

**AGENDA**  
**Irving Convention and Visitors Bureau Board of Directors**  
**Destination Development Committee**  
**Irving Convention Center**  
**First Floor Boardroom**  
**Tuesday, August 10, 2021, at 11:30 AM**

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1. Citizen Comments on Items Listed on the Agenda
2. R-AB Discussion and Recommendations
3. Update – Irving Group COVID Impact
4. Update – Irving Group Pipeline
5. Update - Irving Restaurants
6. Update – Irving Hotel Development
7. Approval of May 4, 2021 Minutes
8. Committee Chair's Report
9. Next Meeting – November 9, 2021

**CERTIFICATION**

I, the undersigned authority, do hereby certify that this notice of meeting was posted on the kiosk at City Hall of the City of Irving, Texas, a place 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 72 hours 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.

## Sec. 52-49. - Sale, serving or storage of alcoholic beverages.

(a) Notwithstanding any other provision of this ordinance, the storage, possession, sale, serving, or consumption of any alcoholic beverages, when permitted by the laws of the State of Texas, shall be regulated and governed by the following use regulations and requirements:

- (1) For the purpose of this ordinance the following words and phrases shall have the meanings ascribed to them as follows:
- a. *Alcoholic beverage* means alcohol or any beverage containing more than one-half of one percent of alcohol by volume, which is capable of use for beverage purposes, either alone or when diluted.
  - b. *Restaurant with attendant accessory use of the sale of alcoholic beverages for on-premises consumption*. The zoning designation for this use shall be S-P-1 (R-AB). The terms "restaurant with attendant accessory use of the sale of alcoholic beverages for on-premises consumption" and zoning designation "S-P-1 (R-AB)" shall mean a restaurant or eating establishment zoned S-P-1 (R-AB) whose gross sales in Irving from food on an annual basis represents at least fifty (50) percent of its total sales of food and alcoholic beverages. This defined restaurant use shall be an authorized and permitted use as a principal use or as an accessory use, upon approval of S-P-1 (R-AB) zoning designation for all properties zoned under this section. Drive-in restaurants are specifically excluded from the definitions of a restaurant with attendant accessory use of the sale of alcoholic beverages.
  - c. *Commence construction* shall mean the setting of building foundation piers and beams.
  - d. *Drive-in restaurant* shall mean a public eating place which has facilities for serving food and beverages to customers in their motor vehicles on the premises.
  - e. *Food* shall mean nutriment for human consumption in solid form and beverages which have no alcohol content but the meaning of food shall not include any beverages having any alcoholic content, alcoholic beverage mixes, or other ingredients used for the preparation of alcoholic beverages.
  - f. *Mixed beverage* means one or more servings of a beverage composed in whole or part of an alcoholic beverage in a sealed or unsealed container of any legal size for consumption on the premises where served or sold by the holder of a mixed beverage permit.
  - g. The term *person* shall include association, trustee, receiver, organization, corporations, firms, partnerships, and natural persons.
  - h. For this section 52-49 of Ordinance No. 1144, *hotel* means the premises of an establishment:
    - 1. Where in consideration of payment, travelers are furnished food and lodging; and
    - 2. In which are located at least ten (10) adequately furnished, completely separate rooms with adequate facilities so comfortably disposed that persons usually apply for and receive overnight accommodations in the establishment, either in the course of usual and regular travel or as a residence; and
    - 3. Which operates a regular dining room constantly frequented by customers each day.
  - i. *Residential purposes* shall mean land actually being used to provide single- or multi-family homes for natural persons.
  - j. *Private school* means a private school, including a parochial school, that:
    - 1. Offers a course of instruction for students in one (1) or more grades from kindergarten through grade 12; and

- 2. Has more than one hundred (100) students enrolled and attending courses at a single location.
  - k. *Eating establishment* shall include, but not be limited to, a restaurant, cafeteria, convention center, hotel, entertainment center or a Public Entertainment Facility as defined in Section 108.73, Texas Alcoholic Beverage Code, wherein alcoholic beverages are sold by a single mixed beverage permit holder and the total sales of alcoholic beverages on the premises holding the S-P-1 (R-AB) designation do not exceed 50 percent of the total sales of food and mixed beverages on the permitted premises.
  - l. *Special regulation area* shall mean land located in the urban business overlay district.
  - m. *Mixed beverage permit* means a mixed beverage permit as defined by Chapter 28 of the Texas Alcoholic Beverage Code and includes derivative permits, such as a wine and beer retailer's permit, that allow on-premise sale of alcoholic beverages based on provisions of the Texas Alcoholic Beverage Code relative to areas in which voters approved the legal sale of beer and wine for off-premise consumption only and the legal sale of mixed beverages.
- (2) a. The storage, possession, sale, serving, or consumption of any alcoholic beverages to be sold or served by the holder of a mixed beverage permit or the holder of a private club permit issued by the State of Texas, in bottles or any other container direct to the customer or person for consumption on the premises of the holder of a mixed beverage permit or in a private club, shall be permitted only in a restaurant as defined in (1)b. above in a S-P-1 site plan district under section 52-32a of this ordinance after the applicant has made a written request for a change in zoning under said section 52-32a of this ordinance to permit such use but the city council shall not zone any drive-in restaurant for the storage, possession, sale, serving, or consuming of any alcoholic beverage.
- b. The site plan to be submitted pursuant to said section 52-32a shall satisfy all of the requirements of section 52-32a and the following additional requirements:
- 1. Interior design plan including general location of all waiting areas, restaurant seating areas reflecting the approximate number of seats, kitchen, storage, serving, and other activity areas within the restaurant.
  - 2. The specifically delineated area to be zoned for restaurant S-P-1 (R-AB) and all areas necessary to provide adequate and necessary ingress-egress and parking. Only within the area specifically delineated (R-AB) may alcoholic beverages be sold for consumption on premises. Provided, however, the holder of a mixed beverage permit operating an accessory use within a hotel that includes the zoning designation of S-P-1 (R-AB) may deliver mixed beverages, including wine and beer, to individual rooms of the hotel pursuant to section 28.01(b) of the Alcoholic Beverage Code of the State of Texas.
  - 3. An artist's rendering, photographs, elevation drawings or sketches, or other illustrations for the proposed restaurant which show proposed exterior features.
  - 4. Narrative description of the planned activities in the restaurant which includes projected breakdown of revenues between food sales and sales of alcoholic beverages and any use of the restaurant premises for dancing, gaming devices, and/or electronic amusement games.
- (3) The person operating a restaurant with a zoning designation of S-P-1 (R-AB) shall on a semi-annual basis, no later than on the tenth day of the month following each six (6) month period, file with the city secretary an affidavit on an officially approved form provided by the city secretary that reflects gross sales for the preceding six (6) months and gross sales for the preceding twelve-month period, or since the restaurant began its operation, whichever is shorter, breaking down the sales between the sale of

food and the sale of alcoholic beverages. For purposes of breaking down the sales between food and alcoholic beverages, sales taxes, alcoholic beverage taxes and any other applicable taxes or fees shall not be included in the calculations. The person operating a restaurant with a zoning designation of S-P-1 (R-AB) shall on a semi-annual basis file with the city secretary a copy of the filings supplied to the State of Texas for sales tax and mixed beverage (alcoholic beverages) tax purposes. The city reserves the right to request persons operating a restaurant with a zoning district designation of S-P-1 (R-AB) to submit an annual audit of the gross sales broken down between food sales and mixed beverages sales at the person's expense. All filings including all sales and beverage tax filings shall remain confidential. The person operating a restaurant with a zoning designation of S-P-1 (R-AB) shall permit the city treasurer to view the books, records, and receipts relative to sale of food and alcoholic beverages at any time after four (4) hours' notice. The city attorney, city manager, city council, city treasurer, mayor or city secretary may examine said records. Said records may be introduced in court for the purpose of showing the person operating a restaurant with a zoning designation of S-P-1 (R-AB) is in violation of this ordinance.

- (4) a. All persons applying for a zoning designation of S-P-1 (R-AB) pursuant to section 52-49 of this ordinance shall sign an application that includes all material required to be submitted by this ordinance, that acknowledges receipt of a copy of section 52-49, as amended, of Ordinance No. 1144, and includes an agreement to abide by all provisions of the city's zoning ordinance and all other applicable city ordinances.
  - b. Failure to submit all plans, data and information required to accompany a zoning application by section 52-49 of Ordinance No. 1144, within three (3) months of filing of the case shall result in a presumption that the case has been withdrawn and the city staff may close the file and process same no further.
- (5) A certificate of occupancy shall be issued by the city's building inspection department at such time as an applicant complies initially with section 52-49, all zoning ordinances, and all other applicable city ordinances.
- (6) A certificate of occupancy issued hereunder is valid only as to the recipient. No certificate of occupancy issued hereunder may be assigned or transferred. No person shall operate a restaurant zoned S-P-1 (R-AB) without a valid certificate of occupancy. Upon a change in ownership of the subject restaurant the new owner or person operating such a restaurant shall within ten (10) days of the change in ownership apply for a new certificate of occupancy using the same application form as required for a new zoning change, except that the application shall reflect that the property is currently zoned S-P-1 (R-AB).
- (7) The city council, after due notice and hearing, may cancel a certificate of occupancy of any party operating a restaurant zoned S-P-1 (R-AB) under section 52-49 for failure to comply with any of the terms of this ordinance and all other applicable ordinances, after receipt of written notice of noncompliance and failure to rectify any such deficiencies within thirty (30) days of receipt of such written notice. In addition to canceling the certificate of occupancy, the city attorney may inform the Texas Alcoholic Beverage Commission that the location no longer is in compliance with the City of Irving ordinances as previously certified to by the city secretary and request that the Texas Alcoholic Beverage Commission take whatever action is available under the Texas Alcoholic Beverage Code.
- (8) No S-P-1 (R-AB) site plan district for on-premises sale, serving, and consumption of alcoholic beverages either on the premises of the holder of a mixed beverage permit or on the premises of the holder of a private club permit shall be granted by the city council within three hundred (300) feet of any church, public school, or public hospital. The measurement of the distance between the place of business where alcoholic beverages are to be sold and the church or public hospital shall be along the property lines of



the street fronts and from front door to front door and in a direct line across intersections. The measurement of the distance between the place of business where alcoholic beverages are to be sold and the public or private school shall be:

- a. In a direct line from the property line of the public or private school to the property line of the place of business, and in a direct line across intersections; or
  - b. If the permit or license holder is located on or above the fifth story of a multistory building, in a direct line from the property line of the public or private school to the property line of the place of business, in a direct line across intersections, and vertically up the building at the property line to the base of the floor on which the permit or license holder is located.
- (9) No S-P-1 (R-AB) site plan district for on-premises sale, serving, and consumption of alcoholic beverages either on the premises of the holder of a mixed beverage permit or on the premises of the holder of a private club permit shall be granted by the city council within three hundred (300) feet of any property zoned or classified R-40, R-15, R-10, R-7.5, R-6, R-3.5, R-2.5, R-MF, R-MF-1, R-MF-2, R-MF-3, R-TH, R-MH, R-ZL, R-PH, and R-XF under Ordinance No. 1144 and any property zoned or classified A, B, C and D under Ordinance No. 209 and any property actually used for residential purposes authorized in Ordinance No. 1144 and Ordinance No. 209 irrespective of its zoning category. The measurements of the distance shall be along the property lines of the street fronts and from front door to front door and in a direct line across intersections.
- (10) The sale of alcoholic beverages within three hundred (300) feet of a church, public or private school, or public hospital is hereby prohibited. The measurement of the distance between the place of business where alcoholic beverages are sold and the church or public hospital shall be along the property lines of the street fronts and from front door to front door and in a direct line across intersections. The measurement of the distance between the place of business where alcoholic beverages are sold and the public or private school shall be:
- a. In a direct line from the property line of the public or private school to the property line of the place of business, and in a direct line across intersections; or
  - b. If the permit or license holder is located on or above the fifth story of a multistory building, in a direct line from the property line of the public or private school to the property line of the place of business, in a direct line across intersections, and vertically up the building at the property line to the base of the floor on which the permit or license holder is located.
- (11) All persons applying for and receiving approval of S-P-1 (R-AB) zoning under this ordinance shall commence construction as evidenced by receipt of a building permit for the restaurant in accordance with the approved site plan within twelve (12) months of the zoning being approved. The city reserves the right and the applicant shall acknowledge the right of the city to rezone subject property in the event construction is not commenced within the stated twelve-month period.
- (12) A nonrefundable filing fee of five hundred dollars (\$500.00) shall accompany each application for S-P-1 (R-AB) zoning under section 52-49.
- (13) The regulations contained in section 52-49 (a)(9) shall not apply when the proposed application for a S-P-1 (R-AB) site plan district is located on property subject to an "urban business overlay district," a "transit mall overlay district," or property zoned "transit oriented development district"; provided said proposed S-P-1 (R-AB) site plan district meets the three hundred (300) foot distance requirement from any property zoned or classified R-40, R-15, R-10, R-7.5, R-6, R-3.5, R-2.5, R-TH, R-MH, R-ZL, R-PH, or R-XF under Ordinance No. 1144. The regulations contained in subsection 52-49 (a)(9), however, shall apply when the

proposed application for a S-P-1 (R-AB) site plan district is located on property within an area subject to an "urban business overlay district," a "transit mall overlay district," or property zoned "transit oriented development district"; and is also located within three hundred (300) feet of a property zoned R-MF, R-MF-1, R-MF-2, or R-MF-3 which is located on property outside of an area subject to an "urban business overlay district," a "transit mall overlay district," or property zoned "transit oriented development district."

