



IRVING CONVENTION & VISITORS BUREAU

# Operating Budget & Marketing Plan

2016-2017



# ICVB Board of Directors

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## Executive Director Overview

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May 12, 2016

# Memorandum

**TO :** David Cole, Board Chair  
 Debbi Haacke, Board Vice Chair  
 ICVB Board of Directors

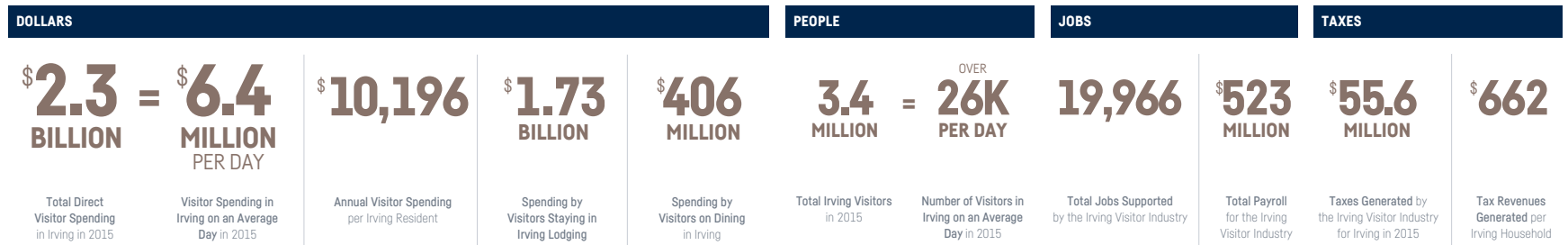
**FR :** Maura Gast, FCDME

**RE :** 2016-2017 ICVB Budget and Marketing Plan Overview

For the past several years, thanks to the leadership of the ICVB Board of Directors, and the dedication and commitment of our excellent staff teams at the Convention and Visitors Bureau and the Convention Center, we have seen Irving making great strides toward its vision of being a “uniquely vibrant destination attracting visitors of all kinds for unforgettable experiences.”

We’ve had the benefit of a strong economy behind us, allowing us to expand our sales and marketing reach, while reinforcing our reserves for the long term.

This year’s proposed budget and program of work will continue those efforts, as you will see when we formally present these to you at your May 23 Board Meeting. This document contains considerable detail for your review in advance, with this overview letter providing background information that should make the numbers more digestible. While our May 23 presentation will not be a “line-for-line” review of this information, we will be more than willing to answer any specific questions.



## State of the Industry

As you hear each month from our hotelier board members, the market remains strong; most experts continue to anticipate a slight slowdown, likely in 2017 or 2018.

### Industry Performance Data YTD thru March 2016, Smith Travel Research\*:

|                       | Occupancy | Avg. Daily Rate | Revenue<br><i>(per Available Room)</i> |
|-----------------------|-----------|-----------------|--|
| NATIONAL              | 60.7%     | \$ 120.92       | \$ 73.34                               |
| IRVING - CITYWIDE     | 74.4%     | \$ 102.18       | \$ 76.06                               |
| IRVING - FULL SERVICE | 73.9%     | \$ 136.67       | \$ 100.95                              |

Powering the market, according to Smith Travel Research at their annual Hotel Data Conference last summer, is that corporate profits have been at all-time highs. Housing prices are on track with long-term growth trends. Nationally, the risk that had been associated with the fluctuations in the oil/energy markets has begun to decrease. In the summer of 2015, the national industry achieved its highest occupancy rate ever and its highest room demand ever, with 5,000,000 census rooms available, its highest rooms count ever.

Group rooms recovered nationally in November 2014, and Group Demand Growth is beginning to surpass Transient Growth. Group Average Daily Rate is still off-peak in 8 of the Top 25 markets, however the Dallas market remains above peak.

Nationally, demand growth continues to outpace supply, and that remains the case here in Irving. With the supply projected to come on line in Irving over the next few years being primarily of full service rooms with the addition of

the convention center headquarter hotel and the new Woolley Classic Suites on the north side of the airport, Irving should continue to keep a desirable balance of supply to demand. Select service projects saw the opening of the Home2Suites in Irving earlier this year; a Woodspring Suites at Signature Extended Stay hotel at 161 and 635 will open this summer. The zoning case for a Waterwalk corporate lodging hotel adjacent to the Proton Therapy Center is on the City Council's May 12 agenda; the Texican Inn, the Valencia project on the east side of the convention center, is expected to come to the City Council in June for its approvals. We do not have opening dates available for either of these yet.

Weekdays remain strong in Irving; while corporate transient has been relatively flat, contract business is up and weekend transient business is up year-to-date as well.

Locally, we are conservatively estimating a slight hesitation in the calendar 4th quarter of 2016. The last three federal election cycles have seen this pattern emerge in the corporate market here in Irving; it has appeared to be a temporary slowing of business activity as the election date looms near, which then rolls in to the typical slowdown of the November and December months. The following January has seen demand return to normal.

Disruption in the travel industry has become the "new normal" as services such as Airbnb, Uber, Hotel Tonight and other emerging resources continue to change how the consumer makes decisions and makes purchases. Because of Irving's dominance by corporate travel, we have not (yet) seen the impact more leisure-oriented markets have, with overnight accommodations being shifted away from the traditional hotel room, which generates (and reports) the traditional hotel occupancy taxes. Airbnb has made a commitment to the markets it is serving to educate its hosts about their responsibilities regarding hotel occupancy and other taxes; in large markets like San Francisco, they have worked closely with city officials to create ordinances that level the playing field between hotel operators and Airbnb hosts when it comes to

\*Source: STR, Inc. Republication or other re-use of this data without the express written permission of STR is strictly prohibited.



## State of the Industry *(continued)*

taxes. We continue to keep a close eye on these players and their impact on Irving, while also maintaining a bigger picture desire to attract as many visitors as possible, regardless of how they make their purchasing decisions.

As noted earlier, the market has continued on a very positive run, but we do know that eventually it will slow down once again. The up-and-down cycles we have been through these past 16 years have us well-prepared to make the adjustments we know we will need to make when that time comes.

## Needs Analysis Survey

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Our budget process begins each year with a Needs Analysis Survey of our hotels, to determine where our priorities are best aligned. The primary markets where hotels want to see ICVB focus sales and marketing resources remain high on our radar screens: sports and weekend business, followed by corporate business and special events. Continued investment in the business development incentive program (BizDIP) is a high priority.

For Irving's hotels, their needs have remained pretty consistent since we began the Needs Analysis Survey more than 20 years ago. When asked for the reasons they lose business, and when asked how the City of Irving can improve business, the answers are clearly connected – provide entertainment and leisure attractions in Irving, and you'll solve the primary reason they lose business. Desire remains for “new development” throughout the city (former Texas Stadium site, former Carpenter Ranch site, Irving Mall redevelopment, etc.) While projects that are moving forward are appreciated (Water Street, Irving Music Factory), the hotels are looking for solutions to “right now” challenges.

Beyond attractions, more traditional infrastructure remains a concern. Impacts to business over the course of the Midtown Express construction schedule and concerns over road conditions in general were noted.

Irving's competition remains fairly consistent. Those most commonly cited in DFW are Grapevine and Dallas; elsewhere in Texas, they are San Antonio and Houston. Around the US, Chicago, Las Vegas and Atlanta were at the top of the list, followed closely by Philadelphia, New Orleans, Denver, New York and Phoenix.

## Priorities

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The City's hotel occupancy revenue projections for next year will be based on actual revenues in the current year for the first quarter and a 1.5% increase from current year projections for the following three quarters.

We have a simultaneous two-track process in developing the budget and program of work each year. One track is directed by the Needs Analysis Survey of our hotels. The other is driven by the Convention Center's needs, in capital improvements and the operating subsidy. Those become the first things we budget, followed closely then by replenishing our respective reserve funds. At this time, we are proposing transfers of \$900,000 to the Convention Center Reserve/Capital Projects Fund and of \$200,000 to the ICVB Reserve Fund. We will maintain the building's operating subsidy at \$1,395,000, and anticipate several large capital improvement projects for the building this next year.

With the headquarter hotel project delayed, we postponed re-establishing outer-market representation in the Washington DC area this fiscal year. The resource is budgeted once again next year, and we will bring that asset online



## Priorities *(continued)*

as quickly as possible once the hotel project is funded and an opening date confirmed. DC is our primary geographic focus for this market, as it is where the majority of the national and US-based international associations are headquartered. Ideally, we are also looking to reach clients in Chicago, where many of the medical-based associations are, as well as many corporations, and then also in the NY/NJ/PA triangle, where there is a high volume of pharmaceutical, financial and insurance business. The industry is highly relationship-dependent; having a day-in, day-out “native” presence in these markets goes a long way in building business outside of cold calls and tradeshows.

There is a slight increase in our staff training line items to put in place a more structured bureau-wide training program. This will allow us to better build on the resources offered by the City, while identifying the resources needed by our staff and the industry. There remains funding in the budget for studies associated with the Board’s strategic plan, primarily for a proposed Sports Facility Assessment survey. There may also be some legal work needed on the concept of the “tourism improvement district” for the next legislative session (although much of that heavy lifting will have been done by our neighboring cities). In future years, there will also be some more detailed analysis needed on alternative operating structures, particularly from a Texas law standpoint.

Priorities may be further adjusted pending the adoption by the Irving City Council of the Comprehensive Plan and the Economic Development Strategic Plan. Both propose opportunities for the ICVB which will need to be balanced with the industry’s priorities.

## Budget Overview

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As the City budget process for the ICVB is new for some of our board members, I would draw your attention to a couple of items.

Salary levels and insurance costs are established by the City. The budget includes provisions for merit pay increases based on the city’s policy for those employees not currently “topped out.” During the strategic plan discussion, one of the commitments was to competitively assess the ICVB salary schedules on a regular basis, to assure we are able to retain and recruit staff. The commitment was to do this every three years; the next review will be budgeted for the 2017-18 budget year. The line item for incentive pay represents the performance management plan that is part of the compensation structure for the Executive Director, Assistant Executive Director/Sales and Sales Managers.

Staffing costs are allocated to the respective departments’ budgets; positions that may serve multiple departments (i.e., administration, finance, IT and receptionist) are not parceled out by percentage across the organization. Nine years ago, we moved the dedicated IT staff position to a fulltime position with the Bureau as its Director of Technology; funding continues to provide contractor services as backup for this position, and that is a shared resource with the convention center.

The organization took a 23% staff reduction in 2010-11 and eliminated 6 positions. In the current fiscal year, you approved the addition of one sales support staff position, to keep the growing demands of customer service needs met. We are not requesting any additional staff positions for 2016-17.

The “big ticket” items are those allocated for travel, media advertising, ad agency services, and the convention center subsidy. Travel remains where the bulk of our customer interactions take place. Our staff is on the road

## **Budget Overview** *(continued)*

throughout the year, calling on customers, attending various trade show and industry events, representing the destination on a wide range of stages. Staff members also take on leadership roles in a wide range of industry associations, allowing Irving a variety of selling stages beyond the trade show floor, and we have actively supported that leadership commitment as budgets have allowed.

Media Advertising is the line item that has taken the some of the biggest hits over the past several years, but still represents a large dollar amount. The trade publications in which we advertise have open rates of \$25,000 for a one-time full-page ad; the dollars add up quickly. It is important to recognize these are the only dollars spent to promote Irving outside of the Metroplex; our hotels and attractions have little budget for any advertising, much less any done out of market. They rely solely on the CVB to generate awareness and interest of their specific properties in our destination. Our placements are strategic but finite, focused primarily on the publications of our leading trade associations, with a small portion set aside for consumer market messaging as part of a co-operative program with the Dallas/Fort Worth Area Tourism Council. With new “things to do” coming on line, we will work to increase our reach in the leisure market, without sacrificing our bread-and-butter in the meetings market.

Under Special Services, advertising agency services represents the dollars needed to produce our well-received collateral, such as the Traveler’s Guide, Convention Center pieces and Quick Reference Guides, as well as our direct mail campaign, websites, online initiatives and trade show displays; this line item includes production, as well as creative services. This is an outsourcing function that continues to generate far more for us in return than we could ever accomplish trying to deliver these items internally.

Special Services also includes the outer-market representation, research

services and other outside services, including public relations. This is also where funding for the studies related to the Board’s Strategic Plan resides.

There are a number of elements tied directly to our primary software system; these expenditures include features tied both to the Customer Relationship Management (CRM) elements and to the Content Management System (CMS) of the websites and databases.

We have put funding in the budget for outer-market kickoff client events to mark the construction starts of the headquarter hotel, for opening events for the Music Factory, and for local familiarization tours during construction of same as schedules permit.

The Business Development Incentive Program (BizDIP) budget shows a slight increase; these are funds used for booking incentives, room rebates, rental fee offsets and bid fees. It remains a buyers’ market, and our competition and their incentive offers continue to increase.

Our commitment to the AT&T Byron Nelson remains a priority as long as this tournament remains in Irving. The Nelson remains an important, highly visible and signature event for our city and an important one for our visitor economy. We use tickets received as part of the sponsorship to support community sponsorship requests throughout the year. Expenses associated with this event are found in two places in the budget – the sponsorship itself is under Sponsorships; the costs associated with the event (shuttle transportation, food and beverage expenses) are found under Promotions/Special Events.

The return of the LPGA Volunteers of America Texas Shootout to the Las Colinas Country Club is expected, and we will continue the significant staff support we have provided since its debut, as well as sponsorship and BizDIP support. Although we have had limited client interest in the event and thus have not been able to structure a familiarization tour incorporating it, we will continue to look for opportunities to showcase it and Irving. We also anticipate the return of the city-supported Irving Tennis Classic; the

### **Budget Overview** *(continued)*

event's Spring Break timing has proven challenging for client entertainment opportunities, however, we will continue to provide marketing and media support to this as well.

Without an opening date for the headquarters hotel and with no booking agreement finalized, it is difficult to estimate when we will begin to feel its booking impact and at what pace. We have targeted room night sales gains of 2%. Irving hotels continue to be willing to trade occupancy for rate, primarily due to the strength of the corporate market, which ultimately is best for the City's bottom line, as well as for our hotels.

When it comes to hotel inventory, the ICVB is "Big Lots" – we get that which the hotels can't or don't sell on their own. We control none of the inventory and none of the pricing decisions – we can make sure our buyers and sellers are well-informed of each other's needs and bring them together, but we can't force them to make or take the deal. That will change somewhat with the addition of the headquarter hotel, assuming an appropriate room block agreement remains in place, but it is still a finite amount of inventory that will be within our control. The group rooms that are available in Irving hover at approximately 20% of our total citywide inventory, or a total of 2,400 rooms nightly; the number of full-service rooms available for all group bookings is closer to 700.

The market segments our hotels want to see the CVB support remain a priority: sports, weekend business and groups. In addition to targeted sales and marketing initiatives in these segments, the Business Development Incentive Program [BizDIP] remains a critical resource in the Promotions/Special Events category. We will continue to use the state's Events Trust Fund as we are able; expenses and revenues associated with same have been budgeted.

While the sports market continues to be desirable for our hotels, our efforts there face particular challenge because so much is dependent on facilities we do not control, specifically parks and recreation facilities. The availability of these is extremely limited due to use by local organizations and those that were available have just been reduced significantly by the redevelopment of the Las Colinas Equestrian Center into residential housing. This limits our venues primarily to the Convention Center (where we are building good relationships with judo, wrestling, taekwondo, etc.), and the city's streets for high-level events such as the Irving Marathon and PlayTri's Triathlon events, although road construction will make these a challenge in 2017. We continue to target organizers holding events at the nearby Dallas MoneyGram Soccer Park, since Irving hotels are relatively nearby. As has been shared with the Board's Destination Development Committee, an ICVB client is bringing forward an economic development proposal to the city concerning a partnership with an under-utilized park asset with little funding. Should this project move forward, it could provide a good partnership for the CVB to bring certain niche sporting events to Irving in future years. We will wait to conduct the previously-discussed Sports Facility Assessment survey until we see where this project may go.

We are now in our fourth year of a partnership with the Texas Hotel & Lodging Association which allows each Irving hotel to automatically become a member of THLA at no cost. This is a great bottom-line savings for our hotels; more importantly, this allows our hotels a better voice at the legislative level, and allows Irving a strong voice when it comes to advancing and protecting our legislative priorities. For many of our hotels, they are in and out of the association as budgets allow. Irving member numbers had been declining previously, and thus their voice (and ours) reduced. Never was this more clearly evident than with the Arts Center legislation changes two sessions ago. Often times, elected officials' legislative priorities and those of the industry are not always equally aligned – this allows the industry we represent a separate and distinct means of being heard at the Capitol. This

was critical this legislative session with so many new faces representing Irving, and will be even more so in the future.

This year we are combining board attendance at the CEOs for Cities with the competitive site assessment; it is hopeful that future schedules (and selected cities) for CEOs for Cities will allow this pattern to continue.

## Convention Center

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This year was the fifth for us to absorb the full impact of the convention center operating subsidy, affecting CVB operations by approximately 25% less revenues. The operating subsidy compensates for the difference between the direct revenues the building generates versus its costs to operate. (The operating budget of the Convention Center is a separate document from the Bureau's budget, and is included in this document.) Line items you see in the Bureau's general fund budget relative to operating expenses for the convention center include the Subsidy. Listed under Special Services, as Facility Management Services, that subsidy level remains flat. We have proposed a \$900,000 transfer into the Convention Center Reserve/Capital Projects Fund, as its resources are being rapidly depleted. The rolling 20-year capital improvement program budget has been updated, along with a budget for estimated needs in 2016-17. A large item in that budget is the updating and upgrading of the Barrisol lighting system in the Grand Ballroom. It has become a customer requirement for greater flexibility in the lighting of that space. We are working on replacing carpeting throughout the building over a three-year period, with the intent of timing the final part to coincide with the opening of the headquarter hotel.

The convention center continues to give us "product" – not just in the facility itself as a venue, but in the events we pursue. We will continue to look for high profile events that can stimulate weekend demand, create or enhance

target market awareness, and that position Irving well. Events such as Zestfest, Ticketstock and FIRST Robotics continue to draw attention and great demographics to our facility. The tremendous success of events such as the ComicCon series comes with good news and bad news. We have been able to keep some of the smaller events (Sci Fi Expo and Fan Days); however, events such as the May Dallas ComicCon have now outgrown us and moved on.

I've said this before, but our volume of repeat business shouldn't be ignored. It continues to be significant. By hosting targeted events and organizations, doors and eyes are being opened to other clients. Our business partners and project vendors trust us with their business partners, and their clients. Weddings, rehearsals and anniversary dinners lead to more of the same through friends and family. Cultural events open the door to more events within those cultures.

In the short-term, we will continue to focus equally on rooms- and revenue-generating pieces of business for the facility, allowing some flexibility in our booking priorities if the revenue performance of a piece of business makes best sense. The anticipated headquarter hotel – and the Irving Music Factory – can allow us to improve the building's revenue performance, at which point we expect to reduce operating subsidy requirements somewhat, and allow our own budget relief for additional sales and marketing, as well as continued investment in capital improvements.

The moment the hotel begins construction, we will be further impacted until construction is finished, particularly with parking limitations. From a physical facility standpoint, operating costs continue to increase as the building is used more and gets older, and thus is exposed to more wear and tear. Thus, the operating subsidy remains flat until there is product surrounding us, which is what will help stabilize us. Until the hotel opens, our access to the state and national association market won't be there, which is the type of business we need to book in order to be able to drive down that operating subsidy.



### **Convention Center** *(continued)*

The Capital Improvement Plan for the facility is a rolling forecast and is included for your review and adoption. In 2012-13, the Convention Center Reserve Fund was established with the construction savings. You subsequently made it policy that any savings achieved in the operating subsidy be added to this Convention Center Capital Projects Fund. The strength of this past year's hotel tax collections, and our own continued prudent efforts, have allowed us to propose a budget that would put \$900,000 into this fund, adding another 18 months to its shelf life at the levels we are currently experiencing. A long-term solution for this remains a priority; certainly, as the operating subsidy may be reduced over time, those savings should be identified to support the building's capital fund.

The more sales and marketing we can do, the more hotel tax we can generate. The more hotel tax we can generate, the more there will be to not only cover the city's debt service on the building, but also to support the other Irving entities dependent on the hotel tax – arts, museums, downtown programming, and archives.

Regardless of when the headquarter hotel comes on line, it will take until our fifth or sixth year of operations after the hotel opens to stabilize into a pattern, thus we will remain conservative in our revenue projections, and realistic in our overhead costs. But the ICC will always require a subsidy.

### **Longer-Term Budget Priorities**

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As we look to the longer-range, our priorities should not change dramatically. As we are able to invest more dollars in direct sales and marketing initiatives, we will. As we are able to add amenities that improve the convention

center's appeal and operations, we will. As we are able to reinvest in our own operating reserve, we must continue to do so. As we access the building's reserve, it must be replenished.

From a personnel standpoint, the next few years will continue to see years-of-service milestones achieved for some employees, and it would be naïve to assume all will stay, with or without those milestones. With every vacancy that occurs, we will re-evaluate how that position fits and what other opportunities that position could fill, but positions will need to be filled.

A long-term priority is also the establishment of a Customer Advisory Board, including the independent third-party to manage this. It will make best sense to wait until the hotel is actually open, but it does remain a priority. This likely will impact the FY 2018-19 budget.

Our hotels' needs remain consistent with what they have noted since the beginning of our Needs Analysis Survey process more than 20 years ago. The greatest threats to business are the: lack of attractions/things to do; saturated market/supply concerns and the impact on rate; and competition/development in other cities. We have addressed supply concerns in Irving with the revised hotel development ordinances adopted in 2006. We know some the cities surrounding us are looking at same, but in a large metropolitan area where the dotted limits of city boundaries are almost invisible to developers and visitors, additional supply will continue to pop up all around us, and not because demand is necessarily being unmet. The issue of rate wars and price slashing is up to the hotels to fix. For the CVB Board and for the City, compelling development that will attract and welcome visitors and corporations remains critical, citywide.

The opening of Water Street and the Irving Music Factory are now closer to reality, solving some of that need. The Texas Musicians Museum continues to find its place in the market, bringing new eyes and awareness to the Heritage District. The updates to the City's Comprehensive Plan, its new Economic

## Longer-Term Budget Priorities *(continued)*

Development Strategic Plan and its Long-Range Financial Plan all have the opportunity to benefit the City's bottom line in terms of commercial tenant stability and recruitment assets, which visitors can benefit from as well. Both the Comprehensive Plan and Economic Development Strategic Plan propose specific roles and opportunities for the CVB and for visitors.

Two other dates of note remain in the not-that-distant future: 2019 and 2026.

In 2019, the bonds on the convention center are at their first callable date and absolutely must be re-financed. This cannot fall off the radar. The City Council will need to take that specific action, but the Board must work to keep it on the collective radar. Ideally, a restructuring should accomplish several things: extend the length of the debt to a timeframe that allows a payment schedule that can be achieved within the 2% of the HOT; allow the City to "pay itself back" for the short-term "loan" it paid from its Interest & Sinking Fund to cover the debt service shortfall; and establish an annual set-aside of at least \$500,000 for convention center capital improvements. The refinancing is a priority in the proposed City Long-Range Financial Plan.

