathering*
- *Use ICVB's social media channels as tools for local, targeted communications*
- *Consider creating a series of BOH videos to show the variety of work done by Irving's hospitality workforce*

GOAL: Increase community outreach & collaboration

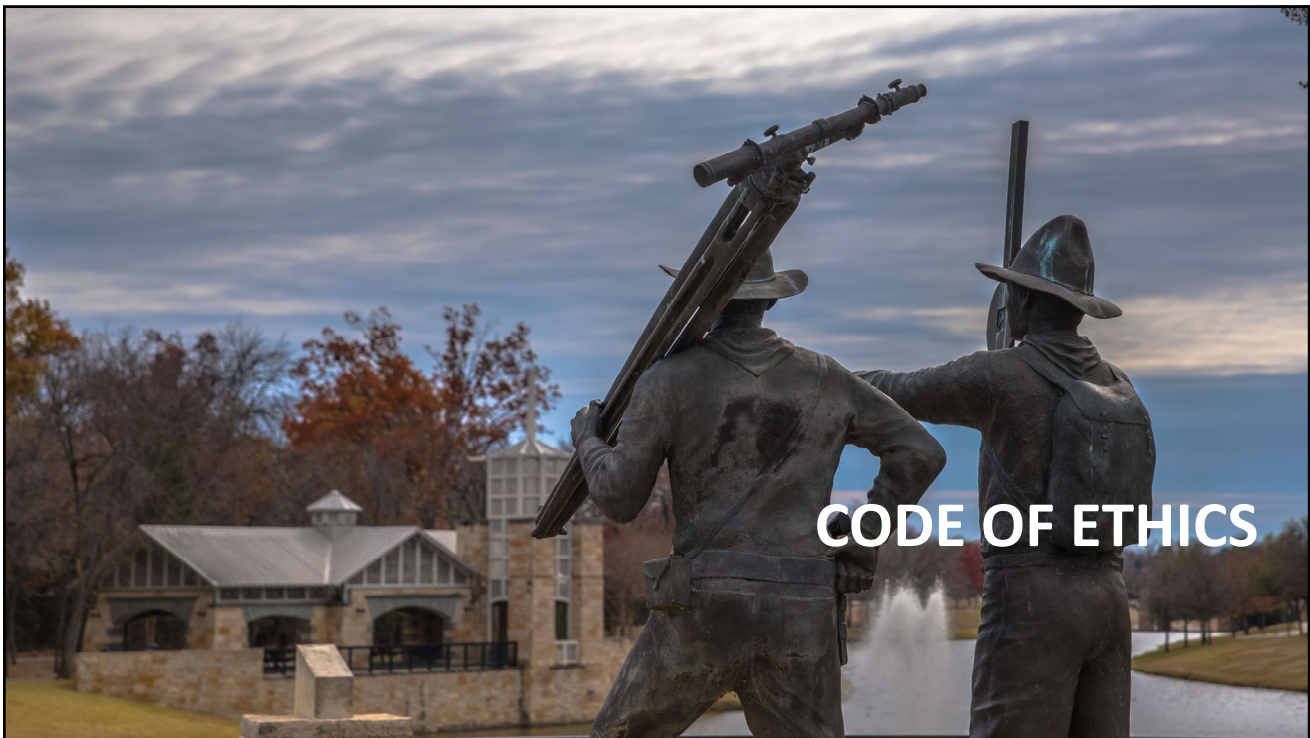
Objective C: Build more Collaborative Relationships with other Community/Economic Development agencies

- *Suggested Tactics:*
- *Identify the top 100 thought leaders in the community for personal contact by Board members*
- *Invite key stakeholders and influencers to sit in on Board meetings*
- *Identify opportunities for joint board meetings at least once a year with agencies such as DCURD and the TIF Board at the invitation of the Board Chair*

GOAL: Enhance the Visitor Experience

OBJECTIVES:

- Engage DCURD, The Las Colinas Association and other stakeholders to support increased activation of Lake Carolyn and the Mandalay Canal
- Support the development of transportation solutions that would increase mobility throughout the city for visitors and residents
- Advise the City on initiatives designed to enhance the aesthetics of the community from a visitor perspective
- Encourage more diverse Arts and Culture attractions and events
- Advocate for policies to support the Tasting Economy



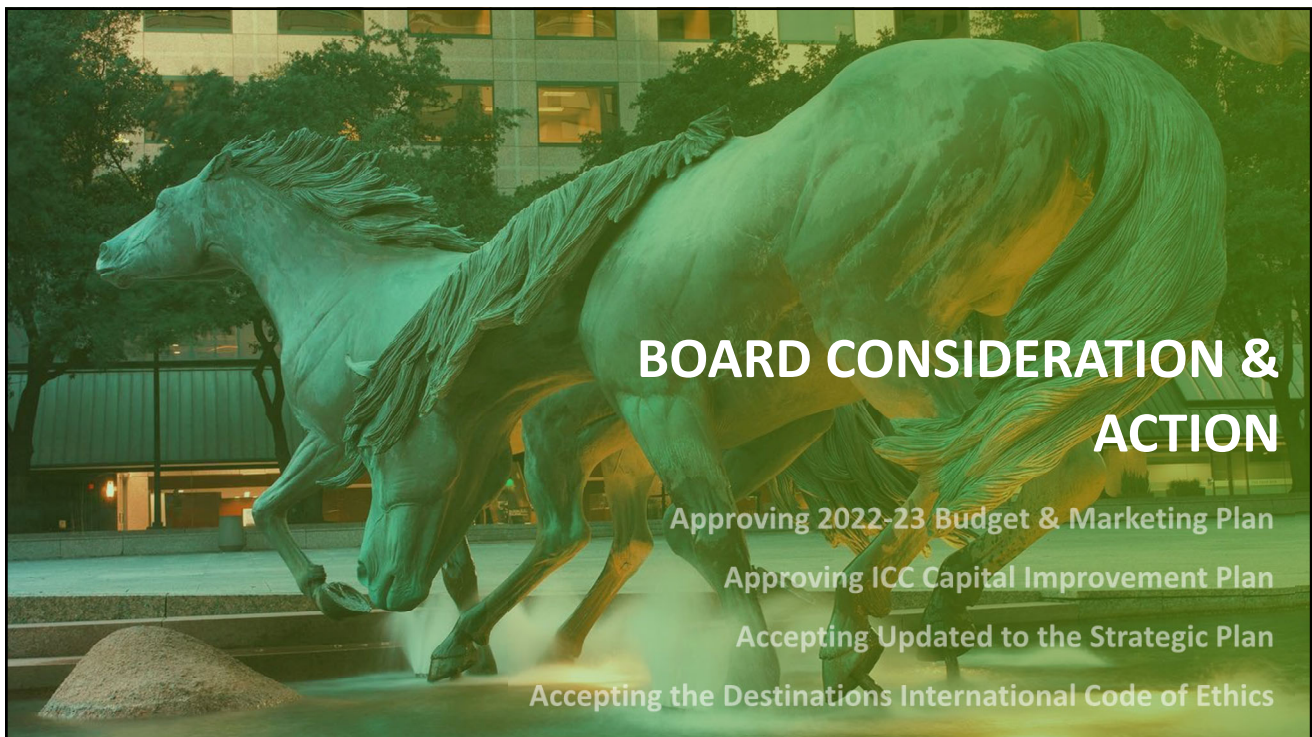
Code of Ethics (page 19)

- 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.

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IRVING CONVENTION & VISITORS BUREAU

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