- (14) The city council may grant a variance to the regulations contained in subsection 52-49(a)(8), subsection 52-49(a)(9), and subsection 52-49(a)(10) if it determines that enforcement of the regulation in a particular instance is not in the best interest of the public, constitutes a waste or inefficient use of land or other resources, creates an undue hardship on an applicant, does not serve its intended purpose, is not effective or necessary, or for any other reason the city council determines is in the best interest of the community after consideration of the health, safety, and welfare of the public and the equities of the situation. Applications for zoning changes under subsection 52-49(a)(14) will be processed the same as any other zoning change except that notice of the public hearing before the planning and zoning commission to consider the zoning change shall be mailed to all property owners within five hundred (500) feet of the property upon which the zoning change is being requested, according to the latest approved city tax roll.
- (15) In a restaurant with attendant accessory use of the sale of alcoholic beverages for on-premises consumption which is located in a special regulation area and zoned S-P-1 (R-AB), the gross sales in Irving from alcoholic beverages on an annual basis may be 70 percent or less of its total sales of food and alcoholic beverages.
- (16) Premises which include restaurants with attendant accessory uses of the sale of alcoholic beverages for on-premises consumption which meet all of the following:
  - a. Are located in the urban business overlay district,
  - b. Comprise a single, undivided tract of at least fifteen acres,
  - c. Contain a public entertainment facility ("PEF"), as defined by Section 108.73, Texas Alcoholic Beverage Code, and
  - d. Are zoned S-P-1 (R-AB)

shall be PEF premises. On a PEF premises, the combined gross sales in Irving from alcoholic beverages for the entire PEF premises on an annual basis may be 70 percent or less of the combined total sales of food and alcoholic beverages for the entire PEF premises. For the purposes of subsection 52-49(a)(3), an owner or operator of a PEF premises shall report a combined total of all food and alcoholic beverage sales for all of the establishments contained within the PEF premises and a breakdown for each establishment within the PEF premises, whether or not there are more than one mixed beverage or private club permit holders. The owner or operator of a proposed PEF premises applying for S-P-1 (R-AB) zoning to allow restaurants with attendant accessory uses of alcoholic beverages for on-premises consumption shall comply with all the requirements of subsection 52-49(a)(2)b, except for subsection 52-49(a)(2)b.1 and shall comply with all applicable requirements of section 52-32a.

(Ord. No. 2712, §§ 9—11, 10-31-74; Ord. No. 3768, § 2, 11-19-81; Ord. No. 6801, § 1, 5-23-96; Ord. No. 2008-9009, §§ 1—4, 10-16-08; Ord. No. 2009-9133, § 1, 10-22-09; Ord. No. 2013-9426, § 1, 1-24-13; Ord. No. 2013-9496, §§ 2, 3, 8-8-13; Ord. No. 2014-9539, § 1, 1-9-14)

**State Law reference—** Definitions, V.T.C.A. Alcoholic Beverage Code, § 1.04.

July 30, 2021

TO: Mayor Rick Stopfer & Irving City Council

FR: Maura Allen Gast, FCDME 

CC: ICVB Board of Directors

RE: COVID Delta variant Meeting Cancellations

This week, our first cancellations as a result of the COVID Delta Variant spike occurred, one for an August event, and one for an October event. The Dallas CVB has received a cancellation for a major January citywide event as well.

While it is too soon to tell how long this will last and whether it's impact will be as brutal and far-reaching as the initial COVID waves, the hospitality industry remains extraordinarily vulnerable. The economic impact of the lost hotel room nights on just the groups booked by the Irving Convention and Visitors Bureau (and therefore not including business booked directly by our hotels) was at more than \$52 million as of the end of April. The Irving Convention Center went from hosting an average of 270 events a year to 138, the majority of which happened between October 2019 to the second week of March 2020.

We will be reporting in detail to the ICVB Board on a regular basis, and as requested, will be available to present to the City Council. Please let me know if you have any specific questions.



## VISIT IRVING: A CARES Act Success Story

Primarily a business-oriented destination, Irving, Texas, was hit particularly hard by the COVID-19 pandemic. Located in the Dallas-Fort Worth metro area, Irving is home to seven Fortune 500 companies. Prior to the pandemic, business travel accounted for approximately 75% of the destination's annual traffic. But as all non-essential travel came to a halt earlier last year, the destination experienced record-low occupancy rates — hovering around 22%.

When Irving's occupancy hit the floor, so did their revenue. As a department of the city of Irving, Visit Irving simply did not qualify for the Paycheck Protection Program or other relief options available at the time.

However, the CARES Act, passed in late March 2020, made funding available to combat the economic impact of COVID-19. These funds came with strict guidelines for use, meaning that recipients could not use them to cover any existing expenses already in their current budget or to refill revenue shortfalls.

Visit Irving submitted a series of CARES Act requests to utilize these funds to promote safe travel in order to accomplish two primary goals:

Find a way to capture leisure travelers in nearby drive markets to boost occupancy rates.

Keep their meetings marketing pipeline as full as possible as to position themselves for a quick recovery when meetings and events resumed.

Keep reading to learn how the team at Visit Irving engaged with Simpleview to launch a successful leisure travel campaign that doubled their occupancy rates and how they were able to proactively promote meetings and events to prepare for a post-pandemic recovery.

### The **STATS**

**22%**

Occupancy Rate  
Increase

**23,294**

Hotel  
Referrals

Measured  
Arrivals

**1,493**

Million  
Impressions

**6+**

**10**

RFP  
Submissions

**76**

Sales  
Leads

# How Visit Irving Pivoted From a Meetings Hotspot to a Staycation Destination

If you were to ask the team at Visit Irving in early 2020 how they would describe their destination, they'd likely flaunt their impressive meeting venues or tell you the number of Fortune 500 companies are headquartered there (for the record, the answer is seven). But what they likely wouldn't tell you is that it's a prime vacation destination.

**That is, until now.**

Like so many other business-oriented destinations around the country, Irving's occupancy rates were dramatically impacted by COVID-19 and related travel restrictions. When it came to boosting those occupancy rates – and their revenue – they had one option: find a way to capture leisure travelers the only market that could be influenced for right-now impact.

Prior to the pandemic, Visit Irving had been in the process of applying for a Tourism Public Improvement District (TPID). As part of this process, they were required to outline very specific and measurable outcomes for any campaigns that would be funded by the TPID. In doing so, they had asked Simpleview's Strategy & Insights team to develop campaign ideas that would meet these requirements.

So the DMO went to the City of Irving and requested CARES Act funding to promote responsible tourism during the pandemic. They then took the campaigns originally intended for TPID and adapted them to create a safe reopening campaign.

This new integrated digital campaign was designed to generate awareness of Irving as a vacation destination. Simpleview's previous research had identified an opportunity for Irving to tap into an existing travel demand in the leisure market, which would allow them to boost revenue in the short term via hotel referrals, while they allocated additional funding to create a longer-term meetings campaign.

## KEY OBJECTIVES OF THE LEISURE CAMPAIGN:

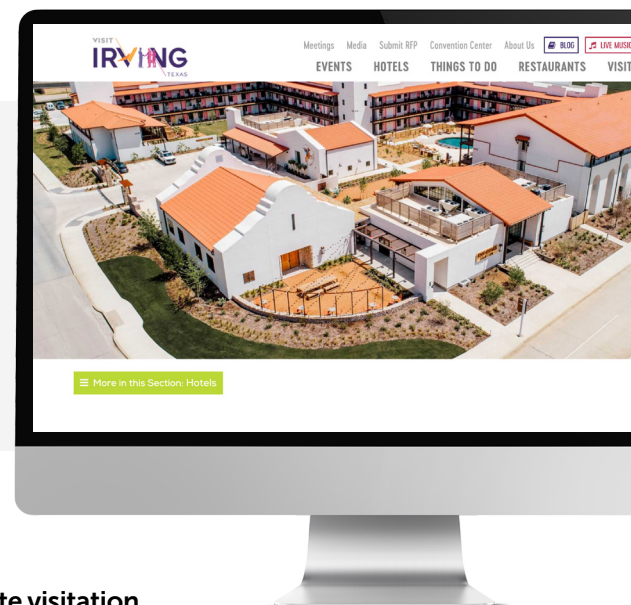
**To convey information on how Irving hotels are safely reopening, including hotel safety and sanitation protocols.**

**To leverage and promote hotel offers.**

**To drive partner referrals to participating hotel partners to increase occupancy rates.**

Demographically, they opted to target drive markets within Texas, including larger nearby cities such as Dallas, Fort Worth, Austin, Houston and San Antonio. **Ultimately, the idea was to encourage immediate visitation by promoting Irving as a great destination for a short weekend getaway, or a "staycation," to those who were seeking a safe escape during COVID-19.**

Messaging-wise, the campaign was required to publicize the resumption of Irving's tourism facilities and activities and articulate the steps the destination had taken to ensure the health and safety of visitors.







## THE RESULTS

The campaign launched in September 2020 and quickly became a success. The team utilized staycation-related messaging on both Facebook and Search ads to drive qualified traffic to the website, where the landing page conveyed safety-related messaging to mitigate health concerns and encouraged visitors to book with a participating hotel.