In 2026, the special legislation created to provide additional short-term support to the Irving Arts Center will expire, rolling the Arts Center back to the state maximum level of 15% of hotel occupancy taxes. [The proposed combining of Irving's museum efforts under a Cultural Arts Program under the auspices of the Irving Arts Center does not change those legal restrictions.] At that point, the City Council will make a policy decision as to how the released HOT percentage will be allocated, which can be to any legal use of the hotel occupancy tax, including capital reserves and facility improvements to the convention center, or to increase the current amount of hotel occupancy tax given to museum and historic preservation efforts. We must continue to remain attentive to this; certainly, it remains on the radar of the Arts Center as they move forward with that sunset deadline in sight. This

should not come as a surprise to any entity when 2026 approaches. Thanks to the support of the Texas Hotel & Lodging Association, a compromise was negotiated with this legislation that does not allow the funding committed to the ICVB's efforts to be reduced as long as the Arts are funded above the 15% level.

## In Closing

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It is such a rare opportunity to have had the benefit of such a strong economy for this amount of time; once again, this year's budget process has been a positive one. Many of the hard decisions collectively made over the past 15 years have protected us. The staff has developed a program that remains responsible and responsive, proactive and protective. It supports the industry's priorities, generates revenues for the community's bottom line and helps protect market share.

The City of Irving really makes one investment in tourism – through its investment of a portion of the hotel tax into the CVB and thus ICC operating budgets. In return, \$2.3 billion is spent here every year by 3.4 million visitors. The City gets an extremely well-maintained, well-run convention center that only costs the mortgage payment. Someone else – visitors, really – are paying for all the upkeep, all the maintenance, all the improvements. Year over year, some years in an economic high, some in a low, this investment in tourism has seen increased returns in definite room nights booked, in convention center revenues, in customer satisfaction and in positive awareness and measurable analytics.

In November 2014, Oxford Economics released *Destination Promotion: An Engine of Economic Development*; the in-depth analysis noted how investments in the visitor economy drive broader economic growth. The report's findings noted that "the dividends of destination promotion extend

far beyond the benefits accruing to visitor-related industries and their suppliers...The reason is that in addition to attracting visitors, destination marketing drives broader economic growth by sustaining air service, creating familiarity, attracting decision makers and improving the quality of life in a place.”

The report goes on to note that cities with a higher concentration of visitor-related industries tend to grow faster than average; that higher levels of leisure visits positively affect population growth and employment growth; and that structural shifts in the visitor economy are followed in subsequent years by sustained changes in growth in other parts of the economy. Increases in a destination’s visitor-related employment tend to be followed by increases in other employment sectors in the city.

Back in the 1890s, when the US was struggling to recover from the panic of 1893 and the resulting economic depression, civic leaders saw tourism has their means of not just recovering, but stabilizing their community through the cash-in-hand power of **Other People’s Money**. Through place-making and community building, that’s what we continue to have the opportunity to do in Irving. To build and protect our community and its economy and its future on the backs and shoulders and wallets of **Other People**.



## Focus, Vision & Mission Statements

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# Irving Convention & Visitors Bureau

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## FOCUS

The Irving Convention & Visitors Bureau's focus is on building exceptional customer relationships with meeting planners, travel influencers, media, independent travelers, the hospitality industry and the community. Our efforts are focused on generating demand for the destination, thereby creating value for the industry and stakeholders. Innovation, partnership, research and accountability guide our approach. We utilize person-to-person and technology-based sales, marketing and customer-servicing activities to achieve results. Through positive positioning of both the organization and the destination, our leadership benefits the society, culture, environment and economy of Irving.

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## VISION

Irving will continue to be a uniquely vibrant destination attracting visitors of all kinds for unforgettable experiences.

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## MISSION

The Irving Convention & Visitors Bureau enhances Irving's economy and quality of life by marketing and advocating for the development of Irving as a premier destination.

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# City of Irving

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## VISION

The City of Irving will be the model for safe and beautiful neighborhoods, a vibrant economy, and exceptional recreational, cultural and educational opportunities.

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## MISSION

The City of Irving's mission is to deliver exceptional services and promote a high quality of life for residents, visitors, and businesses.

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**Irving Hotel Performance Reports**

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# Smith Travel Research Reports

|                  | 2015       |            |            |            |            |            | 2016       |            |            |            |            |            | YEAR TO DATE |             |             | RUNNING 12 MONTHS |             |             |
|------------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|--------------|-------------|-------------|-------------------|-------------|-------------|
|                  | JUL        | AUG        | SEP        | OCT        | NOV        | DEC        | JAN        | FEB        | MAR        | APR        | MAY        | JUN        | 2014         | 2015        | 2016        | 2014              | 2015        | 2016        |
| <b>OCCUPANCY</b> |            |            |            |            |            |            |            |            |            |            |            |            |              |             |             |                   |             |             |
| THIS YEAR        | 76.0       | 74.9       | 76.6       | 81.6       | 72.9       | 61.3       | 68.9       | 76.7       | 77.6       | 83.9       | 76.7       | 81.3       | 74.4         | 76.7        | 77.5        | 70.8              | 73.9        | 75.7        |
| LAST YEAR        | 74.9       | 72.4       | 73.3       | 78.2       | 67.4       | 59.8       | 68.6       | 78.0       | 78.8       | 79.0       | 76.4       | 79.9       | 70.1         | 74.4        | 76.7        | 68.1              | 70.8        | 73.9        |
| % CHANGE         | 1.4        | 3.5        | 4.5        | 4.2        | 8.2        | 2.6        | 0.4        | -1.6       | -1.5       | 6.3        | 0.3        | 1.8        | 6.2          | 3.1         | 1.0         | 4.1               | 4.2         | 2.4         |
| <b>ADR</b>       |            |            |            |            |            |            |            |            |            |            |            |            |              |             |             |                   |             |             |
| THIS YEAR        | 94.81      | 94.99      | 99.12      | 103.79     | 99.06      | 91.11      | 100.40     | 104.46     | 102.13     | 105.53     | 105.25     | 102.79     | 95.51        | 100.19      | 103.48      | 92.88             | 96.25       | 100.49      |
| LAST YEAR        | 90.47      | 89.46      | 95.64      | 98.36      | 91.32      | 85.57      | 100.80     | 100.80     | 99.36      | 101.80     | 99.37      | 99.16      | 90.58        | 95.51       | 100.19      | 87.21             | 92.88       | 96.25       |
| % CHANGE         | 4.8        | 6.2        | 3.6        | 5.5        | 8.5        | 6.5        | -0.4       | 3.6        | 2.8        | 3.7        | 5.9        | 3.7        | 5.4          | 4.9         | 3.3         | 6.5               | 3.6         | 4.4         |
| <b>REVPAR</b>    |            |            |            |            |            |            |            |            |            |            |            |            |              |             |             |                   |             |             |
| THIS YEAR        | 72.07      | 71.16      | 75.94      | 84.65      | 72.21      | 55.89      | 69.18      | 80.16      | 79.27      | 88.56      | 80.69      | 83.55      | 71.08        | 76.88       | 80.18       | 65.81             | 71.08       | 76.03       |
| LAST YEAR        | 67.80      | 64.73      | 70.13      | 76.96      | 61.53      | 51.18      | 69.16      | 78.60      | 78.32      | 80.38      | 75.95      | 79.21      | 63.48        | 71.08       | 76.88       | 59.35             | 65.81       | 71.08       |
| % CHANGE         | 6.3        | 9.9        | 8.3        | 10.0       | 17.4       | 9.2        | 0.0        | 2.0        | 1.2        | 10.2       | 6.2        | 5.5        | 12.0         | 8.2         | 4.3         | 10.9              | 8.0         | 7.0         |
| <b>SUPPLY</b>    |            |            |            |            |            |            |            |            |            |            |            |            |              |             |             |                   |             |             |
| THIS YEAR        | 366,916    | 366,916    | 355,080    | 366,916    | 357,870    | 370,450    | 367,970    | 332,304    | 367,908    | 356,040    | 371,690    | 359,760    | 2,141,895    | 2,142,316   | 2,155,672   | 4,319,351         | 4,320,078   | 4,339,820   |
| LAST YEAR        | 366,854    | 366,916    | 355,080    | 366,916    | 355,080    | 366,916    | 366,916    | 331,408    | 366,916    | 355,080    | 366,916    | 355,080    | 2,142,226    | 2,141,895   | 2,142,316   | 4,320,234         | 4,319,351   | 4,320,078   |
| % CHANGE         | 0.0        | 0.0        | 0.0        | 0.0        | 0.8        | 1.0        | 0.3        | 0.3        | 0.3        | 0.3        | 1.3        | 1.3        | 0.0          | 0.0         | 0.6         | 0.0               | 0.0         | 0.5         |
| <b>DEMAND</b>    |            |            |            |            |            |            |            |            |            |            |            |            |              |             |             |                   |             |             |
| THIS YEAR        | 278,934    | 274,869    | 272,031    | 299,250    | 260,882    | 227,266    | 253,538    | 254,990    | 285,548    | 298,789    | 284,978    | 292,426    | 1,594,087    | 1,643,823   | 1,670,269   | 3,060,243         | 3,190,405   | 3,283,501   |
| LAST YEAR        | 274,946    | 265,499    | 260,363    | 287,104    | 239,233    | 219,437    | 251,766    | 258,394    | 289,217    | 280,368    | 280,453    | 283,625    | 1,501,433    | 1,594,087   | 1,643,823   | 2,940,101         | 3,060,243   | 3,190,405   |
| % CHANGE         | 1.5        | 3.5        | 4.5        | 4.2        | 9.0        | 3.6        | 0.7        | -1.3       | -1.3       | 6.6        | 1.6        | 3.1        | 6.2          | 3.1         | 1.6         | 4.1               | 4.3         | 2.9         |
| <b>REVENUE</b>   |            |            |            |            |            |            |            |            |            |            |            |            |              |             |             |                   |             |             |
| THIS YEAR        | 26,445,279 | 26,110,254 | 26,963,804 | 31,060,641 | 25,843,384 | 20,706,021 | 25,454,457 | 26,635,993 | 29,162,439 | 31,530,410 | 29,993,210 | 30,058,883 | 152,251,194  | 164,694,408 | 172,835,392 | 284,248,754       | 307,086,318 | 329,964,775 |
| LAST YEAR        | 24,874,254 | 23,751,765 | 24,901,725 | 28,238,704 | 21,847,863 | 18,777,599 | 25,377,243 | 26,047,322 | 28,736,786 | 28,540,072 | 27,868,570 | 28,124,415 | 135,992,372  | 152,251,194 | 164,694,408 | 256,418,467       | 284,248,754 | 307,086,318 |
| % CHANGE         | 6.3        | 9.9        | 8.3        | 10.0       | 18.3       | 10.3       | 0.3        | 2.3        | 1.5        | 10.5       | 7.6        | 6.9        | 12.0         | 8.2         | 4.9         | 10.9              | 8.0         | 7.5         |
| <b>CENSUS %</b>  |            |            |            |            |            |            |            |            |            |            |            |            |              |             |             |                   |             |             |
| THIS YEAR        | 80         | 80         | 80         | 80         | 81         | 82         | 81         | 81         | 81         | 81         | 82         | 82         |              |             |             |                   |             |             |
| LAST YEAR        | 11836      | 11836      | 11836      | 11836      | 11929      | 11950      | 11870      | 11868      | 11868      | 11868      | 11990      | 11992      |              |             |             |                   |             |             |
| % CHANGE         | 2.0        | 0.1        | 13.5       | 4.9        | 2.0        | 0.1        | 88.4       | 88.4       | 88.4       | 88.4       | 88.6       | 88.6       |              |             |             |                   |             |             |



# Multi-Segment Report (CompSet Cities)

|                 | Occ% | Occ% | ADR    | ADR    | RevPar | RevPar | PERCENT CHANGE FROM YTD 2015 |      |        |        |          |         |
|-----------------|------|------|--------|--------|--------|--------|------------------------------|------|--------|--------|----------|---------|
|                 | 2016 | 2015 | 2016   | 2015   | 2016   | 2015   | OCC                          | ADR  | REVPAR | RM REV | RM AVAIL | RM SOLD |
| UNITED STATES   | 65.1 | 65.0 | 122.94 | 119.29 | 79.98  | 77.55  | 0.1                          | 3.1  | 3.1    | 4.7    | 1.5      | 1.6     |
| TEXAS           | 65.1 | 66.6 | 102.33 | 101.78 | 66.61  | 67.83  | -2.3                         | 0.5  | -1.8   | 1.3    | 3.1      | 0.7     |
| ATLANTA, GA     | 71.2 | 71.7 | 103.46 | 96.62  | 73.62  | 69.27  | -0.7                         | 7.1  | 6.3    | 7.9    | 1.5      | 0.7     |
| ARLINGTON, TX   | 71.8 | 65.6 | 88.58  | 85.78  | 63.61  | 56.28  | 9.5                          | 3.3  | 13.0   | 7.9    | -4.6     | 4.5     |
| CHARLOTTE, NC   | 73.4 | 71.2 | 106.21 | 101.03 | 77.96  | 71.97  | 3.0                          | 5.1  | 8.3    | 9.2    | 0.8      | 3.8     |
| FORT WORTH, TX+ | 71.4 | 68.7 | 102.09 | 100.62 | 72.86  | 69.09  | 3.9                          | 1.5  | 5.5    | 7.6    | 2.0      | 6.0     |
| FRISCO, TX+     | 72.2 | 73.8 | 136.46 | 133.74 | 98.46  | 98.68  | -2.2                         | 2.0  | -0.2   | 7.4    | 7.7      | 5.3     |
| GRAPEVINE, TX+  | 78.3 | 77.3 | 178.19 | 177.00 | 139.53 | 136.74 | 1.4                          | 0.7  | 2.0    | 2.0    | 0.0      | 1.4     |
| IRVING, TX+     | 77.5 | 76.7 | 103.48 | 100.19 | 80.18  | 76.88  | 1.0                          | 3.3  | 4.3    | 4.9    | 0.6      | 1.6     |
| NASHVILLE, TN   | 75.6 | 73.3 | 134.45 | 126.33 | 101.59 | 92.63  | 3.0                          | 6.4  | 9.7    | 12.2   | 2.3      | 5.5     |
| PHOENIX, AZ     | 73.9 | 72.0 | 137.59 | 137.81 | 101.65 | 99.22  | 2.6                          | -0.2 | 2.5    | 2.9    | 0.5      | 3.1     |
| SAN JOSE, CA+   | 78.4 | 78.2 | 184.24 | 164.91 | 144.44 | 128.97 | 0.2                          | 11.7 | 12.0   | 11.2   | -0.7     | -0.4    |

YEAR TO DATE JUNE 2016 VS JUNE 2015

# Day-of-Week Segment Report

## CURRENT MONTH

|           | TRANSIENT        |           |          | GROUP     |           |          | CONTRACT  |           |          | TOTAL     |           |          |
|-----------|------------------|-----------|----------|-----------|-----------|----------|-----------|-----------|----------|-----------|-----------|----------|
|           | THIS YEAR        | LAST YEAR | % CHANGE | THIS YEAR | LAST YEAR | % CHANGE | THIS YEAR | LAST YEAR | % CHANGE | THIS YEAR | LAST YEAR | % CHANGE |
|           | <b>OCCUPANCY</b> |           |          |           |           |          |           |           |          |           |           |          |
| SUNDAY    | 44.4             | 41.7      | 6.4      | 13.7      | 13.4      | 2.0      | 6.1       | 5.4       | 13.4     | 64.2      | 60.6      | 6.0      |
| MONDAY    | 56.4             | 54.4      | 3.6      | 24.8      | 22.5      | 10.3     | 4.8       | 4.4       | 8.7      | 86.0      | 81.4      | 5.7      |
| TUESDAY   | 59.2             | 57.4      | 3.2      | 27.6      | 25.1      | 10.0     | 4.6       | 4.1       | 11.4     | 91.5      | 86.6      | 5.6      |
| WEDNESDAY | 57.4             | 59.0      | -2.6     | 24.8      | 27.7      | -10.3    | 4.8       | 4.2       | 15.1     | 87.0      | 90.8      | -4.1     |
| THURSDAY  | 51.7             | 51.6      | 0.1      | 21.9      | 26.7      | -17.9    | 5.5       | 4.2       | 30.7     | 79.1      | 82.5      | -4.1     |
| WEEKDAY   | 53.9             | 53.1      | 1.5      | 22.6      | 23.1      | -2.2     | 5.2       | 4.5       | 16.1     | 81.7      | 80.7      | 1.2      |
| FRIDAY    | 49.2             | 50.4      | -2.4     | 24.8      | 24.2      | 2.4      | 4.8       | 3.4       | 43.5     | 78.9      | 78.0      | 1.1      |
| SATURDAY  | 54.8             | 53.6      | 2.3      | 22.0      | 20.0      | 10.2     | 4.6       | 3.7       | 25.7     | 81.4      | 77.2      | 5.4      |
| WEEKEND   | 52.0             | 52.0      | 0.0      | 23.4      | 22.1      | 6.0      | 4.7       | 3.5       | 34.2     | 80.1      | 77.6      | 3.3      |
| TOTAL     | 54.2             | 54.8      | -1.3     | 22.4      | 21.4      | 4.8      | 4.7       | 3.7       | 29.1     | 81.3      | 79.9      | 1.8      |

|           | TRANSIENT  |           |          | GROUP     |           |          | CONTRACT  |           |          | TOTAL     |           |          |
|-----------|------------|-----------|----------|-----------|-----------|----------|-----------|-----------|----------|-----------|-----------|----------|
|           | THIS YEAR  | LAST YEAR | % CHANGE | THIS YEAR | LAST YEAR | % CHANGE | THIS YEAR | LAST YEAR | % CHANGE | THIS YEAR | LAST YEAR | % CHANGE |
|           | <b>ADR</b> |           |          |           |           |          |           |           |          |           |           |          |
| SUNDAY    | 90.02      | 84.55     | 6.5      | 109.56    | 101.88    | 7.5      | 57.06     | 49.36     | 15.6     | 91.02     | 85.23     | 6.8      |
| MONDAY    | 117.36     | 106.48    | 10.2     | 112.77    | 115.04    | -2.0     | 59.77     | 51.76     | 15.5     | 112.82    | 105.88    | 6.6      |
| TUESDAY   | 123.65     | 112.99    | 9.4      | 116.31    | 117.30    | -0.9     | 66.71     | 53.17     | 25.5     | 118.56    | 111.38    | 6.4      |
| WEDNESDAY | 119.89     | 114.36    | 4.8      | 114.62    | 122.09    | -6.1     | 63.84     | 52.31     | 22.0     | 115.30    | 113.87    | 1.3      |
| THURSDAY  | 102.74     | 102.23    | 0.5      | 107.68    | 106.21    | 1.4      | 61.47     | 45.14     | 36.2     | 101.22    | 100.59    | 0.6      |
| WEEKDAY   | 111.95     | 105.78    | 5.8      | 112.54    | 113.89    | -1.2     | 61.58     | 50.48     | 22.0     | 108.92    | 105.06    | 3.7      |
| FRIDAY    | 85.27      | 81.52     | 4.6      | 92.64     | 90.01     | 2.9      | 60.15     | 52.60     | 14.4     | 86.06     | 82.91     | 3.8      |
| SATURDAY  | 83.34      | 79.68     | 4.6      | 94.45     | 92.51     | 2.1      | 62.49     | 51.97     | 20.2     | 85.17     | 81.69     | 4.3      |
| WEEKEND   | 84.25      | 80.57     | 4.6      | 93.49     | 91.14     | 2.6      | 61.29     | 52.27     | 17.3     | 85.61     | 82.30     | 4.0      |
| TOTAL     | 104.51     | 98.72     | 5.9      | 107.21    | 108.31    | -1.0     | 62.05     | 52.28     | 18.7     | 102.79    | 99.16     | 3.7      |

|           | TRANSIENT     |           |          | GROUP     |           |          | CONTRACT  |           |          | TOTAL     |           |          |
|-----------|---------------|-----------|----------|-----------|-----------|----------|-----------|-----------|----------|-----------|-----------|----------|
|           | THIS YEAR     | LAST YEAR | % CHANGE | THIS YEAR | LAST YEAR | % CHANGE | THIS YEAR | LAST YEAR | % CHANGE | THIS YEAR | LAST YEAR | % CHANGE |
|           | <b>REVPAR</b> |           |          |           |           |          |           |           |          |           |           |          |
| SUNDAY    | 39.97         | 35.30     | 13.2     | 14.97     | 13.64     | 9.7      | 3.51      | 2.68      | 31.1     | 58.45     | 51.62     | 13.2     |
| MONDAY    | 66.17         | 57.97     | 14.1     | 28.01     | 25.92     | 8.1      | 2.87      | 2.28      | 25.6     | 97.05     | 86.17     | 12.6     |
| TUESDAY   | 73.24         | 64.83     | 13.0     | 32.12     | 29.44     | 9.1      | 3.08      | 2.20      | 39.8     | 108.44    | 96.48     | 12.4     |
| WEDNESDAY | 68.86         | 67.43     | 2.1      | 28.43     | 33.76     | -15.8    | 3.06      | 2.18      | 40.4     | 100.34    | 103.37    | -2.9     |
| THURSDAY  | 53.09         | 52.75     | 0.6      | 23.56     | 28.32     | -16.8    | 3.40      | 1.91      | 78.0     | 80.06     | 82.99     | -3.5     |
| WEEKDAY   | 60.33         | 56.18     | 7.4      | 25.47     | 26.35     | -3.3     | 3.19      | 2.25      | 41.7     | 88.99     | 84.78     | 5.0      |
| FRIDAY    | 41.94         | 41.08     | 2.1      | 23.01     | 21.83     | 5.4      | 2.90      | 1.77      | 64.1     | 67.86     | 64.67     | 4.9      |
| SATURDAY  | 45.67         | 42.70     | 7.0      | 20.80     | 18.49     | 12.5     | 2.87      | 1.90      | 51.1     | 69.35     | 63.09     | 9.9      |
| WEEKEND   | 43.81         | 41.89     | 4.6      | 21.91     | 20.16     | 8.7      | 2.88      | 1.83      | 57.4     | 68.60     | 63.88     | 7.4      |
| TOTAL     | 56.60         | 54.14     | 4.5      | 24.03     | 23.16     | 3.8      | 2.93      | 1.91      | 53.2     | 83.55     | 79.21     | 5.5      |