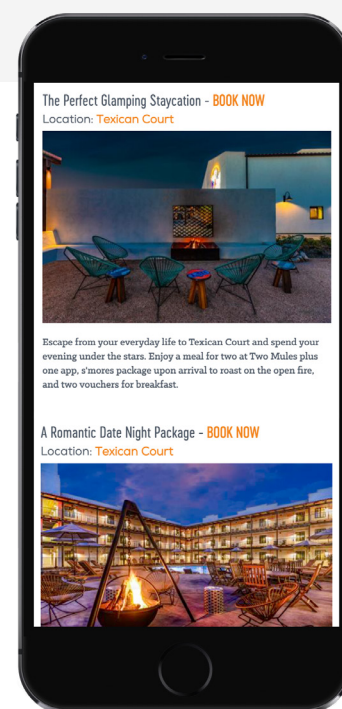
**From September 1, 2020 to December 1, 2020, the campaign generated 4,042,130 impressions, and 61,619 website sessions. Those sessions generated 23,294 hotel referrals and 1,493 measured arrivals.**

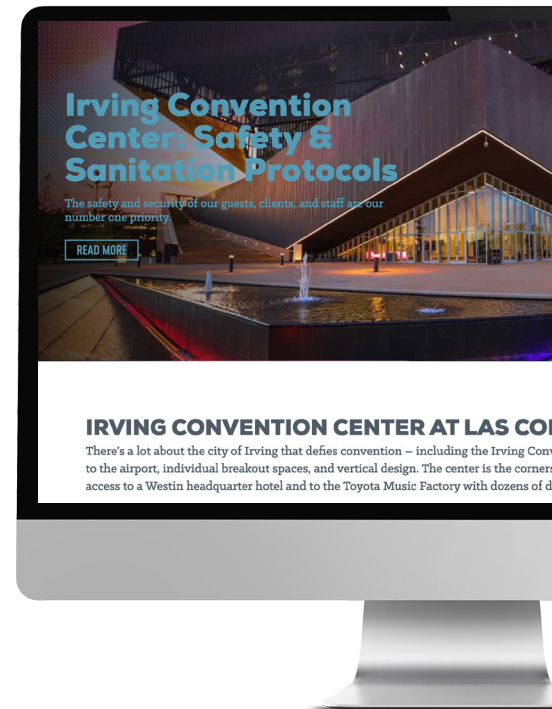
Broken down by channel, **Facebook Ads outperformed Search Ads, with 3,607,012 impressions, 40,181 clicks and a 42.97% conversion rate. Comparatively, Search Ads generated 254,928 impressions, 22,278 clicks and a 25.60% conversion rate.**

As previously stated, the campaign landing page received more than 61,000 visits, which has contributed to the destination's highest-ever months of website traffic, with 44,613 sessions in September and 46,271 in October. **The site also saw its highest ever visitation of any year to date, increasing by 2% over 2019.** This may seem like a small increase, but in a year where a majority of DMO websites saw overwhelming drops in traffic, this was a huge win for Irving.

**Perhaps the biggest indicator of success can be seen in Irving's hotel occupancy rates, which soared to more than 50% on consecutive weekends.**

They have also consistently seen a higher booking rate on weekends, in comparison to weekdays, which is largely atypical for business-oriented destinations. **Overall, weekend occupancy increased by 22% compared to the previous four months.**

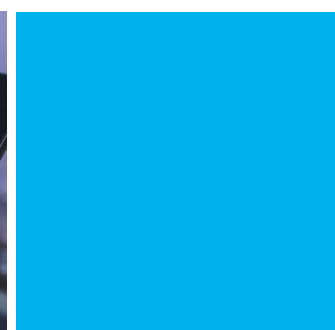




Furthermore, the campaign proved to be such a success that it has shifted Visit Irving's marketing strategies and the team plans to implement more campaign-focused marketing in their future efforts, continuing to appeal to those drive markets as well as new leisure travelers.

The early results then provided the momentum for an additional \$420,000 for a second campaign, which will focus on promoting small and local businesses, Irving's music scene, and a continuation of the safe meetings and leisure campaigns that were implemented during the early stages of the pandemic.





## Preparing for a Post-Pandemic Meetings & Events Recovery

Promoting meetings in the middle of a pandemic is certainly not the easiest thing to do, but that's exactly what the team at Visit Irving did when they received their CARES Act funding.

Typically, business travel accounts for approximately 75% of Visit Irving's annual revenue. Naturally, when the pandemic hit, meetings and events came to halt, and Irving was left with thousands of empty hotel rooms across the city.

In the short term, they shifted their marketing strategy to market Irving as a staycation destination to drive markets in nearby Texas cities, such as Dallas, Houston and Austin. This allowed the organization to immediately bring in revenue via hotel referrals, but it didn't solve their long-term problem. **How would they continue to stay top of mind with meeting planners to ensure a quick recovery in a post-pandemic meetings market?**

The answer came in the form of an ambitious omni-channel digital marketing campaign. With guidance from Simpleview, Irving would target a national meeting planner audience using Facebook, LinkedIn and Search Advertising.

The campaign was driven by extensive research from Destination Analysts. A study conducted first in June 2020, and then again in October 2020, provided insight into the immediate needs of meeting planners across the country. **Simpleview used this data to develop relevant campaign messaging that would work to mitigate potential concerns that meeting planners and attendees may have, while simultaneously generating awareness and consideration of Irving as a top-tier meetings destination for future events.**

Both prospecting and remarketing strategies were implemented, in order to capture a wider, yet still qualified, audience. For prospecting, the team leveraged Irving's existing national meeting planner contact list to create look-alike audiences across multiple digital channels. These users would have similar demographics and interests to those already on the sales list. They were also able to take advantage of the Event Meeting Planner Template on LinkedIn, a collection of pre-saved audiences based on relevant job titles across the meetings/events industry.

Additionally, they chose to remarket to visitors to the <https://www.irvingtexas.com/meet-in-irving/> page who did not submit an RFP as well as those who had previously interacted with the prospecting ad placements via reactions, comments, shares, etc.

The messaging highlighted Irving's meeting package and its key selling points, hotel and convention center sanitation and safety protocols, and amenities relevant to meeting planners.





The team at Simpleview did what they do best, leverage their knowledge of destination marketing to build successful digital marketing strategies. The results of these campaigns vastly exceeded our expectations and we couldn't be more impressed.

**We also uncovered an entirely new, untapped market for Irving - the leisure Staycationer. Simpleview capitalized on our hotels' unique experiences and resort-style amenities, which have had a measurable impact on our city's occupancy. For the first time in Visit Irving's history, our occupancy was higher on the weekends than during the weekday.**

In addition to boosting our occupancy in the short term with the Staycation campaign, our meetings-focused campaign has helped build our meetings pipeline in the long-term. Their work has positioned Irving for a swift recovery of our meetings market."

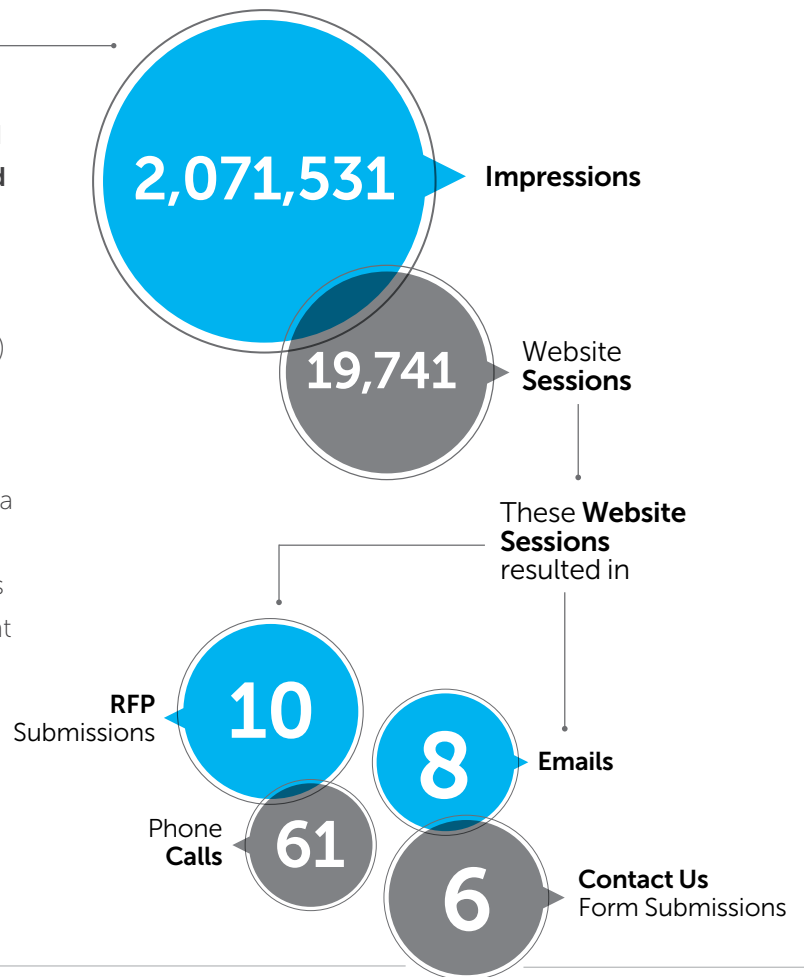


– **MONTY WHITE** | Director of Marketing at Visit Irving

## THE RESULTS

**When all was said and done, the meetings campaign generated 2,071,531 impressions and 19,741 website sessions. These sessions resulted in 10 RFP submissions, 61 phone calls, 8 emails and 6 contact us form submissions.** Overall, this was a 12.32% increase in leads generated during the campaign period (September–January) compared to the previous non-campaign period (April–August) during the pandemic.

Given that this campaign was run not only during a pandemic, but also in the winter months, which is typically an off-season, the team at Visit Irving was thrilled with the results. Furthermore, it's important to note that the sales funnel for meetings and events is much longer than a leisure campaign, and the team expects to see continued results from the awareness generated in this campaign in the months to come.



**ARE YOU READY TO TAKE YOUR DMO TO THE NEXT LEVEL?** Call our customer experience (CX) team at **520-575-1151** or email us at **ACCOUNTMANAGERS@SIMPLEVIEWINC.COM**.

## Data Sources & Partners

## Impact Summary

## Travel Indicators

## Int'l Arrivals to the U.S.

## Economic Conditions

## Employment

## Travel Sentiment

## Covid-19 Vaccination

## Predictive DMO Indicators

## Predictive Industry Indicators

## Economic Forecast

## Domestic Travel Forecast

## International Travel Forecast

## US Hotel Forecast

## Insights

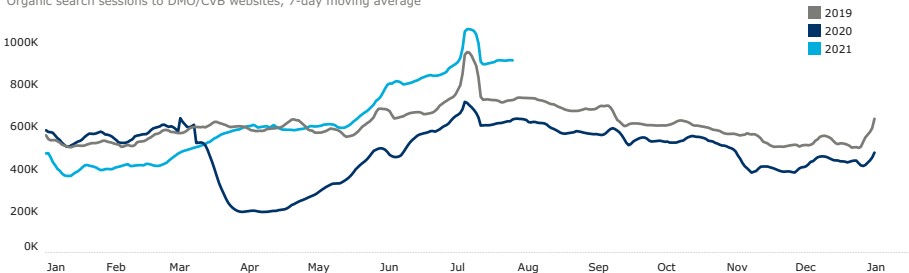
Organic search sessions on Destination Organization (DMO/CVB) websites surged to 21% above 2019 levels in June and remained strong through the first 25 days of July, posting a 22% gain relative to 2019.

Actual DMO/CVB group bookings finalized in June fell to 66% of their 2019 level.

Group room night pace for future dates slipped slightly in July, with 2021 Q4 pace falling to 79% of 2019 levels in July from 80% in June.

## Website Traffic

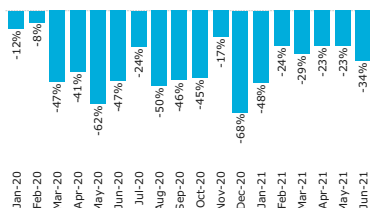
Organic search sessions to DMO/CVB websites, 7-day moving average



Source: Simpleview (250+ U.S. DMOs)

## DMO/CVB Group Bookings

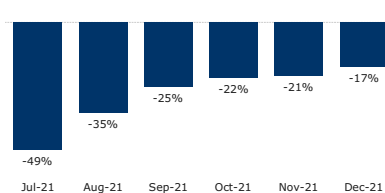
Hotel room nights contracted during most recent months % change from 2019



Source: Simpleview CRM (250+ U.S. DMOs)

## US DMO/CVB Group Room Night Pace

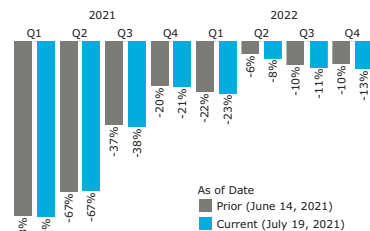
Pace for future dates, relative to the same period in 2019



Source: Simpleview CRM (250+ U.S. DMOs)

## DMO/CVB Room Nights on the Books

Pace for future dates, relative to the same period in 2019



Source: Simpleview CRM (250+ U.S. DMOs)

## Data Sources &amp; Partners

## Impact Summary

## Travel Indicators

## Int'l Arrivals to the U.S.

## Economic Conditions

## Employment

## Travel Sentiment

## Covid-19 Vaccination

## Predictive DMO Indicators

## Predictive Industry Indicators

## Economic Forecast

## Domestic Travel Forecast

## International Travel Forecast

## US Hotel Forecast

## Insights

Underpinned by stronger-than-expected demand during Q1, STR and Tourism Economics upgraded the latest U.S. hotel forecast (May 2021). Even with 2021 projections higher, full recovery of demand remains on the same timeline for 2023, while close-to-complete recovery of revenue per available room (RevPAR) is still projected for 2024.

Room demand in Q2 2021 is expected to be 15.1% below 2019 levels, representing a strong improvement relative to the 24.7% decline experienced in Q1.

Overall, 2021 room revenue is estimated to average 30.2% below 2019. In 2022, room revenue is forecast to increase to a level that is 14.8% below 2019.

According to the STR Market Recovery Monitor, in June, 76% of markets were classified as recovery or peak, compared to 64% in May. Markets are classified as Depression if RevPAR (total room inventory) is less than 50% of 2019 level for the same month, Recession (between 50% and 80%), Recovery (80% and 100%), or Peak (above 100%).

## U.S. Hotel Forecast Summary

YOY % change, as of May 11, 2021 forecast

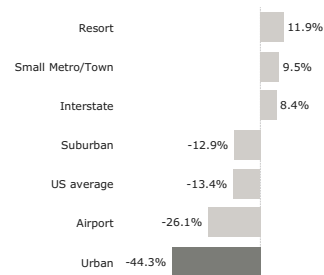
	2020	2021	2022
Supply	-3.8%	5.5%	2.7%
Supply (total room inventory)*	1.3%	1.3%	1.1%
Demand	-35.8%	29.8%	14.0%
ADR	-21.3%	6.3%	7.2%
RevPAR	-47.4%	-31.3%	-18.3%
RevPAR (total room inventory)*	-50.1%	36.2%	20.9%

\* Reflects total room inventory (TRI) methodology, which assumes no temporary hotel closures.

Source: STR; Tourism Economics

## U.S. Actual RevPAR Growth by Location

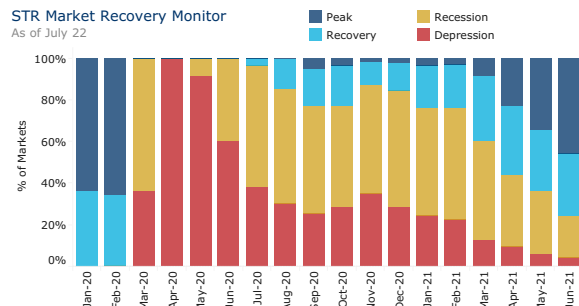
June 2021, % change relative to 2019



Source: STR

## STR Market Recovery Monitor

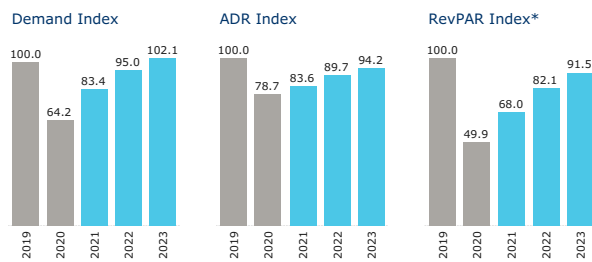
As of July 22



Source: STR

## U.S. Hotel Forecast Indexed to 2019

Forecast released May 11, 2021 (2019 = 100)



\* Reflects total room inventory (TRI) methodology, which assumes no temporary hotel closures.

Source: STR; Tourism Economics



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**Hotel Business**

## U.S. AIRPORT SUBMARKETS REVIEW

*Examining individual submarket performance across U.S. Airport Submarkets. Trends and analysis by Tier, Rate Category, Length of Stay, Day of week and a deep dive on specific submarkets.*

by:

Mark Lomanno, Partner + Sr. Advisor, Kalibri Labs

Brittany Cascanet, Director, Client Solutions, Kalibri Labs

Gorka Amian, Director, Data Analytics/Strategy, Kalibri Labs

[www.kalibrilabs.com/mindthegap](http://www.kalibrilabs.com/mindthegap)

August 2021



## U.S. AIRPORT SUBMARKETS - PERFORMANCE SUMMARY

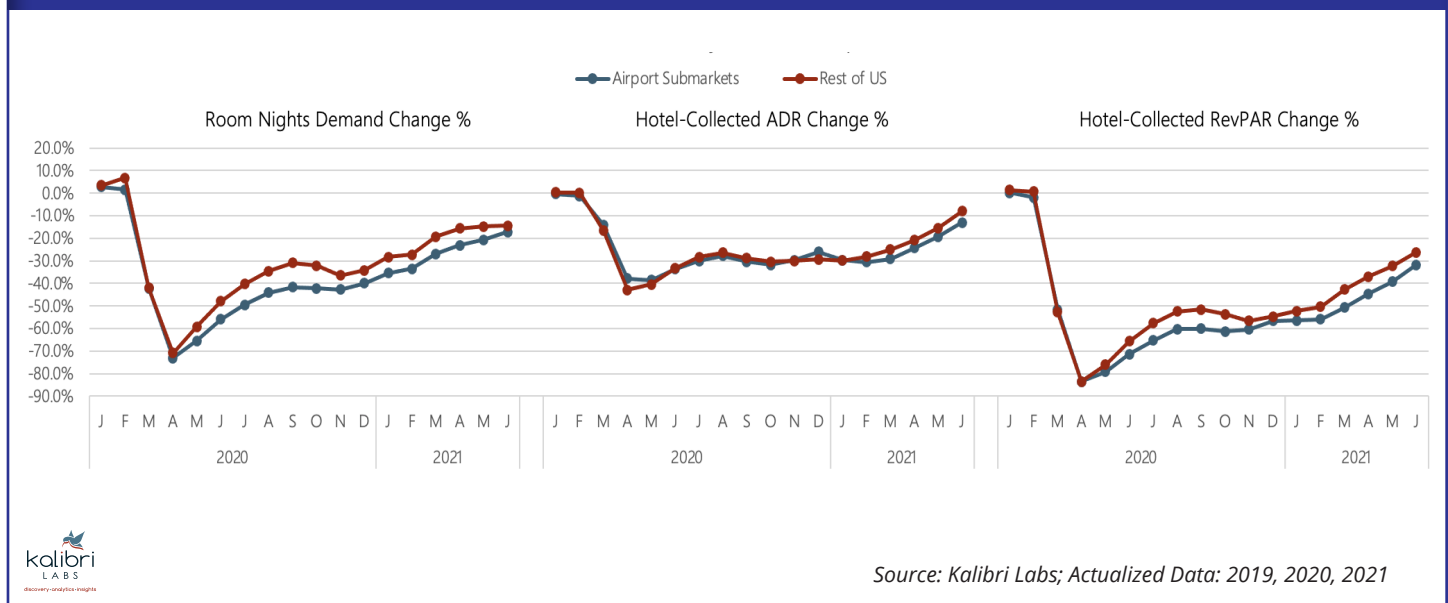
Welcome to Kalibri Labs next installment in our “Mind the Gap” series. These recurring reports, published in conjunction with Hotel Business, will highlight a segment of the US Lodging Industry focusing on the “gap” in demand and revenue that currently exists compared to the reference year of 2019. The current report will highlight Airport Submarkets. In the Kalibri Labs database, each of the 375 markets is further segmented into submarkets. In the top 100 markets, each submarket receives an Urban, Suburban or Airport designation. In addition, each property in a submarket is assigned the location type of that submarket.

The pandemic and the subsequent economic shock felt by hotels was more pronounced in Airport Submarkets than we saw in virtually any other location type with the exception of Urban Submarkets. While each submarket is unique, and performance may vary widely among Submarkets in the same market, performance is still greatly influenced by the market in which they are located. This is especially true in Airport Submarkets as the type of airport plays a large role in the overall demand impact. As such, the following factors seems to play a major role in determining current and future performance metrics for Airport Submarkets:

- The size and nature of the airport plays an enormous role in the demand generation for hotels. Generally, airports in gateway cities where there is significant international arrivals and departures will be the most affected. Without a recovery of international air travel, hotels in submarkets of these gateway cities will lag in their overall recovery.
- Hotels in Airport Submarkets with little to no international travel have and will continue to fair better than their counterparts dependent on significant international travel.
- The return of both large city-wide conventions and corporate travelers will be necessary for hotels in these submarkets to recover.

As recovery for Airport hotels are contingent on the types of travelers that will be the last to return to 2019 levels, namely international, group and corporate travelers, their recovery is going to lag most other location types.

### AIRPORT SUBMARKETS VS. TOTAL U.S. PERFORMANCE - 2021, 2020 VS. 2019



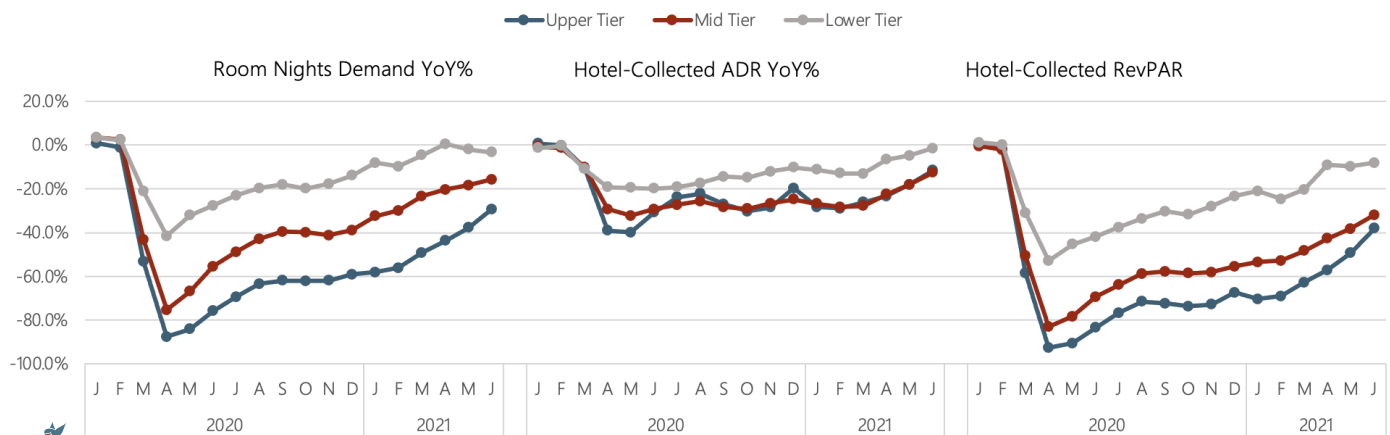




## U.S. AIRPORT SUBMARKETS - TIER ANALYSIS

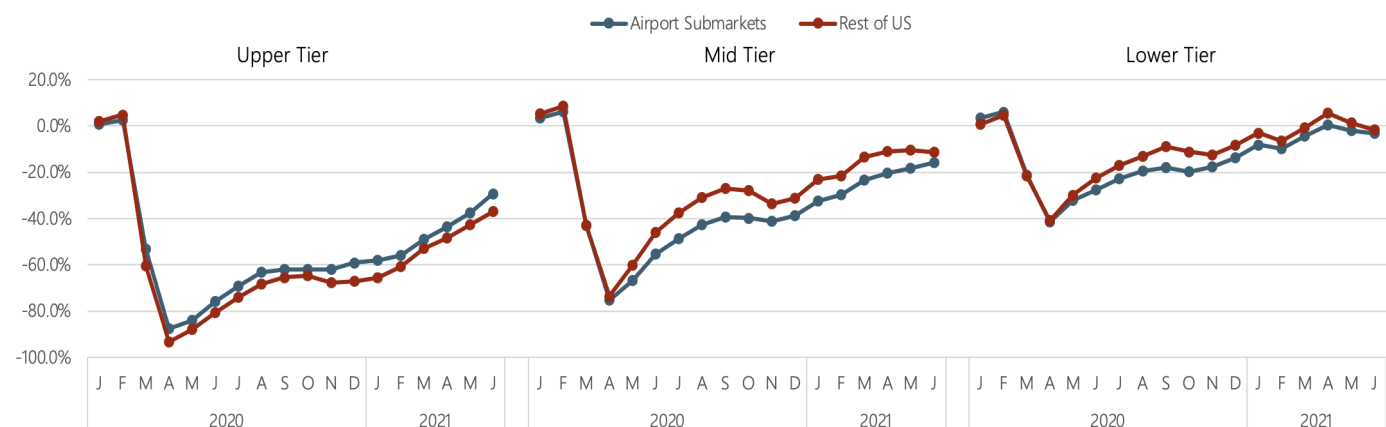
- As was the case with overall US and both Urban and Suburban Submarket trends, Upper Tier hotels in Airport Submarkets were more negatively affected than their Middle and Lower Tier counterparts. Airport Upper Tier hotels felt the brunt of the impact from a demand, and to a lesser degree, ADR standpoint.
- At the other end of the price spectrum, the effect on Lower Tier hotels was, by far, the least dramatic. In fact, during the 2nd quarter of 2021 Lower Tier hotels in Airport Submarkets experienced demand and ADR levels approaching but still below 2nd quarter 2019 results in each of those months.
- Comparing the performance by price Tier in Airport Submarkets to Tier performance for all other location types generally reveals levels of both demand and ADR drops more dramatic than overall US trends. This is not surprising as the significant drop in air travel (see page 8) would most greatly affect hotels in airport locations.