## YEAR TO DATE

|           | TRANSIENT        |           |          | GROUP     |           |          | CONTRACT  |           |          | TOTAL     |           |          |
|-----------|------------------|-----------|----------|-----------|-----------|----------|-----------|-----------|----------|-----------|-----------|----------|
|           | THIS YEAR        | LAST YEAR | % CHANGE | THIS YEAR | LAST YEAR | % CHANGE | THIS YEAR | LAST YEAR | % CHANGE | THIS YEAR | LAST YEAR | % CHANGE |
|           | <b>OCCUPANCY</b> |           |          |           |           |          |           |           |          |           |           |          |
| SUNDAY    | 38.9             | 39.2      | -0.7     | 15.6      | 16.1      | -3.6     | 6.0       | 5.7       | 4.8      | 60.5      | 61.0      | -0.9     |
| MONDAY    | 50.3             | 50.1      | 0.3      | 25.1      | 25.6      | -1.9     | 4.6       | 4.7       | -1.7     | 80.0      | 80.4      | -0.5     |
| TUESDAY   | 53.7             | 52.3      | 2.7      | 30.5      | 30.0      | 1.4      | 4.1       | 4.2       | -1.0     | 88.4      | 86.6      | 2.1      |
| WEDNESDAY | 53.2             | 53.6      | -0.9     | 29.7      | 29.3      | 1.4      | 4.5       | 4.4       | 1.7      | 87.4      | 87.4      | 0.0      |
| THURSDAY  | 46.3             | 45.8      | 1.1      | 26.0      | 26.4      | -1.7     | 4.9       | 4.7       | 3.4      | 77.2      | 77.0      | 0.2      |
| WEEKDAY   | 48.5             | 48.2      | 0.6      | 25.4      | 25.5      | -0.4     | 4.8       | 4.7       | 1.6      | 78.7      | 78.4      | 0.3      |
| FRIDAY    | 43.5             | 42.4      | 2.6      | 26.4      | 26.3      | 0.6      | 4.6       | 4.3       | 7.4      | 74.6      | 73.0      | 2.1      |
| SATURDAY  | 49.1             | 46.7      | 5.2      | 21.0      | 21.3      | -1.3     | 4.4       | 4.2       | 2.7      | 74.4      | 72.2      | 3.1      |
| WEEKEND   | 46.3             | 44.6      | 4.0      | 23.7      | 23.8      | -0.3     | 4.5       | 4.3       | 5.1      | 74.5      | 72.6      | 2.6      |
| TOTAL     | 49.4             | 49.0      | 0.8      | 23.8      | 23.6      | 0.9      | 4.3       | 4.1       | 3.9      | 77.5      | 76.7      | 1.0      |

|           | TRANSIENT  |           |          | GROUP     |           |          | CONTRACT  |           |          | TOTAL     |           |          |
|-----------|------------|-----------|----------|-----------|-----------|----------|-----------|-----------|----------|-----------|-----------|----------|
|           | THIS YEAR  | LAST YEAR | % CHANGE | THIS YEAR | LAST YEAR | % CHANGE | THIS YEAR | LAST YEAR | % CHANGE | THIS YEAR | LAST YEAR | % CHANGE |
|           | <b>ADR</b> |           |          |           |           |          |           |           |          |           |           |          |
| SUNDAY    | 89.09      | 89.14     | -0.1     | 106.75    | 105.54    | 1.1      | 54.76     | 45.53     | 20.3     | 90.23     | 89.39     | 0.9      |
| MONDAY    | 115.57     | 111.28    | 3.9      | 118.79    | 118.29    | 0.4      | 58.70     | 48.76     | 20.4     | 113.29    | 109.86    | 3.1      |
| TUESDAY   | 124.83     | 116.94    | 6.7      | 120.91    | 119.88    | 0.9      | 60.98     | 49.55     | 23.1     | 120.49    | 114.70    | 5.0      |
| WEDNESDAY | 122.99     | 116.90    | 5.2      | 120.62    | 118.46    | 1.8      | 61.32     | 49.85     | 23.0     | 119.03    | 114.05    | 4.4      |
| THURSDAY  | 105.29     | 103.04    | 2.2      | 108.93    | 107.93    | 0.9      | 59.04     | 47.08     | 25.4     | 103.59    | 101.28    | 2.3      |
| WEEKDAY   | 113.04     | 108.52    | 4.2      | 116.23    | 114.91    | 1.1      | 58.67     | 47.97     | 22.3     | 110.73    | 106.93    | 3.6      |
| FRIDAY    | 84.34      | 81.72     | 3.2      | 91.46     | 89.96     | 1.7      | 58.96     | 48.57     | 21.4     | 85.30     | 82.74     | 3.1      |
| SATURDAY  | 82.23      | 80.06     | 2.7      | 90.54     | 91.26     | -0.8     | 61.22     | 48.53     | 26.2     | 83.35     | 81.51     | 2.3      |
| WEEKEND   | 83.23      | 80.85     | 2.9      | 91.05     | 90.54     | 0.6      | 60.06     | 48.55     | 23.7     | 84.32     | 82.13     | 2.7      |
| TOTAL     | 104.21     | 100.18    | 4.0      | 109.80    | 109.08    | 0.7      | 59.82     | 49.18     | 21.7     | 103.48    | 100.19    | 3.3      |

|           | TRANSIENT     |           |          | GROUP     |           |          | CONTRACT  |           |          | TOTAL     |           |          |
|-----------|---------------|-----------|----------|-----------|-----------|----------|-----------|-----------|----------|-----------|-----------|----------|
|           | THIS YEAR     | LAST YEAR | % CHANGE | THIS YEAR | LAST YEAR | % CHANGE | THIS YEAR | LAST YEAR | % CHANGE | THIS YEAR | LAST YEAR | % CHANGE |
|           | <b>REVPAR</b> |           |          |           |           |          |           |           |          |           |           |          |
| SUNDAY    | 34.66         | 34.92     | -0.7     | 16.61     | 17.03     | -2.5     | 3.28      | 2.60      | 26.1     | 54.55     | 54.55     | 0.0      |
| MONDAY    | 58.11         | 55.77     | 4.2      | 29.80     | 30.24     | -1.5     | 2.71      | 2.29      | 18.4     | 90.62     | 88.30     | 2.6      |
| TUESDAY   | 67.08         | 61.21     | 9.6      | 36.85     | 36.02     | 2.3      | 2.53      | 2.07      | 21.8     | 106.46    | 99.30     | 7.2      |
| WEDNESDAY | 65.39         | 62.69     | 4.3      | 35.86     | 34.74     | 3.2      | 2.74      | 2.19      | 25.0     | 103.99    | 99.63     | 4.4      |
| THURSDAY  | 48.77         | 47.23     | 3.3      | 28.30     | 28.54     | -0.8     | 2.89      | 2.23      | 29.7     | 79.97     | 78.00     | 2.5      |
| WEEKDAY   | 54.80         | 52.28     | 4.8      | 29.49     | 29.27     | 0.7      | 2.83      | 2.28      | 24.2     | 87.12     | 83.83     | 3.9      |
| FRIDAY    | 36.72         | 34.69     | 5.9      | 24.16     | 23.63     | 2.2      | 2.72      | 2.08      | 30.4     | 63.60     | 60.40     | 5.3      |
| SATURDAY  | 40.38         | 37.37     | 8.1      | 19.00     | 19.41     | -2.1     | 2.67      | 2.06      | 29.6     | 62.04     | 58.83     | 5.5      |
| WEEKEND   | 38.55         | 36.03     | 7.0      | 21.58     | 21.52     | 0.3      | 2.69      | 2.07      | 30.0     | 62.82     | 59.62     | 5.4      |
| TOTAL     | 51.45         | 49.09     | 4.8      | 26.17     | 25.77     | 1.6      | 2.56      | 2.02      | 26.4     | 80.18     | 76.88     | 4.3      |

# Hotel Occupancy Tax Collection History

| Year      | Total     | Irving CVB | Irving Arts Center | Downtown/<br>Events | Museum | Convention Center | Debt Service | Entertainm't Venue |
|-----------|-----------|------------|--------------------|---------------------|--------|-------------------|--------------|--------------------|
| 1978-1979 | 491,204   | 491,204    | 0                  | 0                   | 0      | 0                 | 0            | 0                  |
| 1979-1980 | 542,773   | 542,773    | 0                  | 0                   | 0      | 0                 | 0            | 0                  |
| 1980-1981 | 580,019   | 435,014    | 145,005            | 0                   | 0      | 0                 | 0            | 0                  |
| 1981-1982 | 636,089   | 477,067    | 159,022            | 0                   | 0      | 0                 | 0            | 0                  |
| 1982-1983 | 1,063,560 | 797,670    | 265,890            | 0                   | 0      | 0                 | 0            | 0                  |
| 1983-1984 | 1,610,457 | 1,207,843  | 402,614            | 0                   | 0      | 0                 | 0            | 0                  |
| 1984-1985 | 1,911,112 | 1,433,334  | 477,778            | 0                   | 0      | 0                 | 0            | 0                  |
| 1985-1986 | 2,166,780 | 1,625,085  | 541,695            | 0                   | 0      | 0                 | 0            | 0                  |
| 1986-1987 | 2,639,559 | 1,979,669  | 659,890            | 0                   | 0      | 0                 | 0            | 0                  |
| 1987-1988 | 3,646,065 | 2,187,639  | 1,458,426          | 0                   | 0      | 0                 | 0            | 0                  |
| 1988-1989 | 3,993,903 | 2,396,342  | 1,597,561          | 0                   | 0      | 0                 | 0            | 0                  |
| 1989-1990 | 4,632,587 | 2,779,552  | 1,853,035          | 0                   | 0      | 0                 | 0            | 0                  |
| 1990-1991 | 4,499,013 | 2,669,842  | 1,799,605          | 29,566              | 0      | 0                 | 0            | 0                  |
| 1991-1992 | 4,546,936 | 2,614,488  | 1,818,774          | 113,673             | 0      | 0                 | 0            | 0                  |
| 1992-1993 | 4,864,777 | 2,797,247  | 1,945,911          | 121,619             | 0      | 0                 | 0            | 0                  |
| 1993-1994 | 5,534,381 | 3,182,269  | 2,213,752          | 138,360             | 0      | 0                 | 0            | 0                  |
| 1994-1995 | 6,210,563 | 3,571,074  | 2,484,225          | 155,264             | 0      | 0                 | 0            | 0                  |
| 1995-1996 | 7,049,188 | 4,053,283  | 2,819,675          | 176,230             | 0      | 0                 | 0            | 0                  |

Continued on the next page >

# Hotel Occupancy Tax Collection History

| Year      | Total      | Irving CVB | Irving Arts Center | Downtown/<br>Events | Museum  | Convention Center | Debt Service | Entertainm't Venue |
|-----------|------------|------------|--------------------|---------------------|---------|-------------------|--------------|--------------------|
| 1996-1997 | 8,033,904  | 4,619,495  | 3,213,562          | 200,848             | 0       | 0                 | 0            | 0                  |
| 1997-1998 | 9,072,906  | 5,216,921  | 3,629,162          | 226,823             | 0       | 0                 | 0            | 0                  |
| 1998-1999 | 9,411,328  | 5,129,174  | 3,576,305          | 705,850             | 0       | 0                 | 0            | 0                  |
| 1999-2000 | 12,681,106 | 5,272,152  | 3,675,996          | 725,526             | 0       | 3,007,432         | 0            | 0                  |
| 2000-2001 | 13,061,688 | 5,317,973  | 3,685,262          | 233,244             | 93,298  | 3,731,911         | 0            | 0                  |
| 2001-2002 | 10,834,084 | 4,411,020  | 3,056,759          | 193,466             | 77,386  | 3,095,453         | 0            | 0                  |
| 2002-2003 | 10,697,995 | 4,355,612  | 3,018,363          | 191,036             | 76,414  | 3,056,570         | 0            | 0                  |
| 2003-2004 | 11,528,472 | 4,693,735  | 3,252,676          | 205,866             | 82,346  | 3,293,849         | 0            | 0                  |
| 2004-2005 | 12,353,946 | 5,029,821  | 3,485,578          | 220,606             | 88,242  | 3,529,699         | 0            | 0                  |
| 2005-2006 | 14,261,194 | 5,806,345  | 4,023,693          | 254,664             | 101,866 | 4,074,626         | 0            | 0                  |
| 2006-2007 | 16,096,997 | 6,553,777  | 4,541,653          | 114,979             | 287,446 | 4,599,142         | 0            | 0                  |
| 2007-2008 | 18,293,788 | 6,521,467  | 4,519,262          | 114,412             | 286,029 | 4,576,468         | 0            | 2,276,150          |
| 2008-2009 | 16,391,915 | 5,190,773  | 2,969,115          | 91,066              | 227,665 | 3,642,648         | 628,000      | 3,642,648          |
| 2009-2010 | 15,883,417 | 5,029,749  | 2,857,528          | 88,241              | 220,603 | 3,529,648         | 628,000      | 3,529,648          |
| 2010-2011 | 18,157,949 | 5,750,017  | 3,356,661          | 100,877             | 252,194 | 4,035,100         | 628,000      | 4,035,100          |
| 2011-2012 | 18,951,911 | 6,001,438  | 3,530,892          | 105,288             | 263,221 | 4,211,536         | 628,000      | 4,211,536          |
| 2012-2013 | 20,829,929 | 6,596,144  | 3,943,012          | 115,722             | 289,305 | 4,628,873         | 628,000      | 4,628,873          |
| 2013-2014 | 22,584,395 | 7,151,725  | 4,237,411          | 125,469             | 313,672 | 5,018,754         | 718,610      | 5,018,754          |
| 2014-2015 | 24,207,664 | 7,665,760  | 4,423,305          | 134,487             | 336,218 | 5,379,481         | 888,932      | 5,379,481          |

# Hotel Tax Summary

| ADOPTED<br>FY 2015-16                        | Taxable<br>Receipts  | Amount Rec'd        | 5% OF HOTEL OCCUPANCY TAX (HOT) |                          |                     |                   |                  | 2% OF HOT            | 2% OF HOT             |
|--|----------------------|---------------------|---------------------------------|--------------------------|---------------------|-------------------|------------------|----------------------|-----------------------|
|  |                      |                     | Irving CVB<br>(57.00%)          | Arts Center*<br>(39.50%) | Downtown<br>(1.00%) | Museum<br>(2.50%) | Debt<br>Service  | Convention<br>Center | Entertainm't<br>Venue |
| 1 <sup>ST</sup> QUARTER                      | \$60,637,819         | \$5,443,727         | \$1,715,365                     | \$1,038,877              | \$30,329            | \$75,823          | \$157,000        | \$1,213,166          | \$1,213,166           |
| 2 <sup>ND</sup> QUARTER                      | 70,053,365           | 6,419,223           | 2,033,500                       | 1,249,825                | 35,675              | 89,189            | 157,000          | 1,427,017            | 1,427,017             |
| 3 <sup>RD</sup> QUARTER                      | 67,900,311           | 6,331,563           | 1,980,431                       | 1,235,910                | 35,428              | 88,570            | 157,000          | 1,417,112            | 1,417,112             |
| 4 <sup>TH</sup> QUARTER                      | 63,489,163           | 5,865,140           | 1,873,996                       | 1,092,414                | 32,835              | 82,088            | 157,000          | 1,313,404            | 1,313,404             |
|  | <b>\$262,080,658</b> | <b>\$24,059,653</b> | <b>\$7,603,292</b>              | <b>\$4,617,026</b>       | <b>\$134,268</b>    | <b>\$335,669</b>  | <b>\$628,000</b> | <b>\$5,370,700</b>   | <b>\$5,370,700</b>    |
| FY 2015-16 ADMINISTRATIVE COST REIMBURSEMENT |                      |                     | <b>\$304,132</b>                | <b>\$184,681</b>         | <b>\$5,371</b>      | <b>\$13,427</b>   |                  |                      |                       |

| UPDATED<br>FY 2015-16                        | Taxable<br>Receipts  | Amount Rec'd        | 5% OF HOTEL OCCUPANCY TAX (HOT) |                          |                     |                   |                  | 2% OF HOT            | 2% OF HOT             |
|--|----------------------|---------------------|---------------------------------|--------------------------|---------------------|-------------------|------------------|----------------------|-----------------------|
|  |                      |                     | Irving CVB<br>(57.00%)          | Arts Center*<br>(39.50%) | Downtown<br>(1.00%) | Museum<br>(2.50%) | Debt<br>Service  | Convention<br>Center | Entertainm't<br>Venue |
| 1 <sup>ST</sup> QUARTER                      | \$65,650,734         | \$6,045,683         | \$1,864,750                     | \$1,292,239              | \$32,715            | \$81,787          | \$157,000        | \$1,308,596          | \$1,308,596           |
| 2 <sup>ND</sup> QUARTER                      | 70,053,365           | 6,372,922           | 2,018,092                       | 1,241,502                | 35,405              | 88,513            | 157,000          | 1,416,205            | 1,416,205             |
| 3 <sup>RD</sup> QUARTER                      | 73,173,409           | 6,573,266           | 2,079,202                       | 1,284,592                | 36,557              | 91,391            | 157,000          | 1,462,262            | 1,462,262             |
| 4 <sup>TH</sup> QUARTER                      | 67,629,463           | 5,851,114           | 1,937,081                       | 918,553                  | 33,994              | 84,984            | 157,000          | 1,359,751            | 1,359,751             |
|  | <b>\$276,506,971</b> | <b>\$24,842,986</b> | <b>\$7,899,125</b>              | <b>\$4,736,886</b>       | <b>\$138,670</b>    | <b>\$346,676</b>  | <b>\$628,000</b> | <b>\$5,546,814</b>   | <b>\$5,546,814</b>    |
| FY 2015-16 ADMINISTRATIVE COST REIMBURSEMENT |                      |                     | <b>\$315,965</b>                | <b>\$189,475</b>         | <b>\$5,547</b>      | <b>\$13,867</b>   |                  |                      |                       |

1ST & 2ND QUARTER ACTUALS WITH P&I

3RD & 4TH QUARTERS ACTUALS FROM FY 2014-15 PLUS A 1.5% ESTIMATED GROWTH FACTOR

Continued on the next page >

# Hotel Tax Summary

| PROJECTED<br>FY 2016-17                             | Taxable<br>Receipts  | Amount Rec'd        | 5% OF HOTEL OCCUPANCY TAX (HOT) |                          |                     |                   | 2% OF HOT        | 2% OF HOT            |                       |
|---|----------------------|---------------------|---------------------------------|--------------------------|---------------------|-------------------|------------------|----------------------|-----------------------|
|   |                      |                     | Irving CVB<br>(57.00%)          | Arts Center*<br>(39.50%) | Downtown<br>(1.00%) | Museum<br>(2.50%) | Debt<br>Service  | Convention<br>Center | Entertainm't<br>Venue |
| 1 <sup>ST</sup> QUARTER                             | \$66,635,495         | \$6,045,683         | \$1,864,750                     | \$1,292,239              | \$32,715            | \$81,787          | \$157,000        | \$1,308,596          | \$1,308,596           |
| 2 <sup>ND</sup> QUARTER                             | 71,104,165           | 6,466,161           | 2,048,363                       | 1,260,125                | 35,936              | 89,841            | 157,000          | 1,437,448            | 1,437,448             |
| 3 <sup>RD</sup> QUARTER                             | 74,271,011           | 6,669,510           | 2,110,390                       | 1,303,861                | 37,105              | 92,762            | 157,000          | 1,484,196            | 1,484,196             |
| 4 <sup>TH</sup> QUARTER                             | 68,643,904           | 5,936,526           | 1,966,137                       | 932,332                  | 34,504              | 86,259            | 157,000          | 1,380,147            | 1,380,147             |
|   | <b>\$280,654,576</b> | <b>\$25,117,880</b> | <b>\$7,989,640</b>              | <b>\$4,788,556</b>       | <b>\$140,260</b>    | <b>\$350,649</b>  | <b>\$628,000</b> | <b>\$5,610,387</b>   | <b>\$5,610,387</b>    |
| <b>FY 2016-17 ADMINISTRATIVE COST REIMBURSEMENT</b> |                      |                     | <b>\$319,586</b>                | <b>\$191,542</b>         | <b>\$5,610</b>      | <b>\$14,026</b>   |                  |                      |                       |

1ST QUARTER ACTUAL FROM FY 2015-16

QUARTERS 2-4 FROM FY 2015-16 UPDATED PLUS A 1.5% ESTIMATED GROWTH FACTOR

\*WHILE THE IAC IS SHOWN TO RECEIVE 39.5% OF THE 5% HOT TAX, STATE LAW 351.1077 LIMITS THE AMOUNTS AVAILABLE FOR THE IRVING ARTS CENTER TO THE SUM OF 15% OF THE 7% HOT PLUS \$1.6 MILLION. ANY AMOUNT EXCEEDING THE AMOUNT AUTHORIZED BY STATE LAW IS DEPOSITED IN THE CONVENTION CENTER DEBT SERVICE FUND. THE AMOUNTS TRANSFERED ARE SHOWN BY YEAR BELOW:

FY 2013-14 \$90,610

FY 2014-15 \$260,932



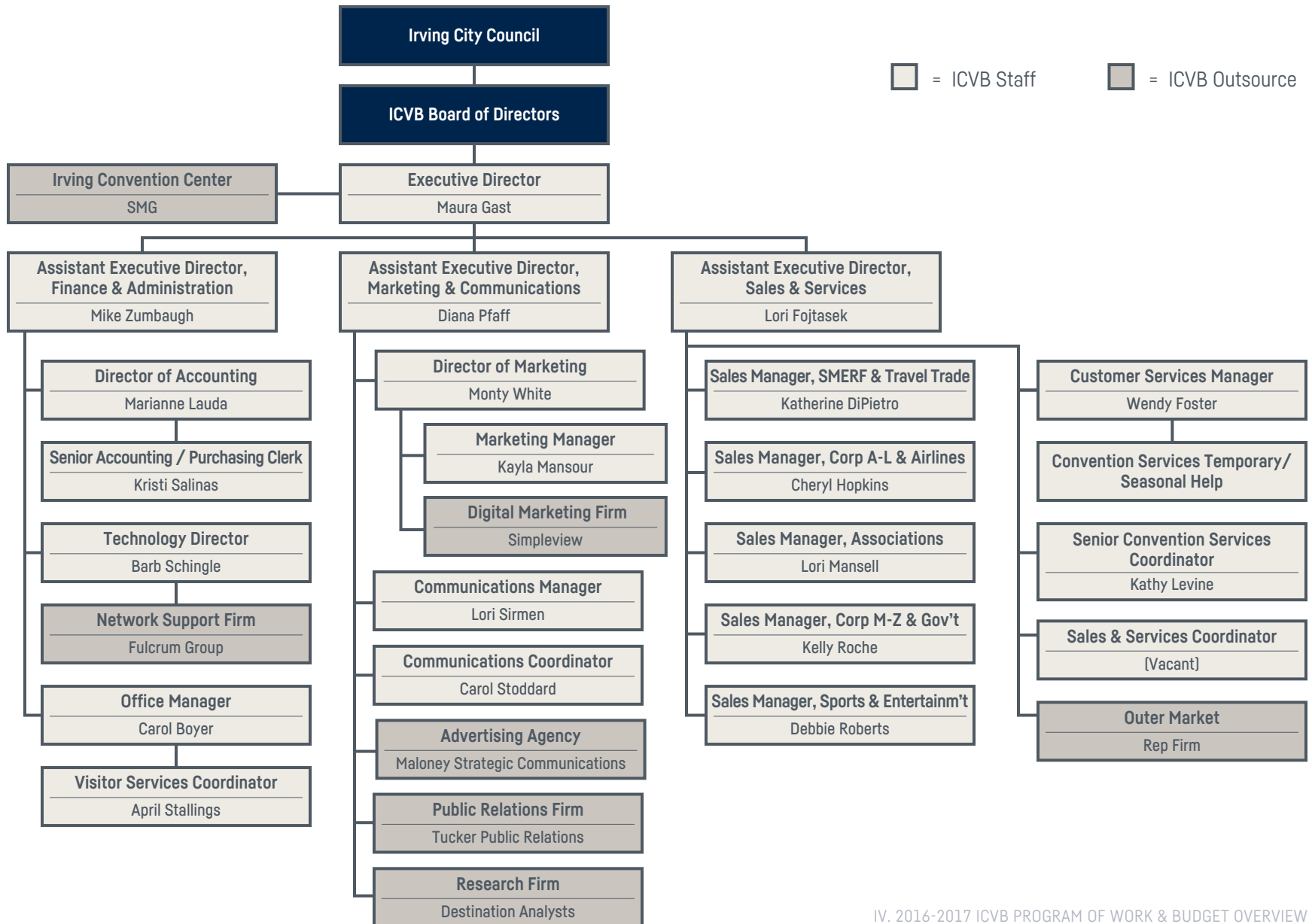




2016-2017  
ICVB Program of Work & Budget Overview

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# ICVB Organizational Chart



# Irving Economic Impact Figures

Source: Destination Analysts, Inc.  
Irving Visitor Industry 2015 Economic Impact Report

## DOLLARS

**\$2.3**  
BILLION = **\$6.4**  
MILLION  
PER DAY

Total Direct  
Visitor Spending  
in Irving in 2015

Visitor Spending in  
Irving on an Average  
Day in 2015

**\$10,196**

Annual Visitor Spending  
per Irving Resident

**\$1.73**  
BILLION

Spending by  
Visitors Staying in  
Irving Lodging

**\$406**  
MILLION

Spending by  
Visitors on Dining  
in Irving

## PEOPLE

**3.4**  
MILLION = **26K**  
PER DAY

Total Irving Visitors  
in 2015

Number of Visitors  
in Irving on an  
Average Day in 2015

**19,966**

Total Jobs Supported  
by the Irving Visitor Industry

**\$523**  
MILLION

Total Payroll  
for the Irving  
Visitor Industry

## TAXES

**\$55.6**  
MILLION

Taxes Generated by  
the Irving Visitor Industry  
for Irving in 2015

**\$662**

Tax Revenues  
Generated per  
Irving Household

## ICVB Fiscal Year Performance History

|                                    | 2011-12      | 2012-13      | 2013-14      | 2014-15      | Total         | 4-Year Average |
|------------------------------------|--------------|--------------|--------------|--------------|---------------|----------------|
| DEFINITES                          | 458          | 552          | 600          | 575          | 2,185         | 546            |
| ROOM NIGHTS FROM DEFINITES         | 112,878      | 132,541      | 143,927      | 157,234      | 546,580       | 136,645        |
| ATTENDANCE FROM DEFINITES          | 293,476      | 645,915      | 282,042      | 377,597      | 1,599,030     | 399,758        |
| LEADS                              | 1,001        | 1,311        | 1,241        | 1,111        | 4,664         | 1,166          |
| DIGITAL MARKETING REACH            |              |              |              |              |               |                |
| IRVINGTEXAS.COM VISITS             | 84,958       | 156,248      | 165,532      | 183,898      | 590,636       | 147,659        |
| IRVINGCONVENTIONCENTER.COM VISITS  | 91,280       | 113,076      | 130,578      | 203,123      | 538,057       | 134,514        |
| RFPS FROM DIGITAL MARKETING        | 269          | 554          | 661          | 650          | 2,134         | 534            |
| ROOM NIGHT LEADS FROM DIGITAL MKTG | 51,477       | 179,563      | 181,503      | 200,856      | 613,399       | 153,350        |
| TOTAL SOCIAL MEDIA INFLUENCE       | 7,042        | 10,052       | 16,580       | 36,992       | 36,992        | 17,667         |
| MEDIA IMPRESSIONS                  | 152,025,729  | 512,021,577  | 576,590,766  | 427,709,030  | 1,668,347,102 | 417,086,776    |
| ADVERTISING EQUIVALENCY            | \$4,159,846  | \$6,002,646  | \$7,550,727  | \$9,835,516  | \$27,548,735  | \$6,887,184    |
| PR VALUE                           | \$12,479,538 | \$18,007,938 | \$22,652,181 | \$29,506,548 | \$82,646,205  | \$20,661,551   |

# The Path of a Tourism Dollar

Tourism dollars often start in the usual places, like a hotel or a restaurant, but they almost never stay in just one place. Like a drop of water in a bucket, a tourism dollar generates a ripple effect throughout the city.

Say, let's start with an Irving visitor who takes a hotel shuttle for a conference at the **Irving Convention Center**. As he's getting out of the van, he tips the driver a couple of dollars.

01

After her shift, that very same waitress gets in her car and heads to **Encanto Cake Shop** to pick up a cake for her daughter's eighth birthday.

03

Later that morning, the shuttle driver heads to downtown Irving for his daily break at the **Big State Fountain Grill**, and in the process, passes on the dollar he received earlier to his favorite waitress as a tip.

02

On the way home that evening, the doctor drops off her scrubs at **Paragon Cleaners** in Valley Ranch and pays for the items she picks up from them.

05

The manager of Paragon Cleaners then has dinner with his friends at **The Ranch at Las Colinas**, because his favorite musician happens to be playing at the restaurant that very evening.

06

The dollar spent to buy the cake then turns into a paycheck for the cake decorator at the shop, who takes off work early to go to his doctor appointment at **Baylor Medical Center**.

04

And the music store manager drops his car off at **Mi-T-Fine Car Wash** for a full detail. And the tourism dollar keeps on...

08

The following day, the musician stops in at **Murphy's Music Center** to purchase a new guitar.

07



## Standards of Conduct

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The Destination Marketing Association International (DMAI) adopted these Standards of Conduct to reinforce the need and demand for greater transparency and accountability within the profession. The Irving CVB is committed to these standards.

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- Maintain loyalty to the bureau and discharge our responsibilities with dedication to achieving the objectives of the bureau.
- Actively encourage the integration of ethics into all aspects of management of the bureau activities.
- Uphold all laws, regulations, and operating policies relating to our bureau.

Continued on the next page >

- Serve all constituents of our bureau impartially, and provide no special privilege to any individual constituent, nor accept special personal compensation from any individual constituent, except with the knowledge and consent of our governing stakeholders.
- Comply with all levels of governmental regulations concerning lobbying and political activities and use only legal, ethical and moral means when attempting to influence legislation or regulations affecting our bureau or the convention and visitor industry.
- Issue no false or deliberately misleading statements or advertisements concerning our bureau or community, any other bureau or community, or the convention and visitor industry to the media, the public or any other persons, either affiliated with or unrelated to the convention and visitor industry.
- Actively encourage diversity through the inclusion of qualified people from diverse backgrounds including but not limited to women, ethnic, racial minorities, and refuse to engage in and/or sanction discrimination on the basis of race, gender, age, religion, national origin, sexual orientation, physical appearance, or disability.
- Refuse to engage in and/or sanction activities for personal gain at the expense of the bureau.
- Build collaborative relationships with other bureau industry professionals and others for the advancement of the profession of destination management.
- Acceptance as a member of DMAI implies that we fully understand and agree to the terms of the Code of Professional Conduct. Adherence to this Code assures those associated with the convention and visitor industry that DMAI members and their staff constantly strive to achieve and maintain the highest standards of professionalism and integrity. Deliberate and intentional violation could subject us to censure and possible suspension.





# ICVB Strategic Imperatives

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These strategic imperatives establish the basic ideals and principles that govern the way the ICVB plans and conducts business.

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## ONE

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The Irving Convention & Visitors Bureau holds itself accountable for achieving its mission and objectives.

## TWO

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The Irving Convention & Visitors Bureau primarily maintains a long-term, strategic marketing focus, and partners with the industry to respond to short-term marketing opportunities.

Continued on the next page >

THREE

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The Irving Convention & Visitors Bureau recognizes which constituent groups represent its customers, partners and beneficiaries, and responds to their needs and expectations appropriately.

**CUSTOMERS**

visitors, travel trade, meeting planners and media

**PARTNERS**

visitor industry, government, chamber and civic groups

**BENEFICIARIES**

the community and the visitor industry.

FOUR

---

The Irving Convention & Visitors Bureau's efforts and decisions will be responsive to and remain focused on data, visitor feedback, market research, cost benefit analyses and other appropriate input.

FIVE

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The Irving Convention & Visitors Bureau expands existing markets, while taking advantage of qualified new market opportunities; the ICVB also continually looks for means to expand its resources, to better capitalize on new market opportunities when possible.

SIX

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The Irving Convention & Visitors Bureau accepts a leadership role in pursuit of its mission.

SEVEN

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The Irving Convention & Visitors Bureau adheres to the highest quality standards in all its actions, adopting the DMAI Standards of Conduct.

EIGHT

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The Irving Convention & Visitors Bureau's primary responsibility is to generate overnight visitation to the Irving area by attracting meetings, events and leisure travelers to the city.

NINE

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The Irving Convention & Visitors Bureau provides marketing and support for events that are consistent with the mission and brand.



# ICVB Performance Measurements & Indicators

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How do we measure success? The Irving CVB tracks and communicates the results of its efforts on the basis of the following:

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## Performance Measures

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- Return on Tourism Investment (ROI)
- Irving CVB-booked Room Nights
- Convention Center Revenues
- Media Visits / Media Values / Social Media Analytics
- Customer Satisfaction
- Destination Awareness

## Performance Indicators

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- Economic Impact of Tourism
- Market Occupancy
- Hotel Tax Collections
- Irving Hotels' Average Daily Rate (ADR)
- Irving Hotels' Revenue per Available Room (RevPAR)
- Length of Stay
- Supply / Demand
- Per Person Expenditures
- Attractions Attendance

# Irving Hotels Needs Analysis Survey Summary of Responses

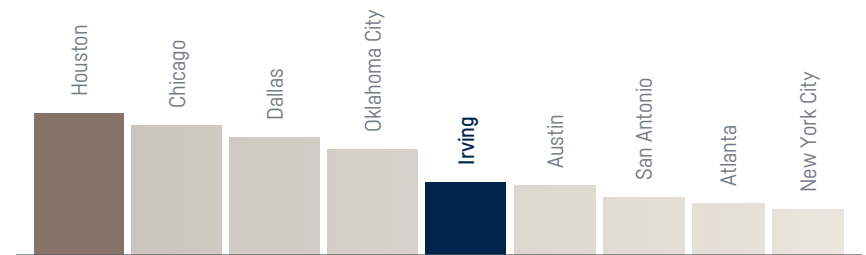
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Prior to developing its annual budget and marketing plan, the ICVB conducts a survey of its hotels to best identify their needs. The Bureau then works to develop programming to best meet those needs, while keeping the long-term needs of the industry in mind as well. The following represents the aggregate of responses.

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## FEEDER MARKET CITIES

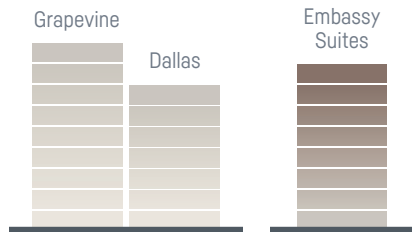
Houston was reported as the top feeder market followed closely by Chicago, Dallas and Oklahoma City. Other cities included Irving, Austin and San Antonio, followed by Atlanta and New York City.



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**TOP COMPETITION – NON-IRVING DFW HOTELS**

Properties in Grapevine and Dallas were frequently listed as top competitors by our Irving hoteliers and Embassy Suites was the brand that was cited the most frequently.



**TOP COMPETITION – TEXAS CITIES**

Austin was the top Texas city that Irving hotels compete with followed by Grapevine, Dallas, Houston, San Antonio and Fort Worth.



**THREATS TO THE IRVING HOSPITALITY INDUSTRY IN 2016-17**

A lack of leisure activities in Irving is considered by far to be the greatest threat to the success of Irving’s hospitality industry. Competition from neighboring cities, other Irving hotels, challenges due to construction and the economy were also seen as threats.

**REASONS IRVING LOSES BUSINESS**

A lack of entertainment was again listed as the most common reason Irving hotels lose business. Rate and availability were listed as distant second and third reasons.

**HOW THE CITY OF IRVING CAN IMPROVE IRVING BUSINESS**

New development was cited the most frequently, especially development related to entertainment and activities. Improvements to infrastructure, specifically roads, were also cited frequently.

**HOW THE IRVING CVB CAN IMPROVE BUSINESS**

CVB marketing and sales activities were cited the most frequently when asked how the Irving CVB can improve business followed by providing transportation. A number of respondents indicated the CVB was already doing a good job, but suggestions for improving communication between the bureau and the hotels were listed as well as continuing to provide the bureau’s Business Development Incentive Program [BizDIP].

**TOP COMPETITION – U.S. CITIES**

Chicago was again the top non-Texas U.S. city followed by Las Vegas and Atlanta. Philadelphia, New Orleans, Denver, New York and Phoenix were also mentioned as competitors.







# ICVB Key Management Goals

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- Increase total room night productivity by two percent over 2015-2016, with continued emphasis on weekend room nights by implementing targeted, focused sales and marketing initiatives that create awareness of the destination, its hotel properties and other venues.
- Remain focused on the performance measures that translate into the best return on investment for the City of Irving, in the short-term and long-term.
- Maintain or improve customer service ratings in all categories.
- Utilize the Business Development Incentive Program (BizDIP) to best meet the needs of Irving hotels and/or customers, especially in key need times, and as budget allows.
- Market and sell the convention center by focusing on our high-value points of distinction: location, aesthetics, food quality and attendance-building support.
- Begin sales kick-off for the headquarter hotel through in-market and key out-of-market (Austin, DC, NY/NJ and Chicago) efforts.

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- Increase consumer-market leisure stays by capitalizing on the new Texas Musicians Museum and opening of the Irving Music Factory, with targeted advertising for weekend packages and with sales messaging to the group tours market. Use the common “music” theme to identify affinity media outlets and organizations.
- Utilize public relations and social media initiatives to generate positive destination coverage to increase awareness of Irving, and to further extend the reach of traditional advertising.
- Update all collateral materials (printed and digital) to include information on the headquarter hotel and Irving Music Factory.
- Continue to expand ways the Irving CVB and Irving Convention Center websites can be best utilized to promote Irving, and to offer hospitality industry partners an effective and affordable promotional vehicle.
- Use unique Irving and DFW area events and assets to showcase the city in a variety of targeted familiarization tours and promotional opportunities, as well as leverage convention center events as “product” to generate additional weekend consumer demand.
- Enhance summer and weekend business through advertising, marketing, social media and sales initiatives developed in cooperation with our industry partners.
- Capitalize on community and industry partnerships to generate visitor revenues and awareness.
- Continue implementation of the ICVB Board Strategic Plan.
- Maintain / enhance stakeholder and board relationships.
- Provide relevant and challenging educational opportunities for all staff for professional and personal development, and for the industry, to best deliver our wide range of customer services.



# ICVB Budget

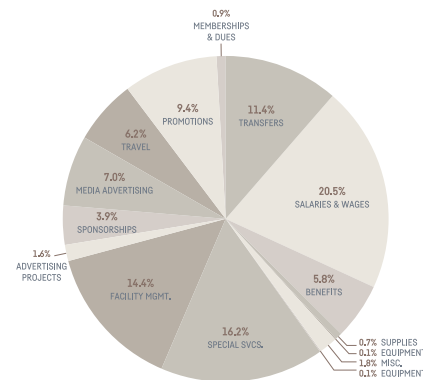
## ICVB FY 2016-17 General Fund Budget EXPENDITURES BY ACCOUNT GROUP

| Account Group                | Proposed Amount     | % of Budget    |
|------------------------------|---------------------|----------------|
| SALARIES & WAGES             | \$ 1,987,785        | 20.5%          |
| BENEFITS                     | 558,746             | 5.8%           |
| SUPPLIES                     | 70,000              | 0.7%           |
| EQUIPMENT MAINTENANCE        | 9,300               | 0.1%           |
| MISCELLANEOUS                | 169,615             | 1.8%           |
| EQUIPMENT RENTALS            | 7,500               | 0.1%           |
| SPECIAL SERVICES             | 1,568,346           | 16.2%          |
| FACILITY MANAGEMENT SERVICES | 1,395,000           | 14.4%          |
| ADVERTISING PROJECTS         | 150,500             | 1.6%           |
| SPONSORSHIPS                 | 376,000             | 3.9%           |
| MEDIA ADVERTISING            | 680,000             | 7.0%           |
| TRAVEL                       | 601,571             | 6.2%           |
| PROMOTIONS / SPECIAL EVENTS  | 912,750             | 9.4%           |
| MEMBERSHIPS & DUES           | 83,105              | 0.9%           |
| TRANSFERS                    | 1,100,000           | 11.4%          |
| <b>TOTAL BUDGET</b>          | <b>\$ 9,670,218</b> | <b>100.00%</b> |

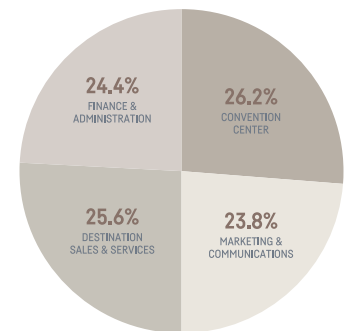
## ICVB FY 2016-17 General Fund Budget EXPENDITURES BY DEPARTMENT

| Department                   | Proposed Amount     | % of Budget    |
|------------------------------|---------------------|----------------|
| FINANCE & ADMINISTRATION     | \$ 2,361,300        | 24.4%          |
| DESTINATION SALES & SERVICES | 2,480,379           | 25.6%          |
| MARKETING & COMMUNICATIONS   | 2,299,451           | 23.8%          |
| CONVENTION CENTER            | 2,529,088           | 26.2%          |
| <b>TOTAL BUDGET</b>          | <b>\$ 9,670,218</b> | <b>100.00%</b> |

### EXPENDITURES BY ACCOUNT GROUP



### EXPENDITURES BY DEPARTMENT



ICVB FY 2016-17 General Fund Budget  
**CONSOLIDATED DEPARTMENTS**

| Account                              | Account Summary                    | FY 2014-15<br>Actual | FY 2015-16<br>Adopted | FY 2015-16<br>Estimated | FY 2016-17<br>Proposed | Variance from Adopted |              |
|--------------------------------------|------------------------------------|----------------------|-----------------------|-------------------------|------------------------|-----------------------|--------------|
|                                      |                                    |                      |                       |                         |                        | Amount                | Percent      |
| 61101                                | Supervision                        | 443,296              | 516,735               | 516,735                 | 532,183                | 15,448                | 3.0%         |
| 61201                                | Clerical                           | 231,849              | 295,565               | 279,444                 | 261,814                | (33,751)              | -11.4%       |
| 61301                                | Operating Labor                    | 853,803              | 926,550               | 926,550                 | 987,268                | 60,718                | 6.6%         |
| 61401                                | Part-Time                          | 28,080               | 35,000                | 29,000                  | 25,000                 | (10,000)              | -28.6%       |
| 61501                                | Overtime                           | 5,318                | 3,200                 | 5,500                   | 6,000                  | 2,800                 | 87.5%        |
| 61601                                | Additional Pay                     | 26,757               | 38,819                | 38,819                  | 42,520                 | 3,701                 | 9.5%         |
| 61801                                | ICVB Incentive Compensation        | 118,088              | 133,000               | 133,000                 | 133,000                | -                     | 0.0%         |
| <b>SUBTOTAL : SALARIES AND WAGES</b> |                                    | <b>\$1,707,191</b>   | <b>\$1,948,869</b>    | <b>\$1,929,048</b>      | <b>\$1,987,785</b>     | <b>\$38,916</b>       | <b>2.0%</b>  |
| 56305                                | Life Insurance                     | 1,723                | 2,091                 | 2,091                   | 1,898                  | (193)                 | -9.2%        |
| 56307                                | Health Insurance                   | 163,938              | 258,002               | 241,314                 | 206,017                | (51,985)              | -20.1%       |
| 56309                                | Health Insurance - Quality Connect | 1,992                | -                     | -                       | -                      | -                     | 0.0%         |
| 56310                                | Unemployment Taxes                 | 328                  | 5,106                 | 4,984                   | 3,434                  | (1,672)               | -32.7%       |
| 57502                                | Medicare                           | 22,743               | 28,011                | 26,311                  | 28,141                 | 130                   | 0.5%         |
| 57503                                | FICA                               | 107                  | 372                   | 372                     | 223                    | (149)                 | -40.1%       |
| 57504                                | TMRS                               | 225,042              | 258,217               | 250,265                 | 280,618                | 22,401                | 8.7%         |
| 57507                                | SBP                                | 24,765               | 40,900                | 38,593                  | 38,120                 | (2,780)               | -6.8%        |
| 57508                                | PARS 457                           | 195                  | 352                   | 352                     | 296                    | (56)                  | -15.9%       |
| <b>SUBTOTAL : BENEFITS</b>           |                                    | <b>\$440,833</b>     | <b>\$593,051</b>      | <b>\$564,282</b>        | <b>\$558,746</b>       | <b>\$(34,305)</b>     | <b>-5.8%</b> |
| 52101                                | Office Supplies                    | 12,264               | 12,200                | 12,100                  | 12,500                 | 300                   | 2.5%         |
| 521011                               | Office Furn and Fixt < \$5,000     | -                    | 500                   | -                       | -                      | (500)                 | -100.0%      |
| 521012                               | Office Machinery < \$5,000         | 8,659                | 5,000                 | 2,800                   | 5,000                  | -                     | 0.0%         |
| 521014                               | Computer Software                  | 7,772                | 13,550                | 6,000                   | 6,950                  | (6,600)               | -48.7%       |
| 52102                                | Postage                            | 4,592                | 8,500                 | 8,500                   | 8,500                  | -                     | 0.0%         |
| 52105                                | Subscriptions / Resource Materials | 29,801               | 37,850                | 39,000                  | 37,050                 | (800)                 | -2.1%        |
| <b>SUBTOTAL : SUPPLIES</b>           |                                    | <b>\$63,088</b>      | <b>\$77,600</b>       | <b>\$68,400</b>         | <b>\$70,000</b>        | <b>\$(7,600)</b>      | <b>-9.8%</b> |