### AIRPORT SUBMARKETS PERFORMANCE BY TIER - 2021, 2020 VS. 2019



Source: Kalibri Labs; Actualized Data: 2019, 2020, 2021

### AIRPORT SUBMARKETS DEMAND VS. TOTAL U.S. BY TIER - 2021, 2020 VS. 2019



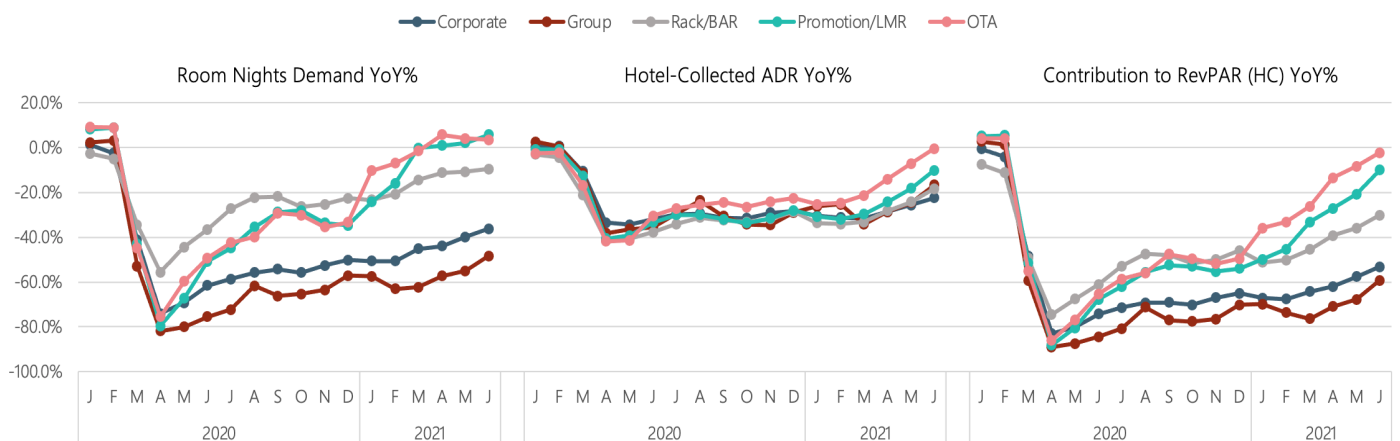
Source: Kalibri Labs; Actualized Data: 2019, 2020, 2021



## U.S. AIRPORT SUBMARKETS - RATE CATEGORY ANALYSIS

- Throughout the early stages of the pandemic, demand from all rate categories registered significant declines in Airport Submarkets with all but Rack/Bar declining in excess of 60%. Rack/Bar demand dropped by over 40% during the same time period before rebounding slowly in the second half of 2020 and remained above all the other rate categories throughout last year.
- Demand in the two predominantly leisure transient rate categories (OTA & Promotion & Loyalty Member rates) began to rebound in Airport Submarkets, along with Rack/Bar beginning in the summer months of last year, while Group and to a lesser degree Corporate showed little signs of any kind of real demand recovery.
- Those demand patterns have become even more pronounced thru the first half of 2021, with demand in the three leisure transient dominated rate categories far outstripping both group & corporate bookings. Both OTA & Promotion and Loyalty Member rates currently registering demands levels at or above 2019 levels.
- Like we have seen in other issues in this series, demand generated by both Promotion & Loyalty Member rates and OTA's have been the fastest growing segments throughout 2021. This is true from both a demand and ADR standpoint.
- Unlike the wide variability in demand seen among the rate categories, ADR declines were surprisingly consistent in the early stages of the pandemic and thru the summer of 2020. Since that time, there has been an acceleration in ADR levels, especially in the leisure transient rate categories. It appears that ADR increases in those segments are helping ADR recovery in both the group and corporate rate categories, as their demand has remained relatively flat.

### AIRPORT SUBMARKETS BY MAJOR RATE CATEGORIES - 2021, 2020 VS. 2019

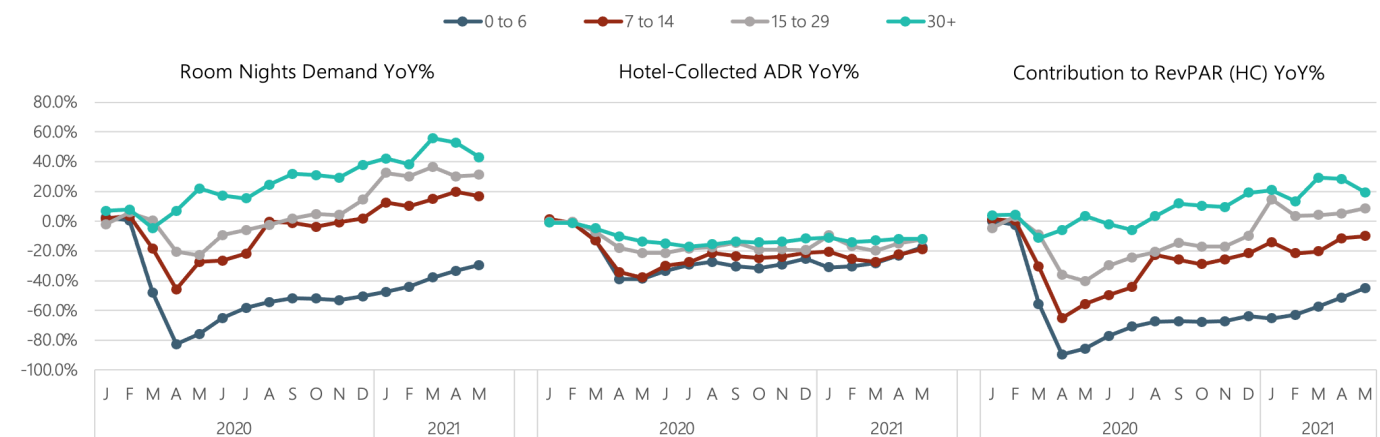




## U.S. AIRPORT SUBMARKETS - LENGTH OF STAY ANALYSIS

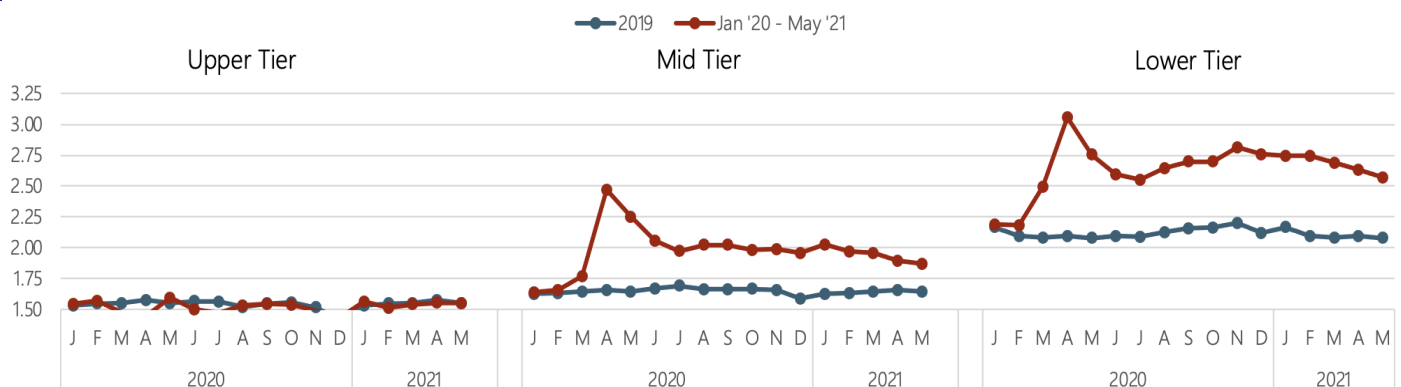
- As was the case in each report in this series, some of the most interesting results continue to be seen in demand trends by length of stay. It is important to remember that, historically, the overwhelming number of hotels stays have been for one night, regardless of the property location and type. In 2019, the average length of stay in US hotels was less than 1.9 nights.
- In 2020 the average length of stay in all US hotels rose to about 2.1 nights meaning that generally, hotel guests last year stayed considerably longer than they had in the past. In Airport Submarkets the length of stay trends were widely different for Upper Tier hotels with virtually no change versus Middle and Lower Tier hotels which have consistently reported significantly longer length of stays than prior to the pandemic.
- What continues to be of interest is the consistency in ADR growth patterns across all stay periods. This is especially true in the longer term stays of over 14 nights where demand patterns might have resulted in stronger ADR growth.