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ICVB FY 2016-17 General Fund Budget  
**CONSOLIDATED DEPARTMENTS**

| Account  | Account Summary                   | FY 2014-15         | FY 2015-16         | FY 2015-16         | FY 2016-17         | Variance from Adopted |              |
|--|-----------------------------------|--------------------|--------------------|--------------------|--------------------|-----------------------|--------------|
|  |                                   | Actual             | Adopted            | Estimated          | Proposed           | Amount                | Percent      |
| 551501   | Software                          | -                  | -                  | 700                | 800                | 800                   | 100.0%       |
| 55401  | Motor Vehicle Maintenance         | 410                | 1,250              | 1,550              | -                  | (1,250)               | -100.0%      |
| 55402  | Mileage and Parking               | 5,777              | 8,000              | 8,000              | 8,500              | 500                   | 6.3%         |
| <b>SUBTOTAL : EQUIPMENT MAINTENANCE</b>        |                                   | <b>\$6,187</b>     | <b>\$9,250</b>     | <b>\$10,250</b>    | <b>\$9,300</b>     | <b>\$50</b>           | <b>0.5%</b>  |
| 562001   | Bank Charges                      | -                  | 200                | 200                | 200                | -                     | 0.0%         |
| 56101  | Communications                    | 13,928             | 17,520             | 18,000             | 18,270             | 750                   | 4.3%         |
| 566282   | Employee Educational Training     | 11,329             | 9,350              | 8,050              | 13,100             | 3,750                 | 40.1%        |
| 56315  | Liability Insurance               | 158,307            | 138,360            | 138,360            | 138,045            | (315)                 | -0.2%        |
| <b>SUBTOTAL : MISCELLANEOUS</b>                |                                   | <b>\$183,564</b>   | <b>\$165,430</b>   | <b>\$164,610</b>   | <b>\$169,615</b>   | <b>\$4,185</b>        | <b>2.5%</b>  |
| 561601   | Equipment Rental                  | -                  | 4,500              | -                  | 2,500              | (2,000)               | -44.4%       |
| 561602   | Postage Equipment Rental          | 3,664              | 3,665              | 3,665              | 5,000              | 1,335                 | 36.4%        |
| <b>SUBTOTAL : EQUIPMENT RENTALS</b>            |                                   | <b>\$3,664</b>     | <b>\$8,165</b>     | <b>\$3,665</b>     | <b>\$7,500</b>     | <b>\$(665)</b>        | <b>-8.1%</b> |
| 562701   | Administrative Cost Reimbursement | 306,744            | 304,132            | 315,965            | 319,586            | 15,454                | 5.1%         |
| 565200   | Advertising Agency                | 388,198            | 400,000            | 400,000            | 400,000            | -                     | 0.0%         |
| 563401   | Destination Representation        | -                  | 100,000            | -                  | 100,000            | -                     | 0.0%         |
| 561201   | Freight                           | 2,966              | 7,500              | 5,200              | 7,000              | (500)                 | -6.7%        |
| 563201   | Market Research Program           | 38,000             | 60,000             | 60,000             | 60,000             | -                     | 0.0%         |
| 56401  | Outside Services                  | 659,206            | 622,900            | 613,750            | 681,760            | 58,860                | 9.4%         |
| <b>SUBTOTAL : SPECIAL SERVICES</b>             |                                   | <b>\$1,395,114</b> | <b>\$1,494,532</b> | <b>\$1,394,915</b> | <b>\$1,568,346</b> | <b>\$73,814</b>       | <b>4.9%</b>  |
| 564106   | Facility Management Services      | 1,395,000          | 1,395,000          | 1,395,000          | 1,395,000          | -                     | 0.0%         |
| <b>SUBTOTAL : FACILITY MANAGEMENT SERVICES</b> |                                   | <b>\$1,395,000</b> | <b>\$1,395,000</b> | <b>\$1,395,000</b> | <b>\$1,395,000</b> | <b>-</b>              | <b>0.0%</b>  |
| 565203   | Collateral Materials              | -                  | 4,500              | 4,000              | 4,500              | -                     | 0.0%         |
| 566208   | Consumer Promotions               | 8,935              | 10,000             | 8,500              | 10,000             | -                     | 0.0%         |
| 566220   | Convention Services Materials     | 13,478             | 80,000             | 74,500             | 80,000             | -                     | 0.0%         |
| 565204   | Miscellaneous Brochures/Flyers    | 1,360              | -                  | -                  | -                  | -                     | 0.0%         |
| 565500   | Specialty Advertising             | 71,729             | 56,000             | 56,000             | 56,000             | -                     | 0.0%         |
| <b>SUBTOTAL : ADVERTISING PROJECTS</b>         |                                   | <b>\$95,502</b>    | <b>\$150,500</b>   | <b>\$143,000</b>   | <b>\$150,500</b>   | <b>-</b>              | <b>0.0%</b>  |

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ICVB BUDGET

ICVB FY 2016-17 General Fund Budget  
**CONSOLIDATED DEPARTMENTS**

| Account                                       | Account Summary                        | FY 2014-15          | FY 2015-16          | FY 2015-16          | FY 2016-17          | Variance from Adopted |              |
|---|--|---------------------|---------------------|---------------------|---------------------|-----------------------|--------------|
|   |  | Actual              | Adopted             | Estimated           | Proposed            | Amount                | Percent      |
| 565327  | Association / Strategic Partnerships   | 81,180              | 90,680              | 88,680              | 128,000             | 37,320                | 41.2%        |
| 565301  | Byron Nelson Sponsorship / Villa       | 196,500             | 200,000             | 200,000             | 200,000             | -                     | 0.0%         |
| 565309  | Event Sponsorships                     | 25,000              | 40,000              | 35,000              | 17,000              | (23,000)              | -57.5%       |
| 565317  | Four Seasons Cool 5K and 18            | 2,500               | 2,500               | 2,500               | 2,500               | -                     | 0.0%         |
| 565325  | Industry Foundation Sponsorships       | -                   | 1,000               | 1,000               | 3,500               | 2,500                 | 250.0%       |
| 565321  | LPGA Sponsorship                       | -                   | -                   | -                   | 25,000              | 25,000                | 100.0%       |
| <b>SUBTOTAL : SPONSORSHIPS</b>                |  | <b>\$305,180</b>    | <b>\$334,180</b>    | <b>\$327,180</b>    | <b>\$376,000</b>    | <b>\$41,820</b>       | <b>12.5%</b> |
| 565402  | Media Advertising                      | 378,024             | 680,000             | 680,000             | 680,000             | -                     | 0.0%         |
| <b>SUBTOTAL : MEDIA ADVERTISING</b>           |  | <b>\$378,024</b>    | <b>\$680,000</b>    | <b>\$680,000</b>    | <b>\$680,000</b>    | <b>-</b>              | <b>0.0%</b>  |
| 566001  | Travel (see Detail)                    | 303,447             | 541,828             | 442,000             | 601,571             | 59,743                | 11.0%        |
| <b>SUBTOTAL : TRAVEL</b>                      |  | <b>\$303,447</b>    | <b>\$541,828</b>    | <b>\$442,000</b>    | <b>\$601,571</b>    | <b>\$59,743</b>       | <b>11.0%</b> |
| 566210  | Byron Nelson Activities                | 100,904             | 93,700              | 103,700             | 107,200             | 13,500                | 14.4%        |
| 566212  | Business Development Incentive         | 441,989             | 521,000             | 480,000             | 500,000             | (21,000)              | -4.0%        |
| 566218  | Fam Tours                              | -                   | 23,000              | 18,000              | 46,000              | 23,000                | 100.0%       |
| 566219  | Greater Irving / LC Chamber Events     | 6,050               | 2,000               | 2,500               | 2,500               | 500                   | 25.0%        |
| 566284  | High Spirited Citizens                 | 1,579               | 6,200               | 5,000               | 4,000               | (2,200)               | -35.5%       |
| 566288  | Local Programs / Promotions            | 99,678              | 178,495             | 173,000             | 186,050             | 7,555                 | 4.2%         |
| 566293  | LPGA Activities                        | -                   | -                   | 6,000               | 7,000               | 7,000                 | 100.0%       |
| 566278  | Media Events                           | 6,172               | 15,000              | 7,000               | 10,000              | (5,000)               | -33.3%       |
| 566285  | State of Texas Events Trust Fund       | 12,463              | 40,000              | 40,000              | 50,000              | 10,000                | 25.0%        |
| <b>SUBTOTAL : PROMOTIONS / SPECIAL EVENTS</b> |  | <b>\$668,835</b>    | <b>\$879,395</b>    | <b>\$835,200</b>    | <b>\$912,750</b>    | <b>\$33,355</b>       | <b>3.8%</b>  |
| 57601   | Memberships and Dues (see Detail)      | 59,989              | 67,330              | 69,900              | 83,105              | 15,775                | 23.4%        |
| <b>SUBTOTAL : MEMBERSHIPS AND DUES</b>        |  | <b>\$59,989</b>     | <b>\$67,330</b>     | <b>\$69,900</b>     | <b>\$83,105</b>     | <b>\$15,775</b>       | <b>23.4%</b> |
| 85092   | Transfer to ICVB Reserve               | 200,000             | 200,000             | 200,000             | 200,000             | -                     | 0.0%         |
| 85094   | Transfer to ICC Reserve / Capital Proj | 400,000             | 400,000             | 526,347             | 900,000             | 500,000               | 125.0%       |
| <b>SUBTOTAL : TRANSFERS</b>                   |  | <b>\$600,000</b>    | <b>\$600,000</b>    | <b>\$726,347</b>    | <b>\$1,100,000</b>  | <b>\$500,000</b>      | <b>83.3%</b> |
| <b>FUND TOTAL</b>                             |  | <b>\$ 7,605,618</b> | <b>\$ 8,945,130</b> | <b>\$ 8,753,797</b> | <b>\$ 9,670,218</b> | <b>\$ 725,088</b>     | <b>8.1%</b>  |

## ICVB Financial Position Summary

|   | Beginning<br>Fund Balance | Total<br>Revenues   | Total Funds<br>Available | Total<br>Expenditures | Ending<br>Fund Balance |
|---|---------------------------|---------------------|--------------------------|-----------------------|------------------------|
| 2201 - GENERAL FUND   | \$ 4,100,344              | \$ 8,037,640        | \$ 12,137,984            | \$ 9,670,218          | \$ 2,467,766           |
| 2202 - RESERVE FUND   | 723,745                   | 200,600             | 924,345                  | 0                     | 924,345                |
| 2203 - COMPUTER REPLACEMENT FUND                            | 283,796                   | 400                 | 284,196                  | 15,000                | 269,196                |
| <b>TOTAL</b>  | <b>\$ 5,107,885</b>       | <b>\$ 8,238,640</b> | <b>\$ 13,346,525</b>     | <b>\$ 9,685,218</b>   | <b>\$ 3,661,307</b>    |
| 2204 - CONVENTION CENTER RESERVE /<br>CAPITAL PROJECTS FUND | \$ 629,955                | \$ 901,500          | \$ 1,531,455             | \$ 892,500            | \$ 638,955             |

ICVB FY 2016-17 Financial Position  
GENERAL FUND

|                                     | FY 2014-15<br>Actual | FY 2015-16<br>Budget | FY 2015-16<br>Estimated | FY 2016-17<br>Proposed |
|-------------------------------------|----------------------|----------------------|-------------------------|------------------------|
| <b>AVAILABLE FUND BALANCE 10-01</b> | <b>\$ 4,724,142</b>  | <b>\$ 4,386,278</b>  | <b>\$ 4,917,016</b>     | <b>\$ 4,100,344</b>    |
| <b>REVENUES</b>                     |                      |                      |                         |                        |
| Hotel / Motel Tax                   | 7,650,873            | 7,603,292            | 7,899,125               | 7,989,640              |
| Hotel Tax P&I                       | 5,058                | -                    | 4,000                   | -                      |
| Hotel Tax - Prior Years             | 12,670               | -                    | 15,000                  | -                      |
| State of Texas Events Trust Fund    | -                    | 40,000               | 11,000                  | 40,000                 |
| Interest on Investments             | 1,971                | 1,500                | 5,000                   | 5,000                  |
| Miscellaneous Revenue               | 127,920              | 5,000                | 3,000                   | 3,000                  |
| <b>TOTAL REVENUE</b>                | <b>\$ 7,798,492</b>  | <b>\$ 7,649,792</b>  | <b>\$ 7,937,125</b>     | <b>\$ 8,037,640</b>    |
| <b>TOTAL FUNDS AVAILABLE</b>        | <b>\$ 12,522,634</b> | <b>\$ 12,036,070</b> | <b>\$ 12,854,141</b>    | <b>\$ 12,137,984</b>   |
| <b>EXPENDITURES</b>                 |                      |                      |                         |                        |
| <b>Operating</b>                    |                      |                      |                         |                        |
| Salaries & Wages                    | 1,707,191            | 1,948,869            | 1,929,048               | 1,987,785              |
| Benefits                            | 440,833              | 593,051              | 564,282                 | 558,746                |
| Supplies                            | 63,088               | 77,600               | 68,400                  | 70,000                 |
| Equipment Maintenance               | 6,187                | 9,250                | 10,250                  | 9,300                  |
| Miscellaneous                       | 83,564               | 85,377               | 84,557                  | 89,562                 |
| Equipment Rentals                   | 3,664                | 8,165                | 3,665                   | 7,500                  |
| Special Services                    | 935,668              | 1,030,400            | 918,950                 | 1,094,410              |
| Advertising Projects                | 95,502               | 150,500              | 143,000                 | 150,500                |
| Sponsorships                        | 305,180              | 334,180              | 327,180                 | 376,000                |
| Media Advertising                   | 378,024              | 680,000              | 680,000                 | 680,000                |
| Travel                              | 303,447              | 541,828              | 442,000                 | 601,571                |
| Promotions / Special Events         | 668,835              | 879,395              | 835,200                 | 912,750                |
| Memberships & Dues                  | 59,989               | 67,330               | 69,900                  | 83,105                 |
| <b>Total Operating</b>              | <b>\$ 5,051,172</b>  | <b>\$ 6,405,945</b>  | <b>\$ 6,076,432</b>     | <b>\$ 6,621,229</b>    |



ICVB FY 2016-17 Financial Position  
GENERAL FUND

|   | FY 2014-15<br>Actual | FY 2015-16<br>Adopted | FY 2015-16<br>Estimated | FY 2016-17<br>Proposed |
|---|----------------------|-----------------------|-------------------------|------------------------|
| <b>Non-Operating</b>                            |                      |                       |                         |                        |
| 4% Administrative Fee                           | 306,744              | 304,132               | 315,965                 | 319,586                |
| ICC Operating Subsidy                           | 1,395,000            | 1,395,000             | 1,395,000               | 1,395,000              |
| SMG Management Incentive                        | 152,702              | 160,000               | 160,000                 | 154,350                |
| ICC Property / Liability Insurance              | 100,000              | 80,053                | 80,053                  | 80,053                 |
| <b>Total Non-Operating</b>                      | <b>\$ 1,954,446</b>  | <b>\$ 1,939,185</b>   | <b>\$ 1,951,018</b>     | <b>\$ 1,948,989</b>    |
| <b>Transfers Out</b>                            |                      |                       |                         |                        |
| Transfer to ICVB Reserve Fund                   | 200,000              | 200,000               | 200,000                 | 200,000                |
| Transfer to ICC Reserve / Capital Projects Fund | 400,000              | 400,000               | 526,347                 | 900,000                |
| <b>Total Transfers Out</b>                      | <b>600,000</b>       | <b>600,000</b>        | <b>726,347</b>          | <b>1,100,000</b>       |
| <b>TOTAL EXPENDITURES</b>                       | <b>\$ 7,605,618</b>  | <b>\$ 8,945,130</b>   | <b>\$ 8,753,797</b>     | <b>\$ 9,670,218</b>    |
| <b>AVAILABLE FUND BALANCE 09-30</b>             | <b>\$ 4,917,016</b>  | <b>\$ 3,090,940</b>   | <b>\$ 4,100,344</b>     | <b>\$ 2,467,766</b>    |

**General Fund**

As the principal operating fund of the Convention & Visitors Bureau, this fund accounts for all salary and benefits costs for the Bureau as well as all other operating costs in order to fulfill our mission to enhance Irving's economy and quality of life by marketing and advocating for the development of Irving as a premier destination.

ICVB FY 2016-17 Financial Position  
RESERVE FUND

|                                     | FY 2014-15<br>Actual | FY 2015-16<br>Adopted | FY 2015-16<br>Estimated | FY 2016-17<br>Proposed |
|-------------------------------------|----------------------|-----------------------|-------------------------|------------------------|
| <b>AVAILABLE FUND BALANCE 10-01</b> | <b>\$ 322,901</b>    | <b>\$ 523,001</b>     | <b>\$ 523,145</b>       | <b>\$ 723,745</b>      |
| <b>REVENUES</b>                     |                      |                       |                         |                        |
| Transfer from ICVB General Fund     | 200,000              | 200,000               | 200,000                 | 200,000                |
| Interest on Investments             | 244                  | 200                   | 600                     | 600                    |
| <b>TOTAL REVENUE</b>                | <b>\$ 200,244</b>    | <b>\$ 200,200</b>     | <b>\$ 200,600</b>       | <b>\$ 200,600</b>      |
| <b>TOTAL FUNDS AVAILABLE</b>        | <b>\$ 523,145</b>    | <b>\$ 723,201</b>     | <b>\$ 723,745</b>       | <b>\$ 924,345</b>      |
| <b>EXPENDITURES</b>                 |                      |                       |                         |                        |
| None                                | -                    | -                     | -                       | -                      |
| <b>TOTAL EXPENDITURES</b>           | <b>\$ -</b>          | <b>\$ -</b>           | <b>\$ -</b>             | <b>\$ -</b>            |
| <b>AVAILABLE FUND BALANCE 09-30</b> | <b>\$ 523,145</b>    | <b>\$ 723,201</b>     | <b>\$ 723,745</b>       | <b>\$ 924,345</b>      |

**Reserve Fund**

The primary purpose for this fund is to serve as a catastrophic reserve, to protect the Bureau from events beyond the control of the organization which substantially and negatively impact funding for operations.

The only source of revenues for this fund is transfers from the ICVB General Fund.

Per the ICVB General and Reserve Fund Policy, the goal is to achieve and sustain six months of operating revenues in this fund.

*Funds are designated for the following future events:*

1. *Headquarter Hotel Grand Opening Event - \$75,000*
2. *Texas Society of Association Executives 2019 Annual Meeting - \$50,000*

ICVB FY 2016-17 Financial Position  
**COMPUTER REPLACEMENT FUND**

|                                     | FY 2014-15<br>Actual | FY 2015-16<br>Adopted | FY 2015-16<br>Estimated | FY 2016-17<br>Proposed |
|-------------------------------------|----------------------|-----------------------|-------------------------|------------------------|
| <b>AVAILABLE FUND BALANCE 10-01</b> | <b>\$ 319,227</b>    | <b>\$ 307,326</b>     | <b>\$ 305,396</b>       | <b>\$ 283,796</b>      |
| <b>REVENUES</b>                     |                      |                       |                         |                        |
| Interest on Investments             | 161                  | 150                   | 400                     | 400                    |
| <b>TOTAL REVENUE</b>                | <b>\$ 161</b>        | <b>\$ 150</b>         | <b>\$ 400</b>           | <b>\$ 400</b>          |
| <b>TOTAL FUNDS AVAILABLE</b>        | <b>\$ 319,388</b>    | <b>\$ 307,476</b>     | <b>\$ 305,796</b>       | <b>\$ 284,196</b>      |
| <b>EXPENDITURES</b>                 |                      |                       |                         |                        |
| Supplies                            | 13,992               | 8,500                 | 22,000                  | 15,000                 |
| Capital                             | -                    | 16,000                | -                       | -                      |
| <b>TOTAL EXPENDITURES</b>           | <b>\$ 13,992</b>     | <b>\$ 8,500</b>       | <b>\$ 22,000</b>        | <b>\$ 15,000</b>       |
| <b>AVAILABLE FUND BALANCE 09-30</b> | <b>\$ 305,396</b>    | <b>\$ 282,976</b>     | <b>\$ 283,796</b>       | <b>\$ 269,196</b>      |

**Computer Replacement Fund**

Funds are designated to replace Bureau computer hardware and systems, including large software packages (such as the CRM system) and other technology-related upgrades.

The only source of revenues for this fund is transfers from the ICVB General Fund or ICVB Reserve Fund.



# Finance & Administration Department

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## Directives

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To position the Irving Convention & Visitors Bureau as a financially responsible organization, providing the other departments with the support services needed to operate efficiently.

## Initiatives & Strategies

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- Maintain sound accounting practices that conform with Governmental Accounting Standards Board (GASB) statements.
- Ensure cost-effectiveness through competitive bidding processes with vendors.
- Enforce policies and procedures that conform with City of Irving guidelines.
- Increase employee satisfaction and 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.
- Maintain accreditation through Destination Marketing Association International.

ICVB FY 2016-17 General Fund Budget  
**FINANCE & ADMINISTRATION DEPARTMENT**

| Account                                       | Account Summary                      | FY 2014-15<br>Actual | FY 2015-16<br>Adopted | FY 2015-16<br>Estimated | FY 2016-17<br>Proposed | Variance from Adopted |             |
|---|--------------------------------------|----------------------|-----------------------|-------------------------|------------------------|-----------------------|-------------|
|   |                                      |                      |                       |                         |                        | Amount                | Percent     |
| <b>SUBTOTAL : SALARIES AND WAGES</b>          |                                      | \$653,274            | \$729,805             | \$739,305               | \$745,885              | \$16,080              | 2.2%        |
| <b>SUBTOTAL : BENEFITS</b>                    |                                      | \$170,721            | \$209,673             | \$209,673               | \$209,548              | \$(125)               | -0.1%       |
| <b>SUBTOTAL : SUPPLIES</b>                    |                                      | \$45,478             | \$62,100              | \$55,300                | \$55,500               | \$(6,600)             | -10.6%      |
| <b>SUBTOTAL : EQUIPMENT MAINTENANCE</b>       |                                      | \$1,966              | \$2,750               | \$3,750                 | \$2,800                | \$50                  | 1.8%        |
| <b>SUBTOTAL : MISCELLANEOUS</b>               |                                      | \$64,871             | \$71,207              | \$70,407                | \$74,907               | \$3,700               | 5.2%        |
| <b>SUBTOTAL : EQUIPMENT RENTALS</b>           |                                      | \$3,664              | \$5,165               | \$3,665                 | \$6,500                | \$1,335               | 25.8%       |
| 562701  | Administrative Cost Reimbursement    | 306,744              | 304,132               | 315,965                 | 319,586                | 15,454                | 5.1%        |
| 561201  | Freight                              | 515                  | 2,000                 | 1,500                   | 1,500                  | (500)                 | -25.0%      |
| 56401   | Outside Services                     | 139,665              | 123,800               | 120,500                 | 155,460                | 31,660                | 25.6%       |
| <b>SUBTOTAL : SPECIAL SERVICES</b>            |                                      | \$446,924            | \$429,932             | \$437,965               | \$476,546              | \$46,614              | 10.8%       |
| 565500  | Specialty Advertising                | 3,864                | -                     | 500                     | 500                    | 500                   | 100.0%      |
| <b>SUBTOTAL : ADVERTISING PROJECTS</b>        |                                      | \$3,864              | -                     | \$500                   | \$500                  | \$500                 | 100.0%      |
| 565327  | Association / Strategic Partnerships | 43,680               | 43,680                | 43,680                  | 45,000                 | 1,320                 | 3.0%        |
| 565301  | Byron Nelson Sponsorship             | 196,500              | 200,000               | 200,000                 | 200,000                | -                     | 0.0%        |
| 565309  | Event Sponsorships                   | 25,000               | 25,000                | 25,000                  | -                      | (25,000)              | -100.0%     |
| 565325  | Industry Foundation Sponsorships     | -                    | 1,000                 | 1,000                   | 1,000                  | -                     | 0.0%        |
| 565321  | LPGA Sponsorship                     | -                    | -                     | -                       | 25,000                 | 25,000                | 100.0%      |
| <b>SUBTOTAL : SPONSORSHIPS</b>                |                                      | \$265,180            | \$269,680             | \$269,680               | \$271,000              | \$1,320               | 0.5%        |
| 566001  | Travel [See Detail]                  | 33,727               | 139,688               | 80,000                  | 137,814                | (1,874)               | -1.3%       |
| <b>SUBTOTAL : TRAVEL</b>                      |                                      | \$33,727             | \$139,688             | \$80,000                | \$137,814              | \$(1,874)             | -1.3%       |
| 566219  | Greater Irving / LC Chamber Events   | 3,750                | 1,000                 | 2,500                   | 2,500                  | 1,500                 | 150.0%      |
| 566284  | High Spirited Citizens               | 1,579                | 6,200                 | 5,000                   | 4,000                  | (2,200)               | -35.5%      |
| 566288  | Local Programs / Promotions          | 44,307               | 98,600                | 96,000                  | 108,700                | 10,100                | 10.2%       |
| <b>SUBTOTAL : PROMOTIONS / SPECIAL EVENTS</b> |                                      | \$49,636             | \$105,800             | \$103,500               | \$115,200              | \$9,400               | 8.9%        |
| 57601   | Memberships & Dues [See Detail]      | 48,049               | 51,220                | 54,400                  | 65,100                 | 13,880                | 27.1%       |
| <b>SUBTOTAL : MEMBERSHIPS &amp; DUES</b>      |                                      | \$48,049             | \$51,220              | \$54,400                | \$65,100               | \$13,880              | 27.1%       |
| 85092   | Transfer to Reserve Fund             | 200,000              | 200,000               | 200,000                 | 200,000                | -                     | 0.0%        |
| <b>SUBTOTAL : TRANSFERS</b>                   |                                      | \$200,000            | \$200,000             | \$200,000               | \$200,000              | -                     | 0.0%        |
| <b>DEPARTMENT TOTAL</b>                       |                                      | <b>\$1,987,354</b>   | <b>\$2,277,020</b>    | <b>\$2,228,145</b>      | <b>\$2,361,300</b>     | <b>\$84,280</b>       | <b>3.7%</b> |



ICVB FY 2016-17 Travel Detail  
**FINANCE & ADMINISTRATION DEPARTMENT**

| Dept                    | Description  | Account | FY 2016-17 Amount |
|-------------------------|--|---------|-------------------|
| 3501                    | Additional Travel  | 566280  | \$ 14,124         |
| 3501                    | American Society of Association Executives - Annual Conference                     | 566205  | 3,400             |
| 3501                    | Board Competitive Site Visits  | 566280  | 15,000            |
| 3501                    | CFO Forum  | 566487  | 1,670             |
| 3501                    | CEO's For Cities   | 566477  | 15,000            |
| 3501                    | Convention Industry Council - Conclave   | 566452  | 2,650             |
| 3501                    | Dell World Technology Conference   | 566486  | 1,590             |
| 3501                    | Destination Marketing Association International - Annual Convention                | 566220  | 6,400             |
| 3501                    | Destination Marketing Association International - Board / Committee Meetings       | 566322  | 5,000             |
| 3501                    | Destination Marketing Association International - CEO Forum                        | 566222  | 3,600             |
| 3501                    | Destination Marketing Association International - Destinations Showcase / WDC      | 566225  | 6,625             |
| 3501                    | Destination Marketing Association International - Finance, Operations & Tech Forum | 566415  | 2,295             |
| 3501                    | Destination Marketing Association International - Technology Forum                 | 566417  | 1,570             |
| 3501                    | Government Finance Officers Association of Texas                                   | 566283  | 2,930             |
| 3501                    | Headquarter Hotel / Entertainment District Kickoff Events                          | 566466  | 4,000             |
| 3501                    | HR Forum   | 566490  | 1,620             |
| 3501                    | IMEX North America   | 566476  | 3,750             |
| 3501                    | International Association of Exhibitions & Events - Exhibitions Mean Business      | 566490  | 2,820             |
| 3501                    | International Association of Exhibitions & Events - Expo! Expo!                    | 566349  | 3,700             |
| 3501                    | International Association of Exhibitions & Events - Women's Leadership Forum       | 566467  | 7,570             |
| 3501                    | Meeting Professionals International - WEC Hosted Buyer                             | 566237  | 3,550             |
| 3501                    | Professional Convention Management Association - Annual Meeting                    | 566244  | 3,980             |
| 3501                    | Sales Calls  | 566250  | 1,890             |
| 3501                    | Security / Technology Conference   | 566478  | 2,270             |
| 3501                    | Simpleview Summit / Board Meetings   | 566439  | 5,820             |
| 3501                    | STR Hotel Data Conference  | 566489  | 2,920             |
| 3501                    | Texas Society of Association Executives - Annual Meeting                           | 566258  | 2,420             |
| 3501                    | US Travel Destinations Council - Board Meetings                                    | 566280  | 6,720             |
| 3501                    | Zeitgeist Consulting DMO Masterminds   | 566474  | 2,930             |
| <b>DEPARTMENT TOTAL</b> |  |         | <b>\$ 137,814</b> |

## ICVB FY 2016-17 Memberships Detail

## FINANCE &amp; ADMINISTRATION DEPARTMENT

| Dept                    | Description   | Account | FY 2016-17<br>Amount |
|-------------------------|---|---------|----------------------|
| 3501                    | Additional Memberships                                  | 576298  | \$ 3,400             |
| 3501                    | American Express  | 576205  | 1,500                |
| 3501                    | American Society of Association Executives              | 576208  | 425                  |
| 3501                    | Association of Film Commissioners International         | 576295  | 1,000                |
| 3501                    | CEO's for Cities  | 576273  | 10,000               |
| 3501                    | Certified Tourism Ambassadors                           | 576204  | 120                  |
| 3501                    | Destination Marketing Association International         | 576232  | 7,800                |
| 3501                    | DFW Area Tourism Council                                | 576215  | 6,785                |
| 3501                    | DFW Association Executives                              | 576217  | 125                  |
| 3501                    | Global Business Travel Association                      | 576214  | 395                  |
| 3501                    | Government Finance Officers Association of Texas        | 576225  | 80                   |
| 3501                    | Greater Irving / Las Colinas Chamber of Commerce        | 576235  | 6,000                |
| 3501                    | Hospitality Sales & Marketing Association International | 576230  | 395                  |
| 3501                    | Hotel Association of North Texas                        | 576292  | 500                  |
| 3501                    | International Association of Exhibitions and Events     | 576218  | 1,535                |
| 3501                    | International Association of Venue Managers             | 576229  | 895                  |
| 3501                    | International Council of Shopping Centers               | 576297  | 100                  |
| 3501                    | International Economic Development Council              | 576278  | 585                  |
| 3501                    | Irving Heritage Society                                 | 576238  | 250                  |
| 3501                    | Irving Hispanic Chamber                                 | 576299  | 245                  |
| 3501                    | Meeting Professionals International                     | 576240  | 465                  |
| 3501                    | Press Club of Dallas                                    | 576216  | 100                  |
| 3501                    | Professional Convention Management Association          | 576254  | 970                  |
| 3501                    | Rotary Club of Irving                                   | 576237  | 500                  |
| 3501                    | Sports Club at Four Seasons                             | 576260  | 10,000               |
| 3501                    | Texas Association of Convention & Visitor Bureaus       | 576262  | 1,250                |
| 3501                    | Texas Hotel & Lodging Association                       | 576264  | 450                  |
| 3501                    | Texas Restaurant Association                            | 576293  | 295                  |
| 3501                    | Texas Society of Association Executives                 | 576266  | 335                  |
| 3501                    | Texas Travel Industry Association                       | 576268  | 2,800                |
| 3501                    | U.S. Travel Association                                 | 576272  | 5,000                |
| 3501                    | Urban Land Institute                                    | 576271  | 800                  |
| <b>DEPARTMENT TOTAL</b> |   |         | <b>\$ 65,100</b>     |

# Destination Sales & Services Department

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## Directives

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To position Irving as a preferred destination for meetings and conventions of corporations, associations and specialty markets (including Sports, Entertainment, Social, Military, Religious, Ethnic, Educational, Fraternal and Government); to position Irving as a preferred destination for corporate transient travel; to position Irving as a preferred destination for leisure travel, either group or transient; to position Texas and Dallas/Fort Worth as a vital part of the US travel experience; and to achieve the highest levels of customer satisfaction.

## Initiatives & Strategies

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### OVERALL

- Increase total room night bookings by two percent over 2015-2016 results, with focus on key market segments identified by the 2016 Needs Analysis Survey, and markets impacted by the convention center development.
- Work closely with headquarter hotel development team on coordinated sales efforts. Review all “lost business” clients where a lack of headquarter hotel was the reason and re-target aggressively.
- Continue emphasis on weekend, summer and holiday business. Continue to focus on local and regional meeting planners as requested by the hotel community.
- Continue to build and enhance relationships with meeting resource companies, with emphasis on HelmsBriscoe, ConferenceDirect, and Experient.
- Work with the hotel community in their budgeting cycles to provide rebate support for group bookings.

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**Initiatives & Strategies** *(continued)*

- Prioritize the BizDIP program's limited resources for highest-value return.
- Utilize the AT&T Byron Nelson and the Volunteers of America LPGA North Texas Shootout as the backdrop for client appreciation and prospect development, as budget allows.
- Continue staff involvement in leadership of key industry trade associations to gain better customer access.
- Utilize Texas Events Trust Fund for sporting and other events that generate weekend room nights.
- Continue to educate customers and the industry on the DART Orange Line's connectivity to DFW and Love Field.
- Establish destination representation in Washington DC, Chicago and the Northeast.
- Pending final outcome of the City of Irving Economic Development Strategic Plan, target trade meetings, conventions and events of any desired clusters.
- Utilize partnerships with the Greater Irving-Las Colinas Chamber of Commerce, TIF, DART and DCURD to generate new and incremental business opportunities for Irving.
- With ICVB Marketing, identify new measures to engage Irving hoteliers with ICVB programs.
- Continue hosting quarterly Meet the Bureau luncheons to engage and educate hospitality partners.

**ASSOCIATION MARKET – STATE & NATIONAL**

- Host destination reviews capitalizing on significant in-market events and hotel construction, as budget allows.
- Host quarterly sales events in Austin involving Irving industry partners, focusing heavily on new accounts / contacts, as well as associations who have a need for the Irving Convention Center and host hotel.
- Host annual sales trips to Washington DC and Chicago involving Irving industry partners and hotel national sales representatives, focusing on National Association accounts.
- Continue participation in appropriate industry trade shows such as the Texas Society of Association Executives and the American Society of Association Executives, with constant evaluation of results and new opportunities, identifying options for Irving industry partners' participation where applicable.
- Stage a local association blitz.
- Solicit City of Irving and other community contacts to help identify new prospects for association meetings and conventions.

**CORPORATE / GOVERNMENT MARKET**

- Concentrate on short-term business and need periods by dedicating resources to top-producing and high-potential sub-segments. Leverage short-term opportunities and continue sales trips to key markets.
- Host two destination reviews and/or local customer events capitalizing on significant in-market events, such as the AT&T Byron Nelson and the success of the Texas Rangers, Dallas Stars or Dallas Mavericks in post-season as schedules may allow.

Continued on the next page >

### **Initiatives & Strategies** *(continued)*

- Protect and defend Irving's market share with key local accounts by involving targeted community leaders as needed; solicit City of Irving and other community contacts to help identify new prospects for meetings and conventions.
- Stage two local blitzes to north Dallas and Fort Worth.
- Attend market-specific trade shows such as those of the Society of Government Meeting Professionals, Meeting Professionals International-WEC and Connect Marketplace.
- Orient corporate users to DART Orange Line access.

### **SMERF, GROUP TOURS, SPORTS & ENTERTAINMENT MARKETS**

- Host destination review capitalizing on significant in-market events, such as the AT&T Byron Nelson and Volunteers of America LPGA Texas Shootout.
- Capitalize on the Texas Musicians Museum and the opening of the Irving Music Factory to attract new group tour business especially with musical interests for weekends and summer.
- Retain Cowboys game and stadium-related group business.
- Concentrate on SMERF / sports business that is appropriate for the Irving Convention Center and/or Irving's hotels.
- Attend market-specific tradeshows such as the Fraternity Executives Association, Connect Marketplace and Connect Sports.
- Capitalize on large city-wide sporting events throughout the market that can create compression for Irving.

### **CONVENTION CENTER**

- Emphasize the value of the facility and encourage customers with qualified business to consider Irving as a future meeting and exhibit destination. Enhance existing database of customers with meeting, trade show and event prospects whose needs match the convention center.
- Focus on sales to planners of sporting events that can be housed in the convention center's exhibit space.
- Continue to assess the deployment of ICVB Sales and Services team to effectively book and provide services to meetings / events in the facility.
- Utilize rebates paid by hotels to help offset convention center rental for groups, as well as the Texas Events Trust Fund.
- Educate consumer event organizers on DART Orange Line opportunities.
- Use convention services staff to solicit event attendee research when permitted.

## Calendar of Activities

| Organization                                | Event                              | Market                 |
|---|------------------------------------|------------------------|
| <b>JANUARY</b>                              |                                    |                        |
| Southwest Showcase                          | Tradeshow                          | Association            |
| Event Services Professionals Association    | Education                          | Convention Services    |
| Professional Convention Management Assoc.   | Education                          | Association            |
| <b>FEBRUARY</b>                             |                                    |                        |
| Religious Conference Management Association | Tradeshow                          | SMERF                  |
| Potomac Chapter of MPI                      | Mid Atlantic Conference and Expo   | Association            |
| Austin Quarterly Customer Event             | Luncheon / Sales Calls             | Association            |
| Austin Sales Calls                          | Government / Education Sales Calls | Government / Education |
| Texas Music Educators                       | Annual Conference                  | SMERF                  |
| <b>MARCH</b>                                |                                    |                        |
| National Football League                    | Travel Manager's Meeting           | Sports                 |
| Society of Government Meeting Professionals | Regional Conference                | Government             |
| Christian Meeting & Conventions Association | Showcase                           | SMERF                  |
| Dallas-Fort Worth Association Executives    | Association Day                    | Association            |
| Washington DC Sales Calls                   | Government Sales Calls             | Government             |
| National Association of Sports Commissions  | Symposium                          | Sports                 |
| Experient                                   | EnVision                           | All                    |
| <b>APRIL</b>                                |                                    |                        |
| Conference Direct                           | Annual Partner Meeting & Tradeshow | All                    |
| ASAE  | Springtime Tradeshow               | Association            |
| Austin Quarterly Customer Event             | Luncheon / Sales Calls             | Association            |
| Austin Sales Calls                          | Government Sales Calls             | Government             |
| Simpleview Summit                           | Training                           | Management             |
| <b>MAY</b>                                  |                                    |                        |
| AT&T Byron Nelson                           | Familiarization Tour               | All                    |
| Society of Government Meeting Professionals | National Conference & Tradeshow    | Government             |
| State of Texas Client Event                 | Dinner / Reception                 | All                    |
| Washington DC Sales Calls                   | Government Sales Calls             | Government             |
| Fraternity Executives Association           | Tradeshow                          | SMERF                  |
| Texas Society of Association Executives     | Summer Break                       | Association            |
| <b>JUNE</b>                                 |                                    |                        |
| HelmsBriscoe                                | Tradeshow                          | All                    |
| American Society of Executives              | Springtime Tradeshow               | Association            |



| Organization  | Event                             | Market                   |
|---|-----------------------------------|--------------------------|
| Society of Government Meeting Professionals         | National Conference and Tradeshow | Government               |
| Austin Sales Calls                                  | Government Sales Calls            | Government               |
| Cvent   | Cvent Connect                     | All                      |
| <b>JULY</b>   |                                   |                          |
| Austin Quarterly Customer Event                     | Luncheon / Sales Calls            | Association              |
| Texas Band Masters                                  | Conference                        | SMERF                    |
| Meeting Professionals International                 | WEC / Sponsored Reception         | All                      |
| <b>AUGUST</b>                                       |                                   |                          |
| Smart Meetings                                      | SmartMart Tradeshow               | Corporate                |
| American Society of Association Executives          | Annual Meeting & Tradeshow        | Association              |
| Connect Marketplace                                 | Connect – Sports                  | Sports                   |
| Connect Marketplace                                 | Connect – Specialty               | SMERF / Association      |
| Connect Marketplace                                 | Connect – Corporate               | Corporate                |
| Connect Marketplace                                 | Connect – Association             | Association              |
| Small Meetings Markets                              | Going on Faith                    | SMERF                    |
| Washington DC Sales Calls                           | Government Sales Calls            | Government               |
| Kaleo Tours   | Gospelfest                        | SMERF                    |
| <b>SEPTEMBER</b>                                    |                                   |                          |
| Austin Sales Calls                                  | Government Sales Calls            | Government               |
| Texas Society of Association Executives             | Annual Meeting                    | Association              |
| Professional Fraternity Association                 | Tradeshow                         | SMERF                    |
| TEAMS   | Conference and Expo               | Sports                   |
| Hospitality Sales & Marketing Association Int'l     | Leadership Summit                 | Convention Services      |
| Northeast Sales Calls                               | Corporate Sales Calls             | Corporate                |
| <b>OCTOBER</b>                                      |                                   |                          |
| National Panhellenic Conference                     | Tradeshow                         | SMERF                    |
| Connect Marketplace                                 | Connect Faith                     | SMERF                    |
| IMEX North America                                  | Tradeshow and Hosted Reception    | All                      |
| Meeting Professionals International                 | Hill Country Education Conference | Association              |
| <b>NOVEMBER</b>                                     |                                   |                          |
| Austin Quarterly Customer Event                     | Luncheon / Sales Calls            | Association              |
| Connect Marketplace                                 | Connect-Texas                     | Association              |
| Austin Sales Calls                                  | Government Sales Calls            | Government               |
| Association Executive Exchange                      | Tradeshow                         | Association              |
| <b>DECEMBER</b>                                     |                                   |                          |
| State of Texas Washington DC Client Event           | Holiday Party                     | Government / Association |
| Texas Society of Association Executives             | Holiday Luncheon                  | Association Smart        |
| International Association of Exhibitions and Events | EXPO EXPO                         | All                      |

ICVB FY 2016-17 General Fund Budget  
**DESTINATION SALES & SERVICES DEPARTMENT**

| Account                                       | Account Summary                      | FY 2014-15         | FY 2015-16         | FY 2015-16         | FY 2016-17         | Variance from Adopted |             |
|---|--------------------------------------|--------------------|--------------------|--------------------|--------------------|-----------------------|-------------|
|   |                                      | Actual             | Adopted            | Estimated          | Proposed           | Amount                | Percent     |
| <b>SUBTOTAL : SALARIES AND WAGES</b>          |                                      | \$679,201          | \$788,990          | \$762,869          | \$799,459          | \$10,469              | 1.3%        |
| <b>SUBTOTAL : BENEFITS</b>                    |                                      | \$171,650          | \$241,832          | \$213,063          | \$224,590          | \$(17,242)            | -7.1%       |
| <b>SUBTOTAL : SUPPLIES</b>                    |                                      | \$5,710            | \$8,000            | \$6,200            | \$8,000            | -                     | 0.0%        |
| <b>SUBTOTAL : EQUIPMENT MAINTENANCE</b>       |                                      | \$3,249            | \$5,000            | \$5,000            | \$5,000            | -                     | 0.0%        |
| <b>SUBTOTAL : MISCELLANEOUS</b>               |                                      | \$4,546            | \$5,950            | \$6,550            | \$7,900            | \$1,950               | 32.8%       |
| <b>SUBTOTAL : EQUIPMENT RENTALS</b>           |                                      | -                  | \$1,000            | -                  | \$1,000            | -                     | 0.0%        |
| 563401  | Destination Representation           | -                  | 100,000            | -                  | 100,000            | -                     | 0.0%        |
| 561201  | Freight                              | 1,779              | 3,000              | 2,700              | 3,000              | -                     | 0.0%        |
| 56401   | Outside Services                     | 29,959             | 46,650             | 43,250             | 51,500             | 4,850                 | 10.4%       |
| <b>SUBTOTAL : SPECIAL SERVICES</b>            |                                      | \$31,738           | \$149,650          | \$45,950           | \$154,500          | \$4,850               | 3.2%        |
| 565220  | Convention Services Material         | 13,478             | 80,000             | 74,500             | 80,000             | -                     | 0.0%        |
| 565500  | Specialty Advertising                | 15,367             | 15,000             | 14,500             | 14,500             | (500)                 | -3.3%       |
| <b>SUBTOTAL : ADVERTISING PROJECTS</b>        |                                      | \$28,845           | \$95,000           | \$89,000           | \$94,500           | \$(500)               | -0.5%       |
| 565327  | Association / Strategic Partnerships | 27,500             | 32,000             | 35,000             | 68,000             | 36,000                | 112.5%      |
| 565309  | Event Sponsorships                   | -                  | 15,000             | 10,000             | 15,000             | -                     | 0.0%        |
| <b>SUBTOTAL : SPONSORSHIPS</b>                |                                      | \$27,500           | \$47,000           | \$45,000           | \$83,000           | \$36,000              | 76.6%       |
| 566001  | Travel [See Detail]                  | 214,530            | 285,670            | 265,000            | 332,385            | 46,715                | 16.4%       |
| <b>SUBTOTAL : TRAVEL</b>                      |                                      | \$214,530          | \$285,670          | \$265,000          | \$332,385          | \$46,715              | 16.4%       |
| 566219  | Business Development Incentive Prog. | 441,989            | 500,000            | 480,000            | 500,000            | -                     | 0.0%        |
| 566284  | Byron Nelson Activities              | 87,246             | 87,500             | 87,500             | 91,000             | 3,500                 | 4.0%        |
| 566284  | Fam Tours                            | -                  | 23,000             | 18,000             | 46,000             | 23,000                | 100.0%      |
| 566288  | Local Programs / Promotions          | 34,463             | 70,350             | 65,000             | 68,600             | (1,750)               | -2.5%       |
| 566293  | LPGA Activities                      | -                  | -                  | 1,000              | 1,000              | 1,000                 | 100.0%      |
| 566288  | State of Texas Events Trust Fund     | 12,463             | 40,000             | 40,000             | 50,000             | 10,000                | 25.0%       |
| <b>SUBTOTAL : PROMOTIONS / SPECIAL EVENTS</b> |                                      | \$576,161          | \$720,850          | \$691,500          | \$756,600          | \$35,750              | 5.0%        |
| 57601   | Memberships & Dues [See Detail]      | 9,105              | 11,550             | 11,000             | 13,445             | 1,895                 | 16.4%       |
| <b>SUBTOTAL : MEMBERSHIPS &amp; DUES</b>      |                                      | \$9,105            | \$11,550           | \$11,000           | \$13,445           | \$1,895               | 16.4%       |
| <b>DEPARTMENT TOTAL</b>                       |                                      | <b>\$1,752,235</b> | <b>\$2,360,492</b> | <b>\$2,141,132</b> | <b>\$2,480,379</b> | <b>\$119,887</b>      | <b>5.1%</b> |