### PERFORMANCE BY LENGTH OF STAY TIER - 2021, 2020 VS. 2019



Source: Kalibri Labs; Actualized Data: 2019, 2020, 2021

### AIRPORT SUBMARKETS AVERAGE LENGTH OF STAY - 2021, 2020, 2019



Source: Kalibri Labs; Actualized Data: 2019, 2020, 2021

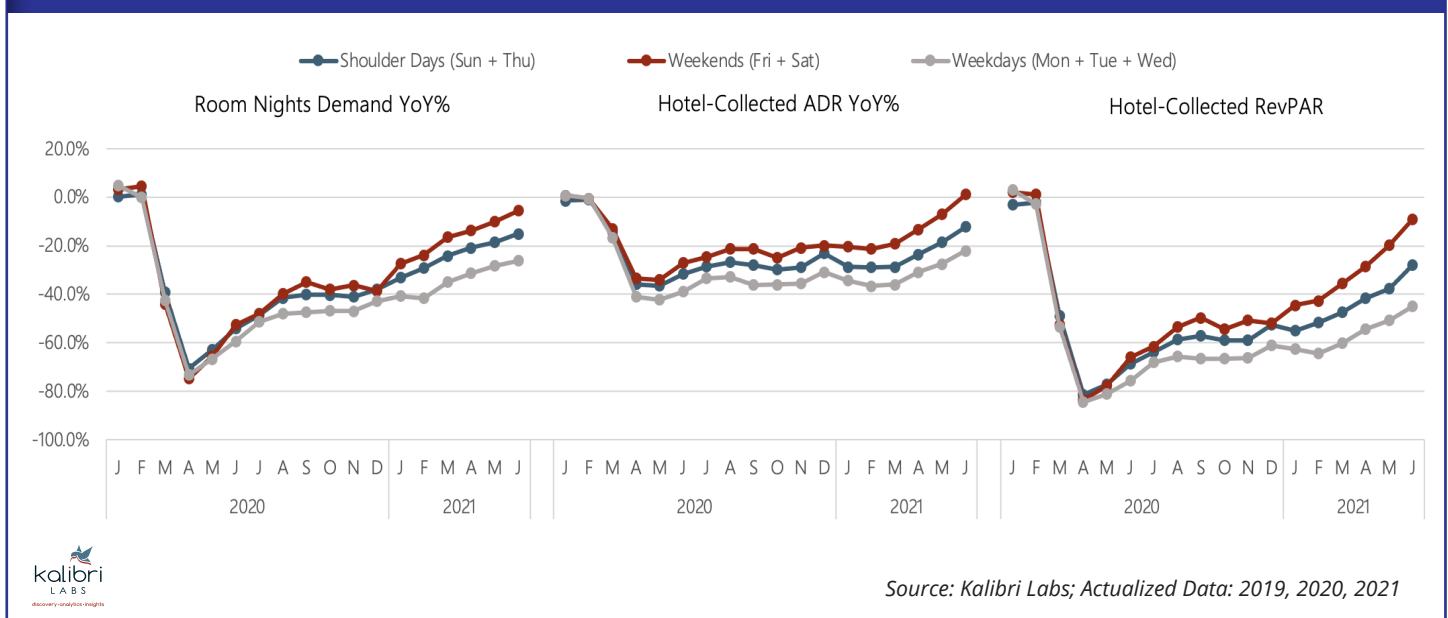




## U.S. AIRPORT SUBMARKETS - WEEKPART ANALYSIS

- As we have done in previous issues of “Mind the Gap”, we have again separated shoulder days (Sunday and Thursday) into their own weekpart, as demand and ADR patterns on those days currently more closely aligns with weekends and no longer mirrors the traditional weekdays (Monday thru Wednesday).
- From both a demand and ADR standpoint, weekends have performed better throughout the pandemic than either weekday or shoulder days. This pattern began in earnest during the summer of 2020 and has continued thru June of 2021. In addition, the differential in demand recovery of weekends versus weekdays has slightly accelerated in recent months. As we are in the middle of the summer season there is no reason to expect that pattern to change in the short term.
- However, unlike both Urban and Suburban Submarkets, the trajectory of the demand recovery is consistent across all three weekparts, including weekdays.
- For each of the 3 weekparts, ADR recovery had been slow and virtually stagnant throughout the second half of 2020 in Airport Submarkets. There has been accelerating ADR recovery in all three weekparts, with weekends recovering back to 2019 levels in June. It seems likely that ADR recovery on the weekends will continue to be strong thru the summer.

### AIRPORT SUBMARKETS WEEKPART PERFORMANCE - 2021, 2020 VS. 2019



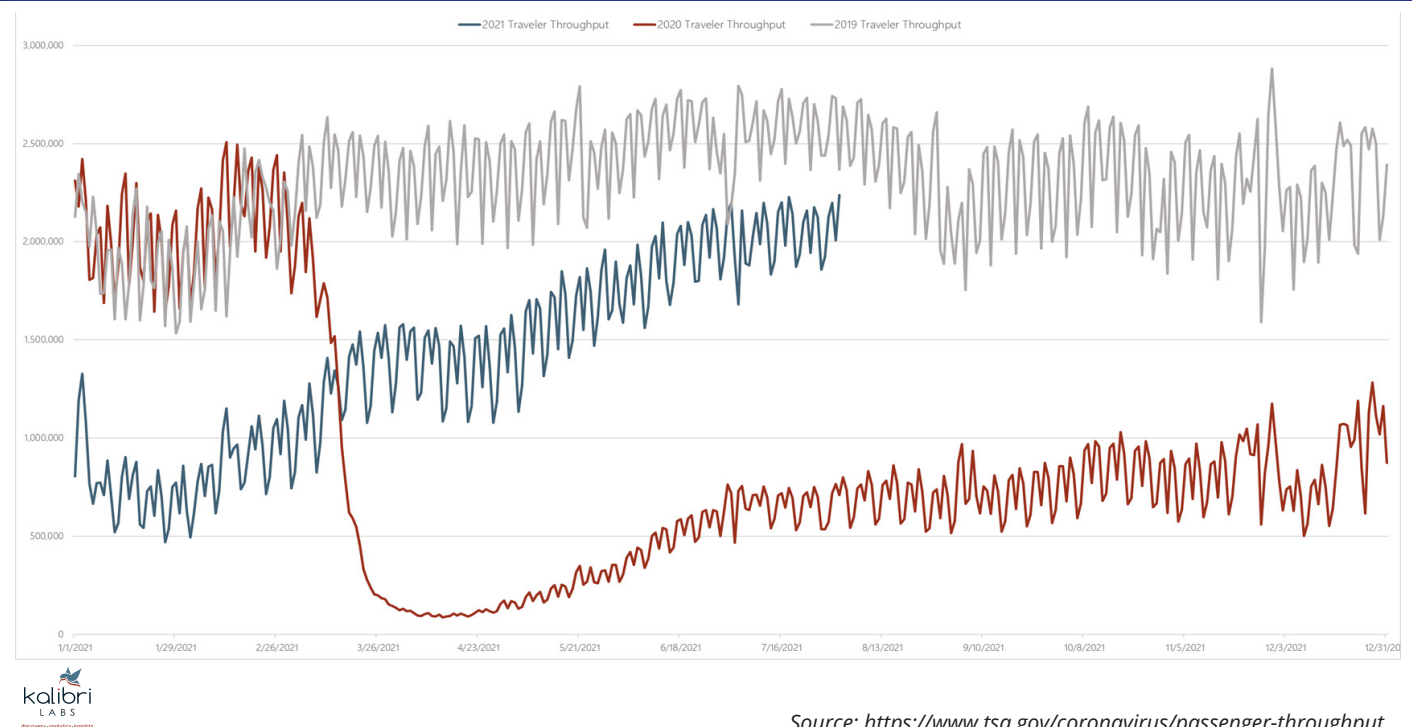




## U.S. AIRPORT SUBMARKETS - TSA THROUGHPUT

- Comparing TSA Passenger Throughput to 2019, passenger levels in 2020 did not start dropping below 2019 levels until the beginning of March. The Presidential proclamation [Proclamation 9993 of March 11, 2020], originally issued on January 31, 2020, was updated on March 11, 2020 announcing sweeping restrictions from European countries to take effect on Friday. Not a coincidence, passenger levels dramatically declined that same week.
- The hotel industry has followed a similar trajectory as TSA Passenger Throughput. For instance, April 2020 recorded the lowest levels of room night demand and revenues on record. Similarly, TSA averaged just 110,000 passengers in April 2020, dropping at its lowest to 87,534 on April 13, 2020, compared to 2.35 million passengers traveling through TSA checkpoints in April 2019.
- On the road to recovery, here are some highlights specifically for passenger throughput for TSA checkpoints:
  - Fewer than 1 million passengers traveled through TSA checkpoints from March 15, 2020 until October 18, 2020.
  - Travel spiked during the winter holiday season and intermittently in January and February 2021 with more than 1 million passengers traveling through TSA checkpoints.
  - By March 2021, this trend was consistently above 1 million passengers.
  - Improving through summer, passenger throughput to averaged 1.89 million passengers in June and 2.038 million passengers in July.

### U.S. TSA TRAVELER THROUGHPUT - 2021 VS. 2020 VS. 2019



#### Sources:

The Transportation Security Administration. TSA checkpoint travel numbers. Web. <https://www.tsa.gov/coronavirus/passenger-throughput>. 08/02/2021.  
 National Archives: Federal Register. Proclamation 9993 of March 11, 2020 Suspension of Entry as Immigrants and Nonimmigrants of Certain Additional Persons Who Pose a Risk of Transmitting 2019 Novel Coronavirus. Executive Office of the President on 03/16/2020. Web. <https://www.federalregister.gov/documents/2020/03/16/2020-05578/suspension-of-entry-as-immigrants-and-nonimmigrants-of-certain-additional-persons-who-pose-a-risk-of>. 08/02/2021.



# U.S. AIRPORT SUBMARKETS - DEEP DIVE MAJOR

## AIRPORT SUBMARKETS

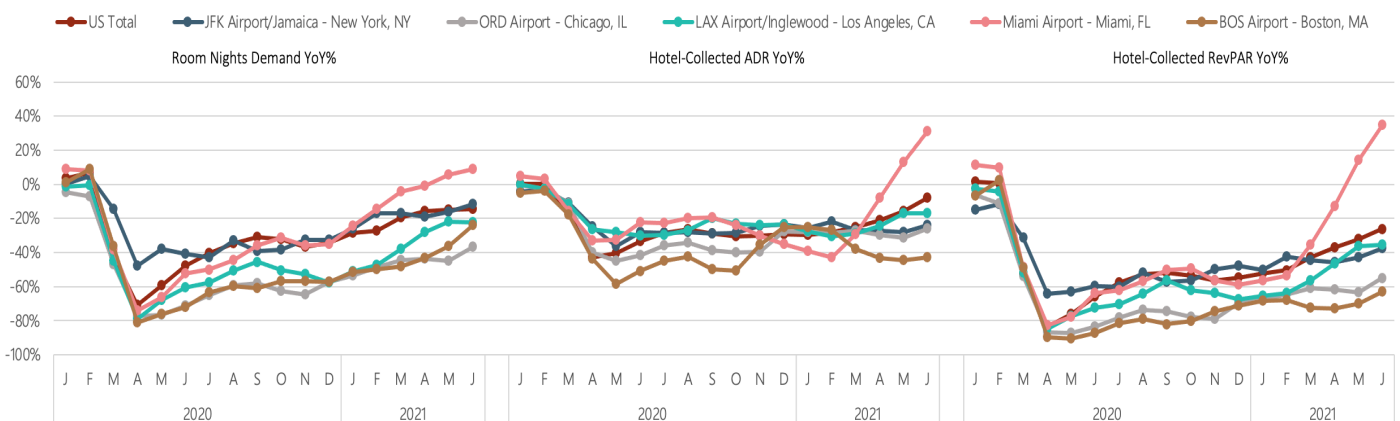
### Overview

- In our examination of Airport Submarkets, we reviewed both major and minor airport submarket performance. Our analysis refers to the performance of the Airport Submarket as defined by Kalibri Labs. The full list of Airport Submarkets in this edition are on page 13.
- Though many Airport Submarkets are still trending behind 2019 levels, the reliance on commercial demand is hindering recovery. Airport Submarkets rely less on Group than other categories, but the return of Corporate is a major key to recovery.

### Major Airport Submarket

- Major airports were impacted by both domestic and international travel declines.
- As mentioned previously, the performance of the Airport Submarkets has been often less severely impacted than the market's Urban Submarket counterparts. A few examples include New York's JFK, Los Angeles's LAX, (not pictured) Atlanta's ATL and Dallas's DFW.
- Of these major airports pictured here, both New York's JFK and Miami's MIA benefit greatly from cargo, despite limited international travel. MIA specifically has also benefited from heightened domestic travel, primarily driven by leisure, as seen when evaluating other Miami market trends. A steep climb in ADR during the second quarter of 2021 as compared to 2019 was especially pronounced, surpassing 2019 levels in RevPAR for May and June.
- The Airport Submarkets of Chicago's ORD and Boston's BOS are still performing well under the Total U.S. The Airport Submarket of Chicago O'Hare (ORD) was down in RevPAR to 2019 around -64% through May and Boston Logan (BOS) was down around -70%.

### SELECTED MAJOR AIRPORT SUBMARKETS PERFORMANCE - 2021, 2020 VS. 2019

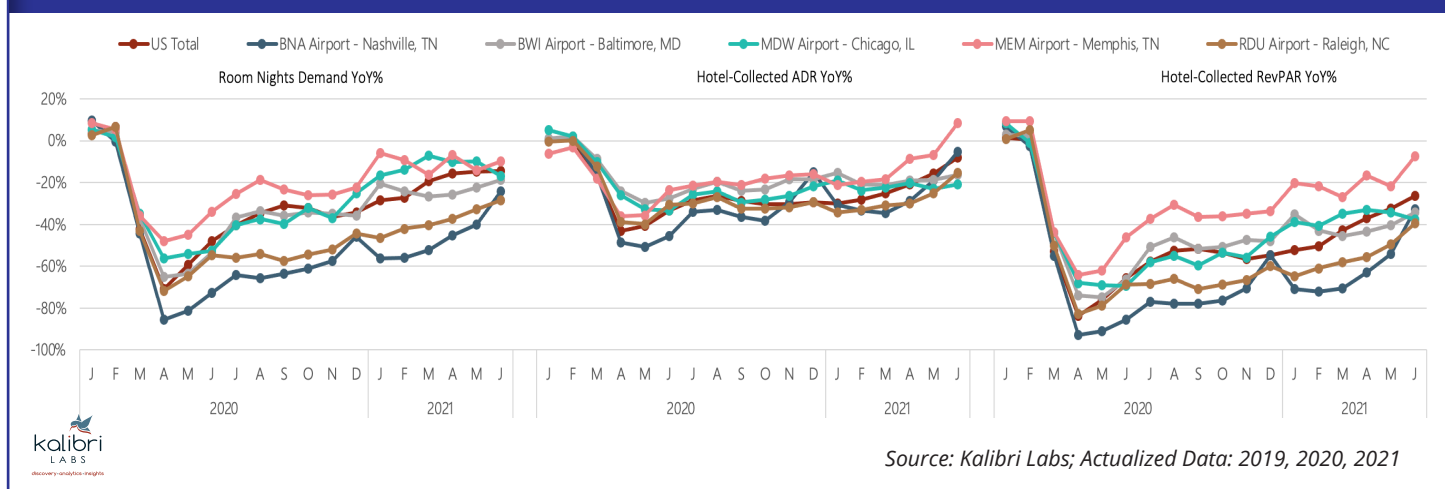




## U.S. AIRPORT SUBMARKETS - DEEP DIVE SECONDARY AIRPORT SUBMARKETS

- Airports in secondary cities benefit from more regional traffic and rely almost exclusively on domestic travel. Though still an important factor of recovery, the reliance on Corporate is not as heavily impacting at minor airports.
- Nashville (BNA) and Memphis (MEM) Airport Submarkets create an interesting comparison for Tennessee. Memphis specifically benefits from cargo as a major hub for FedEx allowing Memphis to outperform the other minor Airport Submarkets illustrated.
- Comparing Chicago's Midway (MDW) to O'Hare (ORD) Airport Submarkets, Midway is down in RevPAR -36% through May and O'Hare is down around -64%. Midway also relies almost exclusively on domestic travel.

### SELECTED SECONDARY AIRPORT SUBMARKETS PERFORMANCE - 2021, 2020 VS. 2019





## U.S. AIRPORT SUBMARKETS

This is a list of the Airport Submarkets reviewed for analysis.

ABQ Airport - Albuquerque, NM  
ALB Airport/Albany North - Albany, NY  
ATL Airport - Atlanta, GA  
Austin South/AUS Airport - Austin, TX  
BNA Airport - Nashville, TN  
BOS Airport - Boston, MA  
BUF Airport - Buffalo, NY  
BWI Airport - Baltimore, MD  
CLT Airport - Charlotte, NC  
CMH Airport - Columbus, OH  
CVG Airport - Cincinnati, OH  
DAL Airport - Dallas, TX  
DCA Airport - Washington, DC/MD/VA  
Denver Airport - Denver, CO  
DFW Airport - Dallas, TX  
East Queens - New York, NY  
GMU Airport - Greenville, SC  
GRR Airport - Grand Rapids, MI  
HFD Airport - Hartford, CT  
HOU Airport - Houston, TX  
IAD Airport - Washington, DC/MD/VA  
IAH Airport - Houston, TX  
IND Airport - Indianapolis, IN  
Jackson East/JAN Airport - Jackson, MS  
JAX Airport / Jacksonville North - Jacksonville, FL  
JFK Airport/Jamaica - New York, NY  
LAX Airport/Inglewood - Los Angeles, CA  
Little Rock East/LIT Airport - Little Rock, AR  
MCI Airport/Leavenworth - Kansas City, MO  
MCO Airport - Orlando, FL  
MDW Airport - Chicago, IL  
MEM Airport - Memphis, TN  
Miami Airport - Miami, FL  
MSP Airport - Minneapolis, MN  
New Orleans West/St Charles County - New Orleans, LA  
Oak Creek/Milwaukee South - Milwaukee, WI  
ORD Airport - Chicago, IL  
PDX Airport - Portland, OR  
PHL Airport/Stadium - Philadelphia, PA  
PIT Airport - Pittsburgh, PA  
RDU Airport - Raleigh, NC  
Romulus/DTW Airport - Detroit, MI  
San Francisco South/SFO Airport - San Francisco, CA  
SAT Airport/Hollywood Park - San Antonio, TX  
SAV Airport/Garden City - Savannah, GA  
SDF Airport/I65 South - Louisville, KY  
Seattle South/SEA Airport - Seattle, WA  
Six Flags/Medical Center - San Antonio, TX  
SLC Airport - Salt Lake City, UT  
SMF Airport/Sacramento North - Sacramento, CA  
STL Airport - St. Louis, MO  
TPA Airport/Tampa West - Tampa, FL  
Tucson Airport - Tucson, AZ  
TUL Airport - Tulsa, OK





## DEFINITION OF TERMS

Hotel Collected Revenue: The amount of revenue a hotel collects and records in their financial statement. Hotel Collected Revenue does not account for wholesale commissions, whether it's a traditional wholesaler or a merchant model or Opaque OTA.

Hotel Collected RevPAR: Hotel Collected Revenue divided by Available Rooms. Hotel Collected RevPAR tracks the revenue earned only on the portion collected directly by the hotel so excludes any wholesale commissions paid to third party wholesalers.

Hotel Collected ADR: Hotel Collected Revenue divided by Occupied Rooms. Hotel Collected ADR tracks the revenue earned only on the portion collected directly by the hotel so excludes any wholesale commissions paid to third party wholesalers.

Demand: Represented by Room Nights sold, and not Occupancy %.

Lower Tier: Includes Economy + Midscale chainscale properties.

Middle Tier: Includes Upper Midscale + Upscale chainscale properties.

Upper Tier: Includes Luxury + Upper Upscale chainscale properties.

Rate Category: Kalibri Labs assigns each booking to a specific Rate Category which defines the highest level of detail provided about a given booking.

**NOTE:** "Major Rate Categories" is based on historical proportions of rate category demand for a market.

Corporate: Transient rates specific to corporate bookings that may or may not be booked by a travel agency although most often it is booked by a large agency or consortia like AMEX, BCD or Carlson Wagonlit. This segment can include commissionable or net-rated non-commissionable bookings and may be booked through GDS, Brand.com, Voice or Property Direct.

Group: Rates from Group market segments, regardless of the booking channel.

OTA: Rates specific to retail, net, merchant, opaque or hotel-collect model Online Travel Agencies.

Promotion/Loyalty Member Rate: Transient rates indicating a discount, a limited time promotion or a sale. Also includes fenced rates available only to hotel loyalty program members (book direct campaign rates) and rates where participation in the loyalty program is a condition of the promotional rate (loyalty member promotions). Loyalty program references apply only to the hotel loyalty program (does not apply to airline, credit card, or other loyalty programs).

Rack/BAR: Transient rack rates, best available rates (BAR), and flexible rates. Also includes long term stay rates but does not include contract or crew rooms (see Contract/Crew).

For further information on Kalibri Labs data: <https://www.kalibrilabs.com/real-estate-investment-resources>



## KALIBRI LABS PRODUCTS

### Trendline Reports

Ideal for anyone associated with market/property investment, in particular underwriting, acquisitions, development and repositioning. Tailor made to give developers, investors, brokers, lenders and appraisers an advantage in any deal or negotiation with options to get composition of RevPAR by rate category, channel or length of stay.

<https://www.kalibrilabs.com/trendline-report>

### Submarket Forecast

Projecting the future performance of any submarket by rate category. Standard data set contains all key performance indicators for hotel performance back to 2015 and forward 12 calendar months from current. Designed to help management companies, real estate investment firms and brand development create the most profitable forward looking strategy. Contact us today to set up a demo: <https://www.kalibrilabs.com/contactus>

### Hummingbird<sup>PXM</sup>

A powerful digital platform to guide commercial strategy, Hummingbird provides owners and operators with the ability to plan, execute and measure performance for both top line and revenue net of booking costs to enable a focus on profit contribution. Management can surgically target the highest value rate categories, channels, travel agencies and corporate accounts. Powered by Kalibri Labs' proprietary Optimal Business Mix algorithm and predictive models, revenue, sales and digital teams can identify comp sets by rate category and build sales, marketing and pricing plans based on the composition of RevPAR both historically and for future periods. <https://www.kalibrilabs.com/hummingbird-pxm>

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Contact us: [TellMeMore@kalibrilabs.com](mailto:TellMeMore@kalibrilabs.com)





## ABOUT KALIBRI LABS/AUTHORS

### Mission

To help sustain the health of the hotel industry by enabling hotel brands, owners and operators to improve profit contribution by evaluating and monitoring revenue performance net of customer acquisition costs.

### About Us

Kalibri Labs evaluates and forecasts revenue and cost of acquisition performance in the digital marketplace with next-generation hotel benchmarking and reporting platforms. Based on a robust database of daily transaction and cost of acquisition data gathered weekly from almost 35,000 hotels, the company's HummingbirdPXM platform enables owners and operators to determine a hotel's optimal business mix and manage resources to achieve it. Kalibri unpacks the composition of RevPAR to describe market demand by rate category and channel assisting hotel owners and operators in improvement of profit contribution. Kalibri Labs offers both historical perspective going back to 2015 and forward views of the market in its property level products for the upcoming 12 months and in market products through 2023. Tapped regularly by the real estate and investment community, the Kalibri Labs database supports hotel transactions and financial restructuring by brokers, lenders, appraisers and financial consultants.

### ABOUT THE AUTHORS

#### Mark Lomanno



Partner + Sr. Advisor

Mark is a Partner and Senior Advisor for Kalibri Labs, a hospitality data analytics company that focuses on helping hotels improve profit contribution by evaluating performance based on revenue net of customer acquisition costs. In addition he advises several start-up and investment companies in the hospitality and data space, including Aspire Marketing, Venturism and FireLight Camps, where he also sits on the Board of Directors. In that role he takes an active role in helping to shape the respective company's strategic direction, creating and enhancing new research solutions and building relationships with hospitality brands, owners and operators.

#### Brittany Cascanet



Director,  
Client Solutions

Brittany Cascanet is the Director of Client Solutions at Kalibri Labs. She has more than fifteen years of lodging industry experience, working in roles from operations to revenue management in a variety of east coast markets and hotel types. As the Director of Client Solutions at Kalibri Labs, Brittany now actively presents solutions to clients, highlighting Kalibri Labs' industry leading HummingbirdPXM platform and reporting. Brittany's experience includes brand expertise with Hilton, Hyatt, Marriott as well as a major Online Travel Agency.

#### Gorka Amian



Director,  
Data Analytics +  
Strategy

Gorka Amian is the Director of Analytics and Data Strategy at Kalibri Labs. He bridges the product development and client engagement teams to deliver insights through data to hotel companies and other third-party clients. As part of the data team, he is responsible for applying Kalibri Labs data to the company online and offline products, helping clients to make data-informed decisions on hotel performance, commercial/revenue strategy, pricing, and business mix. He also oversees most of the data analysis used in publications, presentations, studies, white papers, and overall R&D on trending industry topics.



# MEMO

**To:** Chris Hillman, City Manager  
**From:** Orlando Sanchez, Assistant City Manager  
**Date:** July 30, 2021  
**Subject:** Williams Square Plaza Project Update

As you are aware the Williams Square Plaza Project started on May 10, 2021 and has been moving forward on schedule (completion date in March 2022) and within budget. Below is update report that Casey Tate provides every two weeks on the project. At your request Casey will providing an in person update at August 19<sup>th</sup> Work Session that will include a short video and pictures of the project.

## **Update #5 – 7-23-21**

Please find the following bullet points updating the progress on Williams Square Plaza Project.