ICVB FY 2016-17 Travel Detail

DESTINATION SALES & SERVICES DEPARTMENT

| Dept | Description   | Account | FY 2016-17 Amount |
|------|---|---------|-------------------|
| 3502 | Additional Travel   | 566280  | \$ 20,000         |
| 3502 | American Society of Association Executives – Annual Conference              | 566205  | 9,730             |
| 3502 | American Society of Association Executives – Springtime                     | 566302  | 9,620             |
| 3502 | Association Executive Exchange  | 566483  | 9,070             |
| 3502 | Christian Meetings & Conventions Association – Annual Conference            | 566368  | 5,150             |
| 3502 | Connect Faith   | 566441  | 5,850             |
| 3502 | Connect Marketplace   | 566446  | 26,260            |
| 3502 | Conference Direct – Partners Meeting  | 566390  | 6,540             |
| 3502 | Cvent Connect   | 566484  | 4,740             |
| 3502 | Event Services Professionals Association – Annual Meeting                   | 566207  | 2,640             |
| 3502 | Experient – EnVision  | 566479  | 10,740            |
| 3502 | Fraternity Executives Association – Annual Meeting                          | 566319  | 6,500             |
| 3502 | Going on Faith  | 566434  | 4,520             |
| 3502 | GospelFest – Kaleo Tours  | 566384  | 1,185             |
| 3502 | Hospitality Sales & Marketing International – Leadership Summit             | 566371  | 2,165             |
| 3502 | Helmsbriscoe – Annual Business Conference                                   | 566392  | 10,930            |
| 3502 | IMEX North America  | 566476  | 19,060            |
| 3502 | International Association of Exhibitions and Events – Expo! Expo!           | 566349  | 11,720            |
| 3502 | Meeting Professionals International – TX Education Conference               | 566482  | 4,240             |
| 3502 | Meeting Professionals International – World Education Congress Hosted Buyer | 566237  | 11,810            |
| 3502 | Meeting Professionals International Potomac Chapter – MACE                  | 566468  | 3,340             |
| 3502 | National Association of Sports Commissions – Symposium                      | 566352  | 2,945             |
| 3502 | National Panhellenic Conference – Annual Meeting                            | 566385  | 3,040             |

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DESTINATION SALES & SERVICES DEPARTMENT

ICVB FY 2016-17 Travel Detail  
 DESTINATION SALES & SERVICES DEPARTMENT

| Dept                    | Description   | Account | FY 2016-17 Amount |
|-------------------------|---|---------|-------------------|
| 3502                    | NFL Travel Directors Conference                               | 566386  | \$ 1,800          |
| 3502                    | Professional Fraternities Association – Annual Meeting        | 566354  | 4,950             |
| 3502                    | Religious Conference Management Association                   | 566246  | 5,850             |
| 3502                    | Sales Calls   | 566250  | 46,280            |
| 3502                    | Simpleview Summit   | 566439  | 2,670             |
| 3502                    | SmartMart   | 566461  | 9,090             |
| 3502                    | Society of Government Meeting Planners – Annual Conference    | 566398  | 4,750             |
| 3502                    | Society of Government Meeting Planners – Regional Conferences | 566411  | 2,790             |
| 3502                    | Southwest Showcase  | 566323  | 9,650             |
| 3502                    | State of Texas Sales Events                                   | 566462  | 7,570             |
| 3502                    | TEAMS   | 566357  | 7,575             |
| 3502                    | Texas Bandmasters Association – Annual Conference             | 566358  | 4,560             |
| 3502                    | Texas Music Educators Association - Annual Conference         | 566360  | 3,975             |
| 3502                    | Texas Society of Association Executives – Annual Meeting      | 566258  | 5,620             |
| 3502                    | Texas Society of Association Executives – Connect Texas       | 566473  | 15,050            |
| 3502                    | Texas Society of Association Executives – Holiday Celebration | 566280  | 4,560             |
| 3502                    | Texas Society of Association Executives – Summer Break        | 566403  | 3,850             |
| <b>DEPARTMENT TOTAL</b> |   |         | <b>\$ 332,385</b> |

ICVB FY 2016-17 Memberships Detail  
**DESTINATION SALES & SERVICES DEPARTMENT**

| <b>Dept</b>             | <b>Description</b>                                      | <b>Account</b> | <b>FY 2016-17<br/>Amount</b> |
|-------------------------|---|----------------|------------------------------|
| 3502                    | Additional Memberships                                  | 576298         | \$ 2,500                     |
| 3502                    | American Business Association                           | 576203         | 550                          |
| 3502                    | American Society of Association Executives              | 576208         | 475                          |
| 3502                    | Certified Tourism Ambassador                            | 576204         | 150                          |
| 3502                    | Christian Meetings & Conventions Association            | 576244         | 250                          |
| 3502                    | DFW Association Executives                              | 576217         | 300                          |
| 3502                    | Event Services Professionals Association                | 576210         | 1,450                        |
| 3502                    | Hospitality Sales & Marketing Association International | 576230         | 1,155                        |
| 3502                    | Meeting Professionals International                     | 576240         | 2,250                        |
| 3502                    | National Association of Sports Commissions              | 576243         | 795                          |
| 3502                    | Professional Convention Management Association          | 576254         | 485                          |
| 3502                    | Professional Fraternity Association                     | 576276         | 250                          |
| 3502                    | Religious Conference Management Association             | 576257         | 100                          |
| 3502                    | Society of Government Meeting Professionals             | 576284         | 1,500                        |
| 3502                    | Student Youth Travel Association                        | 576280         | 750                          |
| 3502                    | Texas Association for Convention Operations Management  | 576274         | 150                          |
| 3502                    | Texas Society of Association Executives                 | 576266         | 335                          |
| <b>DEPARTMENT TOTAL</b> |   |                | <b>\$ 13,445</b>             |





# Marketing & Communications Department

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## MARKETING

### Directives

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To position the image of Irving and the Irving Convention Center to all target markets in a manner that is consistent, appropriate and effective; to develop programming, messaging and imagery that create awareness and positive perceptions of Irving as a destination; and to achieve the highest levels of customer satisfaction.

### Initiatives & Strategies

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#### ADVERTISING PROGRAM

- As the lone voice for the destination in the outer market, continue to focus upon destination and convention center brand awareness in a variety of publications, digital platforms and other programs.
- Given Irving's business mix, continue to have a strong presence in meetings industry trade publications and platforms, while supplementing and expanding the ad buy with publications that cater to non-meetings business, as funding allows.
- To further promote weekend stays and add a consumer / leisure market platform for the Irving Music Factory in conjunction with grand opening activities.
- Utilize public relations and social media initiatives to generate positive destination coverage, thereby increasing awareness of Irving, and further extending the reach of traditional advertising.

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### Initiatives & Strategies *(continued)*

- Creatively modify ad campaigns to effectively target niche markets and to expand non-corporate ad exposure.
- Utilize research for best ROI in ad placements and continue to pursue value-added opportunities with media buys.
- Incorporate headquarter hotel and Irving Music Factory imagery and messaging.

### MARKETING COLLATERAL

- Provide a variety of marketing collateral in printed and digital formats, including visitor guides, meeting planner guides, convention center collateral, sports market collateral, convention services materials and others.
- Roll-out redesigned Irving Convention Center collateral featuring a vibrant new look, and comprehensive and updated facility information.
- Update collateral to include the headquarter hotel, the Texas Musicians Museum and the Irving Music Factory.

### NEW CLIENT ACQUISITION

- Continue to implement and develop lead generation opportunities targeted at acquiring top prospects as clients with a focus on group business and business travelers.
- Develop additional lead-generation programs to target specific market segments through advertising buys and third-party agreements.

- Utilize the announcement of headquarter hotel and the opening of the Irving Music Factory as an opportunity to re-market to previous “lost business” clients.
- Grow search engine marketing (SEM) programs through Google Adwords to increase the number of electronic leads and requests for proposals, as well as room nights booked by individual business travelers.
- Utilize retargeting campaigns through partnerships with Multiview and MPI to capture meeting planner interest.
- Expand partnership / sponsorship agreements with third-party clients such as HelmsBriscoe, ConferenceDirect and American Express.

### DIGITAL MARKETING PROGRAMS

- Implement the Bid Book Generator application for more distinctive, customized and comprehensive proposal responses.
- Produce new CVB and Irving Convention Center videos to showcase the destination, improve the user-experience on the CVB and convention center websites and increase Irving visibility through various digital media channels.
- Continue to improve the content and format of the recently relaunched Irving Convention Center and Irving Convention and Visitor Bureau websites to facilitate an enhanced user-experience.
- Expand our marketing analytics reporting to identify key channels and measure the success of digital and non-digital marketing initiatives.

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- Continuously update the bureau's customer relationship and content management systems to improve accuracy of queries and reports, and ensure accurate and comprehensive listings on the ICVB and Irving Convention Center websites.
- Generate prospecting campaigns and improve the bureau's electronic outreach and email marketing utilizing the Distributed Marketing Platform.
- Continue to build the bureau's proprietary database of opt-in contacts, and improve electronic distribution of data to industry partners.
- Continue search engine optimization program to drive traffic to websites, and, in turn, increase electronic RFPs and leads.
- Expand presence with online lead-generating sites, including increased advertising, partnership agreements and integrated ad buys.
- Increase digital presence on Facebook, Twitter, LinkedIn, Instagram, YouTube, Pinterest and other social media while integrating these applications in digital outreach.
- Continue to grow digital media asset platform to organize and distribute images, videos and electronic documents.
- Generate additional destination interest and website traffic through various social media campaigns and frequent blog postings.

## **COOPERATIVE EFFORTS**

- Further participate in partnerships with area CVBs in cooperative advertising campaigns for leisure market messaging. Supplement this partnership with Irving-specific ad buys and marketing programs to capitalize on the Irving Music Factory opening.
- Continue cooperative efforts with the National Scouting Museum, the Mustangs Museum and the Texas Musicians Museum.
- Initiate new cooperative efforts with the Irving Music Factory and later the headquarters hotel.
- Use inquiries for more frequent and specific message follow-up through a variety of customer-directed mediums.

## **RESEARCH PROGRAMS**

- Utilize research programs to identify economic impact and traveler profiles for Irving visitors, in order to effectively make decisions regarding the advertising buy, sales efforts and other initiatives.
- Survey hotel partners to best identify current and projected needs and utilize the data collected to develop short-term programming and long-term strategies.

## COMMUNICATIONS – EXTERNAL AUDIENCES

### Directives

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To promote and create awareness of Irving as a destination: directly to all aspects of the media, including trade, lifestyle and business, and indirectly to business and leisure travelers; and to achieve the highest levels of customer satisfaction.

### Initiatives & Strategies

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- Utilize public relations efforts to promote Irving as a meeting and visitor destination at local, regional and national levels, support sales efforts and best leverage advertising.
- Conduct press tours (independently and/or in conjunction with local or state partners) targeting key media market segments for editorial coverage. Host travel journalists on specific assignments for individual press visits.
- Use unique Irving and area events and assets (convention center events, Irving Music Factory and headquarter hotel announcements / updates, major hotel renovations / openings, AT&T Byron Nelson, Volunteers of America LPGA Texas Shootout, etc.) to showcase the city in targeted press tours, media events, releases, social media pushes and calendar of event listings.
- Utilize key convention center events to keep the building's awareness at a high level.
- Utilize large public-interest Irving events – such as the opening of the Irving Music Factory – to generate regional coverage in key feeder markets.
- Work in close partnership with ARK, Live Nation and project tenants to promote key construction milestones and the opening of the Irving Music Factory to key leisure markets and leisure and business publications; host a press tour in conjunction with grand opening activities.
- Incorporate headquarter hotel messaging where appropriate; use groundbreaking and key construction milestones in media pitches and journalist visits.
- Work with convention center clients on event-specific social and traditional media relations efforts for attendance building.
- Utilize public relations firm to drive additional exposure for high-profile events and visitor-related openings to attract national media, specialty network and blogger coverage.
- Participate in outbound media missions / blitzes, independently or in conjunction with regional partners, Texas state tourism department, hotels or destination partners.
- Work with Irving's destination partners to promote their venues and events to increase occupancy / business / attendance / awareness and to secure media coverage.
- Continue to promote Dallas Cowboys football through outer market game package promotions and customized programs with local sports media to generate weekend stays.
- Work closely with the Salesmanship Club of Dallas / AT&T Byron Nelson and The Volunteers of America LPGA Texas Shootout to enhance media center operations and social media promotions for both tournaments.
- Continue to work closely with Goodyear Cotton Bowl, Conference USA,

Big 12 and the National Championship Game in assuring media room blocks and hospitality for their various games and events.

- Work with customer groups to promote their meetings and conferences to generate attendance and garner media coverage; continue to work closely with the ICVB and ICC sales and services staffs to identify such opportunities.
- Continue to strengthen media and public outreach for both the destination and convention center through social media outlets including Facebook, Twitter, Instagram, LinkedIn, Google-Plus, Pinterest and YouTube by providing engaging content of specific interest to followers; hold contests, giveaways and sweepstakes to build followings and generate destination event awareness.
- Hold social media and blogger events through vehicles such as golf tournament sponsorship activations, Instagram and Twitter takeovers, Instameets, etc.

## COMMUNICATIONS – INTERNAL AUDIENCES

### Directives

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To promote the importance, value and impact of the hospitality industry and the role of the Convention and Visitors Bureau to the local community; to represent the Bureau and the city as the local liaison to various community and industry organizations and efforts; and to achieve the highest levels of customer satisfaction.

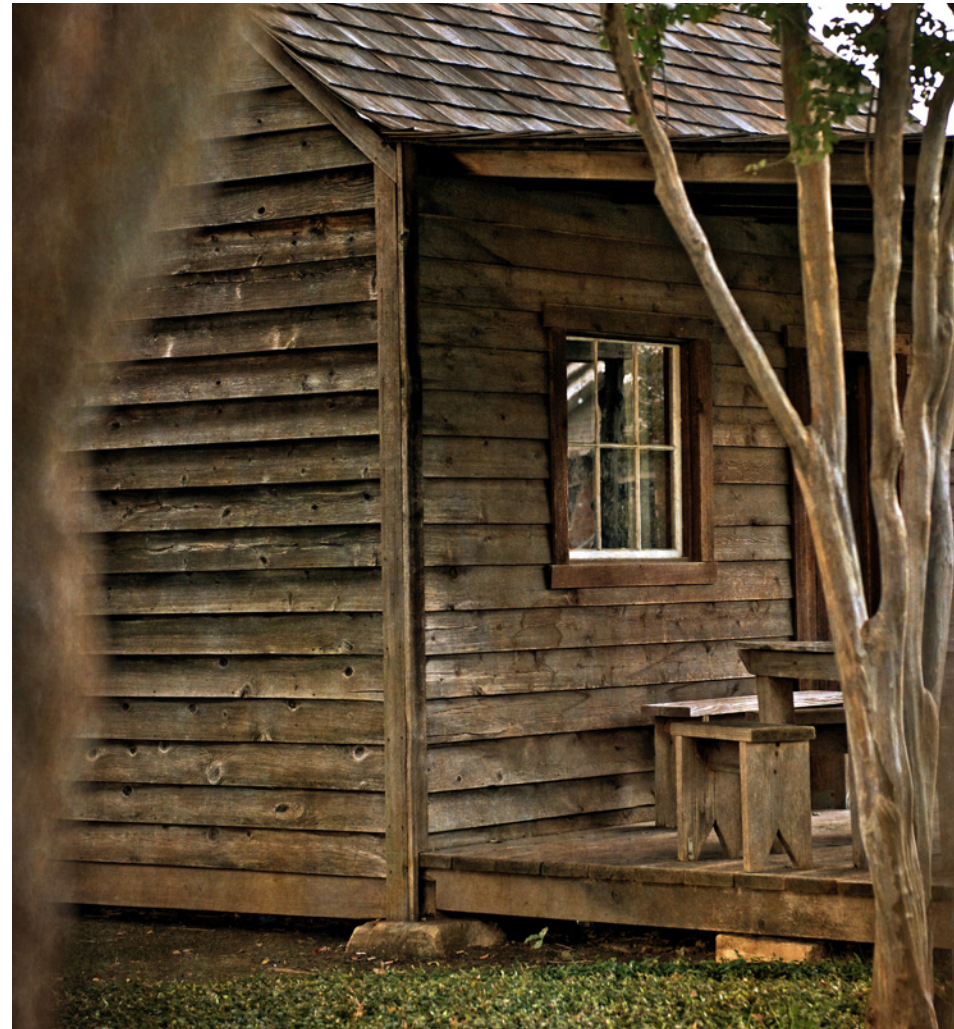
### Initiatives & Strategies

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- Gain public awareness and support for ICVB efforts and the convention center, particularly as they relate to securing additional sources of revenue for the City, via presentations, forums and updates to the community and its organizations.
- Gain public awareness for the Irving Music Factory and headquarter hotel through releases and social media postings.
- Capitalize on community and local media opportunities and outlets for discussions, features and profiles.
- Utilize public relations / social media efforts to generate greater awareness of Irving CVB activities in “selling” Irving, such as press releases and photo submissions targeted toward local media regarding bureau activities.
- Support City of Irving media initiatives.
- Continue the Irving Hospitality Awards program in conjunction with the Irving Hospitality Industry Annual Meeting.

**Initiatives & Strategies** *(continued)*

- Continue to support and grow the Irving High Spirited Citizens Awards program.
- Utilize National Travel and Tourism Week to promote the economic importance of the hospitality industry to the local community.
- Leverage Board Community Relations Committee for greater outreach into the community.
- Provide outreach to local media on regular basis; provide assistance to local media with segments, remotes and promotions in Irving when appropriate.
- Provide educational media opportunities for destination partners on basic public relations efforts, including primers on generating media coverage, navigating social media and promotional opportunities available through the bureau.
- With ICVB Sales, identify new measures to engage Irving hoteliers with ICVB programing.
- Provide internal social media training so ICVB and ICC staff members are able to contribute to the numerous platforms and blogs.
- Utilize social media platforms to help generate awareness of key events, initiatives and activities.
- Continue to advance cooperative partnerships with the Greater Irving / Las Colinas Chamber of Commerce, Irving Arts Center, City of Irving Corporate Communications and other community organizations where appropriate and relevant.





ICVB FY 2016-17 General Fund Budget  
**MARKETING & COMMUNICATIONS DEPARTMENT**

| Account                                 | Account Summary                      | FY 2014-15<br>Actual | FY 2015-16<br>Adopted | FY 2015-16<br>Estimated | FY 2016-17<br>Proposed | Variance from Adopted |         |
|---|--------------------------------------|----------------------|-----------------------|-------------------------|------------------------|-----------------------|---------|
|   |                                      |                      |                       |                         |                        | Amount                | Percent |
| <b>SUBTOTAL : SALARIES AND WAGES</b>    |                                      | \$374,716            | \$430,074             | \$426,874               | \$442,441              | \$12,367              | 2.9%    |
| <b>SUBTOTAL : BENEFITS</b>              |                                      | \$98,462             | \$141,546             | \$141,546               | \$124,608              | \$(16,938)            | -12.0%  |
| <b>SUBTOTAL : SUPPLIES</b>              |                                      | \$11,900             | \$7,500               | \$6,900                 | \$6,500                | \$(1,000)             | -13.3%  |
| <b>SUBTOTAL : EQUIPMENT MAINTENANCE</b> |                                      | \$972                | \$1,500               | \$1,500                 | \$1,500                | -                     | 0.0%    |
| <b>SUBTOTAL : MISCELLANEOUS</b>         |                                      | \$14,147             | \$8,220               | \$7,600                 | \$7,070                | \$(1,150)             | -14.0%  |
| <b>SUBTOTAL : EQUIPMENT RENTALS</b>     |                                      | -                    | \$2,000               | -                       | -                      | \$(2,000)             | -100.0% |
| 565200                                  | Advertising Agency                   | 388,198              | 400,000               | 400,000                 | 400,000                | -                     | 0.0%    |
| 561201                                  | Freight                              | 672                  | 2,500                 | 1,000                   | 2,500                  | -                     | 0.0%    |
| 563201                                  | Market Research Program              | 38,000               | 60,000                | 60,000                  | 60,000                 | -                     | 0.0%    |
| 56401                                   | Outside Services                     | 336,880              | 292,450               | 290,000                 | 320,450                | 28,000                | 9.6%    |
| <b>SUBTOTAL : SPECIAL SERVICES</b>      |                                      | \$763,750            | \$754,950             | \$751,000               | \$782,950              | \$28,000              | 3.7%    |
| 565220                                  | Collateral Materials                 | -                    | 4,500                 | 4,000                   | 4,500                  | -                     | 0.0%    |
| 565204                                  | Miscellaneous Brochures / Flyers     | 1,360                | -                     | -                       | -                      | -                     | 0.0%    |
| 565208                                  | Consumer Promotions                  | 8,935                | 10,000                | 8,500                   | 10,000                 | -                     | 0.0%    |
| 565500                                  | Specialty Advertising                | 51,195               | 41,000                | 41,000                  | 41,000                 | -                     | 0.0%    |
| <b>SUBTOTAL : ADVERTISING PROJECTS</b>  |                                      | \$61,490             | \$55,500              | \$53,500                | \$55,500               | -                     | 0.0%    |
| 565327                                  | Association / Strategic Partnerships | 10,000               | 15,000                | 10,000                  | 15,000                 | -                     | 0.0%    |
| 565309                                  | Event Sponsorships                   | -                    | -                     | -                       | 2,000                  | 2,000                 | 100.0%  |
| 565317                                  | Four Seasons Cool 5K and 18          | 2,500                | 2,500                 | 2,500                   | 2,500                  | -                     | 0.0%    |
| 565325                                  | Industry Foundation Sponsorships     | -                    | -                     | -                       | 2,500                  | 2,500                 | 100.0%  |
| <b>SUBTOTAL : SPONSORSHIPS</b>          |                                      | \$12,500             | \$17,500              | \$12,500                | \$22,000               | \$4,500               | 25.7%   |

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ICVB FY 2016-17 General Fund Budget  
 MARKETING & COMMUNICATIONS DEPARTMENT

| Account                                       | Account Summary                    | FY 2014-15<br>Actual | FY 2015-16<br>Adopted | FY 2015-16<br>Estimated | FY 2016-17<br>Proposed | Variance from Adopted |              |
|---|------------------------------------|----------------------|-----------------------|-------------------------|------------------------|-----------------------|--------------|
|   |                                    |                      |                       |                         |                        | Amount                | Percent      |
| 566001  | Media Advertising                  | 378,024              | 680,000               | 680,000                 | 680,000                | -                     | 0.0%         |
| <b>SUBTOTAL : MEDIA ADVERTISING</b>           |                                    | <b>\$378,024</b>     | <b>\$680,000</b>      | <b>\$680,000</b>        | <b>\$680,000</b>       | <b>-</b>              | <b>0.0%</b>  |
| 566001  | Travel & Training (See Detail)     | 55,190               | 116,470               | 97,000                  | 131,372                | 14,902                | 12.8%        |
| <b>SUBTOTAL : TRAVEL</b>                      |                                    | <b>\$55,190</b>      | <b>\$116,470</b>      | <b>\$97,000</b>         | <b>\$131,372</b>       | <b>\$14,902</b>       | <b>12.8%</b> |
| 566210  | Byron Nelson Activities            | 13,658               | 6,200                 | 16,200                  | 16,200                 | 10,000                | 161.3%       |
| 566218  | Greater Irving / LC Chamber Events | 2,300                | 1,000                 | -                       | -                      | (1,000)               | -100.0%      |
| 566288  | Local Programs / Promotions        | 19,343               | 9,545                 | 12,000                  | 8,750                  | (795)                 | -8.3%        |
| 566293  | LPGA Activities                    | -                    | -                     | 5,000                   | 6,000                  | 6,000                 | 100.0%       |
| 566278  | Media Events                       | 6,172                | 15,000                | 7,000                   | 10,000                 | (5,000)               | -33.3%       |
| <b>SUBTOTAL : PROMOTIONS / SPECIAL EVENTS</b> |                                    | <b>\$41,473</b>      | <b>\$31,745</b>       | <b>\$40,200</b>         | <b>\$40,950</b>        | <b>\$9,205</b>        | <b>29.0%</b> |
| 57601   | Memberships & Dues (See Detail)    | 2,835                | 4,560                 | 4,500                   | 4,560                  | -                     | 0.0%         |
| <b>SUBTOTAL : MEMBERSHIPS &amp; DUES</b>      |                                    | <b>\$2,835</b>       | <b>\$4,560</b>        | <b>\$4,500</b>          | <b>\$4,560</b>         | <b>-</b>              | <b>0.0%</b>  |
| <b>DEPARTMENT TOTAL</b>                       |                                    | <b>\$1,815,459</b>   | <b>\$2,251,565</b>    | <b>\$2,223,120</b>      | <b>\$2,299,451</b>     | <b>\$47,886</b>       | <b>2.1%</b>  |