- The project remains on schedule, with 1 weather days lost so far. But we have now removed the concrete sub slab on most of the demo areas, so there will be more weather impacts due to rainy periods going forward.
- The second pay draw has been approved and the receipts for the fountain equipment down payment have been received. Payment is being processed next week.
- The demolition contractor has completed the work on the site concrete and has hauled off approximately 210 loads of concrete debris from the sub slab and mud slab.
- The fountain contractor has completed excavation on the area between the basement tunnel and the main sump pit for the main piping. The fountain contractor has removed the floor of the main sump and removed part of the fountain floor for the new piping runs.
- The concrete contractor has excavated the area for the eastern access ramp and all three main tree wells. He has formed up for the retaining wall foundations for all of these areas and is scheduled to pour these retaining wall foundations on Monday.
- The next contingency draw is being processed and is for the cost of adding additional pedestrian safety barriers for access from the west tower to the crosswalk. We just received the pricing for the additional electrical work for the basement and the WIFI system. Pricing is being evaluated.
- Structure Tone Southwest has mounted the project camera on the north tower and it is taking pictures during the daytime.

- The camera card will be pulled and new photos downloaded each week. STSW is getting a drop box to allow access to the photos. These pictures will string together for time lapse videos for future progress updates.
- Improved pedestrian safety barriers have been installed along the western section of the front fence to allow safe access for tenants of the west tower to the crosswalk over to Water Street.
- SWA has found two alternate vendors for the pricing of the sculpture refinish and they are currently pricing.

### **Upcoming Activities**

- The fountain contractor should begin installation of the piping for the main sump area and also begin installation of the new fountain piping.
- The concrete contractor should begin to pour retaining wall foundations next week.
- The Electrical Contractor should begin work on the site rough in for the various planter basins and tree wells.
- SWA and the contractor are working to get the large trees and all new plantings tagged at the nurseries to lock down the plant materials. There is a visit to the nurseries on July 30th to tag trees.
- We are still working through several issues which may require some expenditures out of the contingency fund. They include
  - There are some electrical conduit and panel changes required to meet the current electrical codes.
  - Additional demo on the plaza and sub slab because the north underground garage extended further south than shown on the plans (20' vs. 15')
  - The concrete sub slab (which was demolished) on the northern half of the site was thicker than the plans identified, it was 12" thick in some areas, this resulted in additional demo costs and haul costs.
  - The cost of the refinishing of the sculpture has gone up 44% over the original estimate. SWA is getting quotes from alternate vendors whom may be able to complete the restoration closer to the original budget.
  - We are looking at a proposal to repair some of the cracked and crooked granite wall tiles around the plaza. This would not take place until later in the project as the re-install is moving forward.



The HDPE piping for the fountain renovation arrived this week and is being off loaded. This high strength piping will insure long term stability of the fountain piping long into the future.







Lower basin – The concrete sub slab in the bottom of the deepest of the fountain sump has already been demolished and removed. The excavation in this location is has gone down to the bottom of where the piping will come out of the basement tunnel and go into the fountain. The drain lines will be approximately 5 feet below the basin floor and you can see the fountain contractor has excavated down below the sump area.





The water proofing contractor prepared this mock up wall for the water proofing, but it is being used to provide a mockup of the granite wall tile installation. It was decided to make the joints between the granite 1/8" which is a little smaller than what is shown on the mockup wall.





This is one of the salvaged granite tiles from the plaza which has been scored into 6x6 squares. These tiles will be used on the two raised walkways in front of the east and west towers. After seeing the sample, all parties decided that the joints scored into the tile were too wide and need to be reduced down to 1/8" or smaller. The granite contractor is getting new tiles scored for additional samples.





This is the southeast corner of the site and the concrete forms are set for the big radius which will define the lawn and landscape area in this corner of the site. The dirt area on the right will be excavated down to the top of the tunnel area and new water proofing will be installed.





This is in the northeast corner of the site in the area of the large landscape area. This shows the foundation for the retaining wall for the ramp which transitions up from the sidewalk to the east building entry. The excavation has removed dirt down to the top of the concrete ceiling of the underground tunnel across the front of the site. This area to the left of the trench in the photo will be a planting area with mostly turf and shrubs.





This is the start of the reinforcing steel in the foundation for one side of the retaining wall which will be the edge of the ramp from the sidewalk to the front door of the east tower. This is beyond the roof of the tunnel on natural grade.





This is where the ramp will go up to the eastern entrance to the east tower. This ramp will tie into a larger landing area with steps to the left side of the photo down into the plaza. You can see some concrete sub slab at the east entry which has been able to be salvaged for re-use.





This shows both sides of the foundations for the retaining walls ramping up to the east entry for the east tower. There will be landscape areas on both sides of the ramp, which will include turf, shrubs and some trees. This access ramp will be wide enough to allow for seating and a few tables along one side of the ramp.





This is the foundation and reinforcing that is stubbed up for the retaining walls around one of the tree wells. The retaining wall footing will be poured on Monday and the retaining walls will follow once the concrete reaches proper curing. There are three new tree wells for large trees on the plaza On mainly the north half of the plaza.



**IRVING CONVENTION AND VISITORS BUREAU  
MINUTES – DESTINATION DEVELOPMENT COMMITTEE MEETING  
IRVING CONVENTION CENTER – GRAND BALLROOM 6  
AND VIDEO CONFERENCE  
TUESDAY, MAY 4, 2021**

Those in attendance were Greg Malcolm – Committee Chair, David Cole – Board Vice Chair, Karen Cooperstein – Board Chair, Julia Kang, Clem Lear, Bill Mahoney, and Joe Philipp - Committee Members; Bob Bourgeois and Sam Reed – Board Members; Mayor Pro Tem Kyle Taylor – Council Liaison; Carol Boyer, Lori Fojtasek, Maura Gast, Brenda Lopez, Brice Petty, Diana Pfaff and Susan Rose – ICVB Staff; General Manager Tom Meehan and Director of Sales Matt Tungett – ICC; Guests – Destination Analysts Founder and Managing Director Dave Bratton via Zoom, DART Community Affairs Representative Carlos Huerta and DART Project Manager Hans-Michael Ruthe.

Committee Chair Greg Malcolm called the meeting to order at 11:32 a.m. There were no citizen comments. He thanked everyone for joining the meeting.

**IRVING 2019 HOTEL VISITOR RESEARCH & ECONOMIC IMPACT STUDIES – DESTINATION ANALYSTS**

Destination Analysts Dave Bratton presented the results from visitor research and economic impact studies for Irving.

- A complete copy of the presentation will be provided upon request.

Three surveys are issued each year to gauge the annual estimate of economic impact to Irving: Hotel Guest Survey, National Regional Traveler Survey and Meeting Planner Survey.

- In 2019, Irving had 4 million visitors, spending an estimated \$3 billion with majority of spend from hotel guests, a significant shift from 2012 when spending was \$1.4 billion.
- Group meetings spending in 2019 was \$806 million, 88.7% by the attendees themselves.
- Job supported by the dollars spent is 25,000, an increase from 2012 of 12,547.
- Tax revenues reported \$64.7 million in 2019, up from \$42.5 million in 2012.
- For every resident, \$12,566 spent by visitors equates to \$776 savings per resident in taxes generated by the tourism industry.

Executive Director Maura Gast added the perception of Irving as a place to extend a visit has changed over time as well. Bratton added that Irving has created a destination that is exciting. Gast added that this week all metric studies have been positive, and people are more likely to travel than in the previous months, but the industry is not out of the woods yet. Things have taken a turn and changed in the last three months due to vaccine distribution.

The Committee thanked Bratton for the very informative presentation.

**DART BUS NETWORK RE-DESIGN BRIEFING**

DART Community Affairs Representative Carlos Huerta reported:

- Public hearings for the DART bus network re-design are scheduled for June 8.
- This is a result of the process that started in 2019 and 10 of the 15 proposed routes have been completed.



- Irving Hidden Ridge Station and parking lot opened on April 12. It is beautiful station with historical elements included and is a representation of Carpenter Ranch and the beginning of the Las Colinas area. Final landscaping will be finishing soon.
- The Silver Line is under construction at Cypress Waters area and opening in 2023.
- Silver Line from southeast Plano to DFW Terminal B is set to open summer of 2023.
- New DART President and CEO Nadine Lee begins her term on July 12, 2021.

DART Project Manager Hans-Michael Ruthe reviewed the proposed new bus network:

- The new bus network re-design will be the largest in history. Travel demand and patterns have changed over the last few decades.
- A proposed network map was included in the handout packet.
- The route is designed to be used in the GoLink app, similar to an Uber operation.
- Estimated implementation date is January 2022.
- There will be less routes than currently available, but more weekend and mid-day routes will be added.
- Mid-day frequency is driving the proposed system.
- By changing the service offering in downtown Irving, the waiting time should not exceed 20 minutes.
- The Irving service proposed is similar in connections as today, but frequency of routes is going up – adding 10 extra trips mid-day and Sunday service.
- There is no cost for using the GoLink app. DART fares can be used toward GoLink service.
- It was noted there is no route in the Urban Center.
- Weekend service changes were reviewed, as well as service frequency changes.
- The goal of re-design is to provide bus service to support the light rail service.

In response to a question from Assistant Executive Director Lori Fojtasek, Huerta replied in 2019, DFW Airport North boardings at Terminal A show 2,000 riders a day. Based on research, 80-90% of those people work at DFW Airport.

**ACTION ITEM:** The DART Bus Network Redesign and Service Changes presentation will be posted on the ICVB Board portal.

#### UPDATE – IRVING GROUP COVID IMPACT & GROUP PIPELINE

Fojtasek reported:

- Irving hotel COVID impacts show 78,000 room nights lost in group business and 97,000 have canceled due to COVID.
- Room Nights Lost revenue impact is almost \$24 million in Revenue Lost and \$30 million in Revenue Lost in Cancellations.
- Occupancy is improving.
- March for Sales/Marketing was good for staycations and spring break. Group and Transient business are trickling up.
- Room Night Leads for 2021-22 reports an increase to 89,547 but Definite Leads have decreased from 50,613 in 2020-21 to 31,922 in 2021-22. Groups are booking in the year/for the year and Irving is typically a short-term market.

- ICVB sales are slightly behind pace for incoming leads.

ICC Director of Sales Matt Tungett reported:

- Cancellations have leveled off, but the presale booking is a 12 month window and cancellations do not have a chance to rebook in the year.
- Corporate market leads for FY2021-22 are coming in.
- The Corporate and Association markets are slow in returning to pre-COVID.
- FY2021-22 Prospects continue to tick up every month for Corporate business and early next year there are large contracts out for signature.
- Total impact for Cancellations is \$3 million in Lost Revenue, but that does not include parking or F&B overages.
- ICC is struggling to hit budget and the focus is on cutting costs for the year.

#### IRVING RESTAURANT UPDATE

There is a link with a list of Restaurant closings in the packet.

Malcolm asked for a motion to approve the Destination Development Committee meeting minutes from February 9, 2021. Mahoney made a motion to approve, with a second from Board member Julia Kang. The February 9, 2021, Committee minutes were approved unanimously.

#### COMMITTEE CHAIR REPORT

Malcolm asked for a recap of the ICVB and ICC Sales Strategic Plan meeting. Fojtasek reported it was an excellent meeting with discussions on the history of marketing, a review of researched markets that are booking and how to focus on those and strategies to compete with other markets. It was a half-day meeting but very productive. Brainstorming and cost-cutting considerations revealed creative ideas. The teams discussed putting results into action and prospecting different options with client outreach.

Malcom reported his hotels have seen an increase in Occupancy for March and April, along with Average Daily Rate increases. May is continuing to see forward movement. Average Daily Rate is increasing slightly higher than projected. He noted it is important to regain rate.

The next Committee meeting is scheduled for August 10 at the Irving Convention Center. Future topics include Hotel Ordinance Proposed Changes and Survey Responses, Hotel Development Updates and R-AB Ordinance. Board member Clem Lear noted House Bill 1024 that allows beer, wine, and mixed drinks to be included in pickup orders was approved the Texas House and Senate.

Malcolm adjourned the meeting at 12:24 p.m.

Respectfully submitted,



Maura Allen Gast, FCDME  
Executive Director