ICVB FY 2016-17 Travel Detail

**MARKETING & COMMUNICATIONS DEPARTMENT**

| <b>Dept</b>             | <b>Description</b>  | <b>Account</b> | <b>FY 2016-17<br/>Amount</b> |
|-------------------------|---|----------------|------------------------------|
| 3506                    | Additional Travel   | 566280         | \$ 17,000                    |
| 3506                    | Destination Mktng Assn Int'l - Annual Convention  | 566220         | 8,110                        |
| 3506                    | Destination Mktng Assn Int'l - Mktng Innovation Summit                                  | 566221         | 5,215                        |
| 3506                    | Education Seminar for Tourism Organizations   | 566429         | 5,365                        |
| 3506                    | Golf Writers Assn Awards / Masters Golf Tournament                                      | 566459         | 2,780                        |
| 3506                    | Hospitality Sales & Marketing Assn Int'l - Digital Marketing Conference / Adrian Awards | 566454         | 6,020                        |
| 3506                    | Hospitality Sales & Marketing Assn Int'l - Leadership Summit                            | 566371         | 2,345                        |
| 3506                    | Media Missions  | 566274         | 5,310                        |
| 3506                    | Ragan Communications / PRSA Social Media Conference                                     | 566325         | 5,430                        |
| 3506                    | Public Relations Society of America - Travel & Tourism Section                          | 566272         | 4,990                        |
| 3506                    | Society of American Travel Writers - Annual Conference                                  | 566311         | 8,220                        |
| 3506                    | Society of American Travel Writers - Chapter Conference                                 | 566275         | 2,370                        |
| 3506                    | SEO / SEM Conference - ClickZLLive  | 566421         | 8,460                        |
| 3506                    | Simpleview Summit   | 566439         | 11,905                       |
| 3506                    | Skift Travel Forum  | 566480         | 4,565                        |
| 3506                    | Social Media Marketing World  | 566485         | 3,542                        |
| 3506                    | Social Media Tourism Symposium  | 566463         | 8,385                        |
| 3506                    | SXSW Interactive  | 566481         | 6,935                        |
| 3506                    | Travel Media Showcase   | 566378         | 5,495                        |
| 3506                    | TX Travel Industry Assn - Travel Summit   | 566260         | 6,410                        |
| 3506                    | TX Travel Industry Assn - Unity Dinner  | 566262         | 2,520                        |
| <b>DEPARTMENT TOTAL</b> |   |                | <b>\$ 131,372</b>            |

ICVB FY 2016-17 Memberships Detail  
**MARKETING & COMMUNICATIONS DEPARTMENT**

| <b>Dept</b>             | <b>Description</b>   | <b>Account</b> | <b>FY 2016-17<br/>Amount</b> |
|-------------------------|--|----------------|------------------------------|
| 3506                    | Additional Memberships   | 576298         | \$ 750                       |
| 3506                    | Certified Tourism Ambassador                                   | 576204         | 175                          |
| 3506                    | DFW Film Commission  | 576275         | 1,000                        |
| 3506                    | Golf Writers Assn of America                                   | 576296         | 225                          |
| 3506                    | Hospitality Sales & Marketing Assn International               | 576230         | 1,155                        |
| 3506                    | Press Club of Dallas   | 576216         | 200                          |
| 3506                    | Public Relations Society of America                            | 576256         | 625                          |
| 3506                    | Public Relations Society of America – Travel & Tourism Section | 576255         | 180                          |
| 3506                    | Society of American Travel Writers                             | 576258         | 250                          |
| <b>DEPARTMENT TOTAL</b> |  |                | <b>\$ 4,560</b>              |

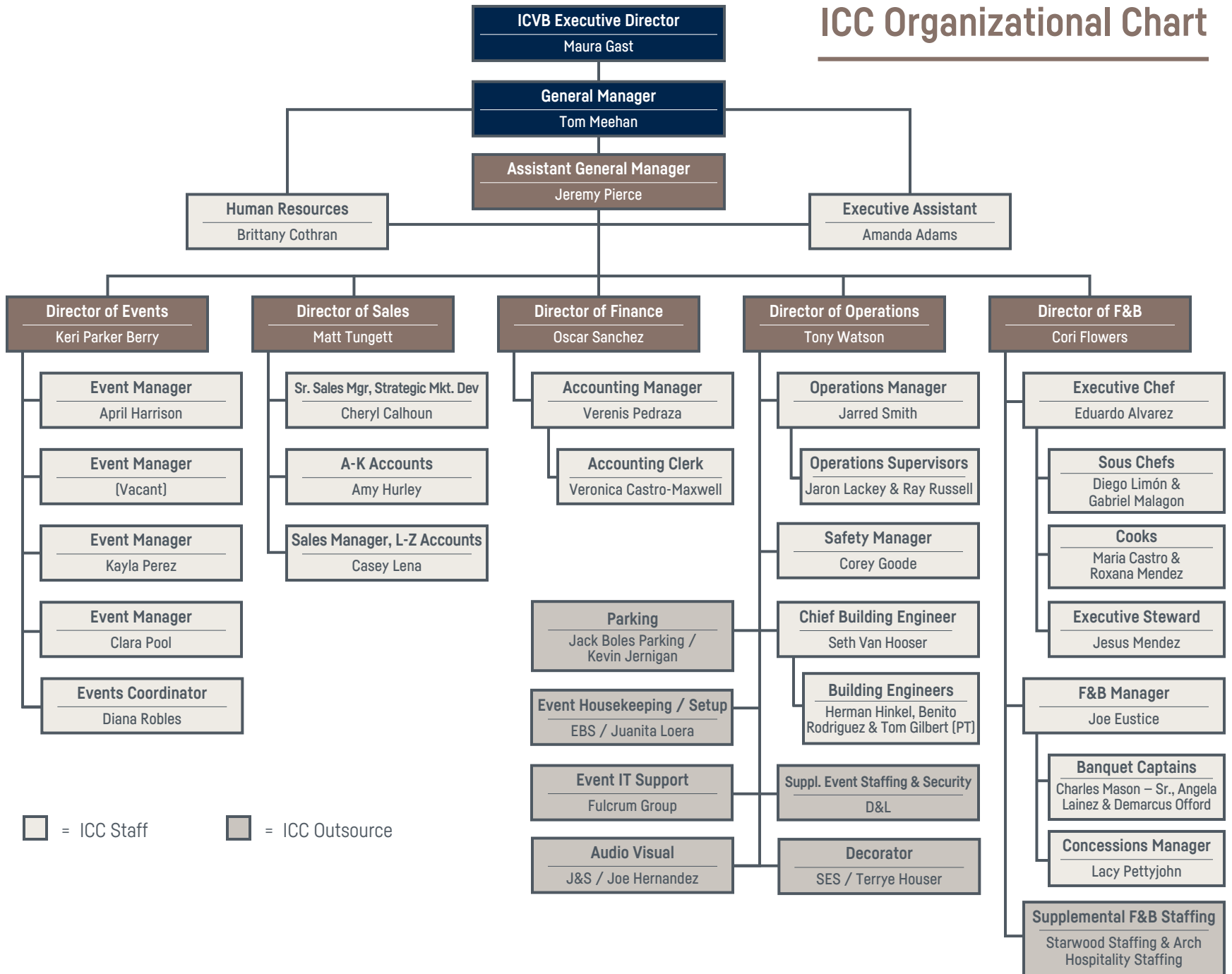


2016-2017

**Irving Convention Center Operating Budget Overview**

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# ICC Organizational Chart





# ICC Fiscal Year Performance History

|                          | 2011    | 2012    | 2013    | 2014    | 2015    | Total     | 4-Year Average |
|--------------------------|---------|---------|---------|---------|---------|-----------|----------------|
| ATTENDANCE               | 102,553 | 200,416 | 229,561 | 285,254 | 217,805 | 1,035,589 | 233,259        |
| EVENT DAYS               | 232     | 430     | 407     | 430     | 487     | 1,986     | 439            |
| UTILIZATION              | –       | 79.60%  | 85.50%  | 86.00%  | 87.50%  | –         | 79.60%         |
| EVENTS                   | 143     | 276     | 308     | 298     | 321     | 1,346     | 301            |
| <b>EVENT CATEGORIES:</b> |         |         |         |         |         |           |                |
| ASSEMBLIES               | 11,195  | 15,515  | 27,802  | 21,701  | 23,394  | 99,607    | 22,103         |
|                          | 9       | 29      | 34      | 22      | 26      | 120       | 28             |
| BANQUETS                 | 14,877  | 67,979  | 29,010  | 37,523  | 33,382  | 182,771   | 41,974         |
|                          | 47      | 65      | 81      | 83      | 65      | 341       | 74             |
| CONSUMER/PUBLIC          | 44,476  | 93,426  | 93,299  | 71,020  | 74,204  | 376,425   | 82,987         |
|                          | 30      | 56      | 49      | 45      | 66      | 246       | 54             |
| CONCERTS                 | -       | -       | 700     | 500     | 500     | 1,700     | 425            |
|                          | -       | -       | 1       | 1       | 1       | 3         | 1              |
| CONVENTIONS              | 3,890   | 8,420   | 25,589  | 18,127  | 67,617  | 123,643   | 29,938         |
|                          | 20      | 12      | 31      | 22      | 34      | 119       | 25             |
| MEETINGS                 | 11,880  | 30,240  | 33,868  | 40,054  | 55,359  | 171,401   | 39,880         |
|                          | 60      | 166     | 138     | 179     | 202     | 745       | 171            |
| SPORTS                   | 5,775   | 16,513  | 10,706  | 17,875  | 19,996  | 70,865    | 16,273         |
|                          | 8       | 14      | 14      | 26      | 31      | 93        | 21             |
| TRADE SHOWS              | 6,823   | 11,896  | 6,500   | 8,000   | 9,757   | 42,976    | 9,038          |
|                          | 18      | 27      | 21      | 25      | 31      | 122       | 26             |
| OTHER                    | 282     | 1,325   | 720     | 50      | 0       | 2,377     | 524            |
|                          | 15      | 40      | 13      | 1       | 0       | 69        | 11             |
| ICVB                     | 3,355   | 941     | 1,276   | 935     | 1,015   | 7,522     | 1,042          |
|                          | 25      | 21      | 25      | 26      | 31      | 128       | 26             |

# ICVB Convention Center Budget

## ICVB FY 2016-17 General Fund Budget by Account CONVENTION CENTER

| Account                                       | Account Summary                                    | FY 2014-15<br>Actual | FY 2015-16<br>Adopted | FY 2015-16<br>Estimated | FY 2016-17<br>Proposed | Variance from Adopted |                |
|---|--|----------------------|-----------------------|-------------------------|------------------------|-----------------------|----------------|
|   |  |                      |                       |                         |                        | Amount                | Percent        |
| 56315   | Liability Insurance                                | 100,000              | 80,053                | 80,053                  | 79,738                 | (315)                 | -0.4%          |
| <b>SUBTOTAL: MISCELLANEOUS</b>                |  | <b>\$100,000</b>     | <b>\$80,053</b>       | <b>\$80,053</b>         | <b>\$79,738</b>        | <b>(315)</b>          | <b>-0.4%</b>   |
| 56401   | Outside Services                                   | 152,702              | 160,000               | 160,000                 | 154,350                | (5,650)               | -3.5%          |
| <b>SUBTOTAL: SPECIAL SERVICES</b>             |  | <b>\$152,702</b>     | <b>\$160,000</b>      | <b>\$160,000</b>        | <b>\$154,350</b>       | <b>\$(5,650)</b>      | <b>-3.5%</b>   |
| 564106  | Facility Management Services                       | 1,395,000            | 1,395,000             | 1,395,000               | 1,395,000              | -                     | 0.0%           |
| <b>SUBTOTAL: FACILITY MANAGEMENT SERVICES</b> |  | <b>\$1,395,000</b>   | <b>\$1,395,000</b>    | <b>\$1,395,000</b>      | <b>\$1,395,000</b>     | <b>-</b>              | <b>0.0%</b>    |
| 566212  | Business Development Incentive Prog.               | -                    | 21,000                | -                       | -                      | (21,000)              | -100.0%        |
| <b>SUBTOTAL: PROMOTIONS / SPECIAL EVENTS</b>  |  | <b>-</b>             | <b>\$21,000</b>       | <b>-</b>                | <b>-</b>               | <b>\$(21,000)</b>     | <b>-100.0%</b> |
| 85094   | Transfer to ICC Reserve /<br>Capital Projects Fund | 400,000              | 400,000               | 526,347                 | 900,000                | 500,000               | 125.0%         |
| <b>SUBTOTAL: TRANSFERS</b>                    |  | <b>\$400,000</b>     | <b>\$400,000</b>      | <b>\$526,347</b>        | <b>\$900,000</b>       | <b>\$500,000</b>      | <b>125.0%</b>  |
| <b>ORGANIZATION TOTAL</b>                     |  | <b>\$2,047,702</b>   | <b>\$2,056,053</b>    | <b>\$2,161,400</b>      | <b>\$2,529,088</b>     | <b>\$473,035</b>      | <b>23.0%</b>   |

# ICC Budget Forecast

## ICC FY 2016-17 Budget Forecast OCTOBER 2016 – SEPTEMBER 2017

|                                  | Oct '16        | Nov '16        | Dec '16        | Jan '17        | Feb '17        | Mar '17        | Apr '17        | May '17        | Jun '17        | Jul '17        | Aug '17        | Sep '17        | Total            |
|----------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|------------------|
| <b>EVENT INCOME</b>              |                |                |                |                |                |                |                |                |                |                |                |                |                  |
| <b>Direct Event Income</b>       |                |                |                |                |                |                |                |                |                |                |                |                |                  |
| Rental Income                    | 168,225        | 70,000         | 39,500         | 139,300        | 125,000        | 144,000        | 135,000        | 80,000         | 85,000         | 90,000         | 150,000        | 86,006         | 1,312,031        |
| Service Income                   | 73,000         | 42,125         | 42,025         | 35,202         | 65,002         | 52,365         | 45,682         | 35,000         | 28,000         | 38,000         | 48,985         | 57,802         | 563,188          |
| Service Expenses                 | (78,000)       | (51,225)       | (41,859)       | (58,210)       | (79,252)       | (62,582)       | (52,452)       | (35,225)       | (39,825)       | (41,225)       | (52,885)       | (69,980)       | (662,720)        |
| <b>Total Direct Event Income</b> | <b>163,225</b> | <b>60,900</b>  | <b>39,666</b>  | <b>116,292</b> | <b>110,750</b> | <b>133,783</b> | <b>128,230</b> | <b>79,775</b>  | <b>73,175</b>  | <b>86,775</b>  | <b>146,100</b> | <b>73,828</b>  | <b>1,212,499</b> |
| <b>Ancillary Income</b>          |                |                |                |                |                |                |                |                |                |                |                |                |                  |
| F&B Concessions                  | 39,515         | 15,000         | 5,192          | 20,000         | 55,000         | 31,000         | 20,000         | 22,000         | 11,825         | 8,405          | 18,000         | 16,000         | 261,937          |
| F&B Catering                     | 352,064        | 280,000        | 267,358        | 354,225        | 370,358        | 215,000        | 370,000        | 310,000        | 151,977        | 154,662        | 163,045        | 285,225        | 3,273,914        |
| Parking: Self Parking            | 27,900         | 11,878         | 6,228          | 30,525         | 27,450         | 21,450         | 18,800         | 18,290         | 16,750         | 8,650          | 11,650         | 8,450          | 208,020          |
| Electrical Services              | 30,000         | 15,000         | 2,150          | 20,000         | 15,000         | 35,000         | 14,250         | 18,055         | 3,425          | 1,400          | 7,350          | 5,200          | 166,830          |
| Audio Visual                     | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -                |
| Internet Services                | 1,450          | 350            | 775            | 1,750          | 1,650          | 750            | 3,500          | -              | -              | -              | -              | -              | 10,225           |
| <b>Total Ancillary Income</b>    | <b>450,929</b> | <b>322,228</b> | <b>281,702</b> | <b>426,500</b> | <b>469,458</b> | <b>303,200</b> | <b>426,550</b> | <b>368,345</b> | <b>183,977</b> | <b>173,117</b> | <b>200,045</b> | <b>314,875</b> | <b>3,920,926</b> |
| <b>TOTAL EVENT INCOME</b>        | <b>614,154</b> | <b>383,128</b> | <b>321,368</b> | <b>542,792</b> | <b>580,208</b> | <b>436,983</b> | <b>554,780</b> | <b>448,120</b> | <b>257,152</b> | <b>259,892</b> | <b>346,145</b> | <b>388,703</b> | <b>5,133,425</b> |
| <b>Other Operating Income</b>    | <b>60,000</b>  | <b>50,000</b>  | <b>42,056</b>  | <b>55,252</b>  | <b>46,000</b>  | <b>36,000</b>  | <b>32,000</b>  | <b>37,588</b>  | <b>27,056</b>  | <b>32,552</b>  | <b>41,252</b>  | <b>38,645</b>  | <b>498,401</b>   |
| <b>ADJUSTED GROSS INCOME</b>     | <b>674,154</b> | <b>433,128</b> | <b>363,424</b> | <b>598,044</b> | <b>626,208</b> | <b>472,983</b> | <b>586,780</b> | <b>485,708</b> | <b>284,208</b> | <b>292,444</b> | <b>387,397</b> | <b>427,348</b> | <b>5,631,826</b> |

Continued on the next page >

ICC FY 2016-17 Budget Forecast  
OCTOBER 2016 – SEPTEMBER 2017

|  | Oct '16        | Nov '16          | Dec '16          | Jan '17        | Feb '17        | Mar '17         | Apr '17        | May '17         | Jun '17          | Jul '17          | Aug '17          | Sep '17          | Total              |
|--|----------------|------------------|------------------|----------------|----------------|-----------------|----------------|-----------------|------------------|------------------|------------------|------------------|--------------------|
| <b>OPERATING EXPENSES</b>                    |                |                  |                  |                |                |                 |                |                 |                  |                  |                  |                  |                    |
| Employee Salaries & Wages                    | 280,252        | 247,254          | 258,852          | 262,525        | 267,874        | 242,478         | 254,774        | 249,887         | 249,889          | 252,889          | 267,660          | 267,923          | 3,102,259          |
| Benefits                                     | 78,741         | 69,231           | 72,479           | 73,507         | 75,005         | 67,894          | 71,337         | 69,968          | 69,969           | 70,809           | 74,945           | 75,019           | 868,633            |
| (Less) Event Labor Allocations               | (70,976)       | (38,624)         | (49,843)         | (70,017)       | (58,675)       | (31,885)        | (68,940)       | (45,263)        | (36,218)         | (25,996)         | (26,757)         | (33,345)         | (556,537)          |
| Net Employee Wages & Benefits                | 287,746        | 277,861          | 281,488          | 266,016        | 284,203        | 278,487         | 257,170        | 274,593         | 283,640          | 297,702          | 315,848          | 309,599          | 3,414,354          |
| Contracted Services                          | 54,114         | 54,114           | 48,132           | 54,114         | 54,114         | 54,114          | 54,114         | 54,114          | 54,114           | 54,114           | 54,114           | 54,114           | 643,391            |
| General & Administrative                     | 51,798         | 45,279           | 45,279           | 45,279         | 45,279         | 45,279          | 45,279         | 45,279          | 45,279           | 45,279           | 45,279           | 56,377           | 560,966            |
| Operations                                   | 26,778         | 26,778           | 26,778           | 26,778         | 26,778         | 26,778          | 26,778         | 26,778          | 26,778           | 26,778           | 26,778           | 27,232           | 321,786            |
| Repair & Maintenance                         | 36,255         | 42,781           | 49,811           | 49,811         | 49,811         | 49,811          | 49,811         | 49,811          | 49,811           | 49,811           | 49,811           | 49,810           | 577,148            |
| Supplies                                     | 22,950         | 22,950           | 22,950           | 22,950         | 22,950         | 22,950          | 22,950         | 22,950          | 22,950           | 22,950           | 22,950           | 22,955           | 275,405            |
| Insurance                                    | 7,862          | 7,862            | 7,862            | 7,862          | 7,862          | 7,862           | 7,862          | 7,862           | 7,862            | 7,862            | 7,862            | 7,867            | 94,350             |
| Utilities                                    | 57,812         | 57,812           | 57,812           | 57,812         | 57,812         | 57,812          | 57,812         | 57,812          | 57,812           | 57,812           | 57,812           | 57,817           | 693,750            |
| SMG Management Fee                           | 12,862         | 12,862           | 12,862           | 12,862         | 12,862         | 12,862          | 12,862         | 12,862          | 12,862           | 12,862           | 12,862           | 12,868           | 154,350            |
| SMG F&B Management Fee                       | 37,624         | 19,767           | 29,259           | 40,726         | 31,076         | 13,991          | 37,714         | 23,967          | 17,399           | 10,916           | 13,413           | 18,132           | 291,335            |
| <b>TOTAL OPERATING EXPENSES</b>              | <b>595,802</b> | <b>568,067</b>   | <b>582,233</b>   | <b>584,210</b> | <b>592,748</b> | <b>569,947</b>  | <b>572,353</b> | <b>573,371</b>  | <b>578,508</b>   | <b>586,087</b>   | <b>606,730</b>   | <b>616,770</b>   | <b>7,026,825</b>   |
| <b>NET INCOME (LOSS)<br/>FROM OPERATIONS</b> | <b>78,352</b>  | <b>(134,939)</b> | <b>(218,809)</b> | <b>13,834</b>  | <b>33,460</b>  | <b>(96,964)</b> | <b>14,427</b>  | <b>(87,663)</b> | <b>(294,300)</b> | <b>(293,643)</b> | <b>(219,333)</b> | <b>(189,422)</b> | <b>(1,395,000)</b> |

# ICC Travel Budget

## ICC FY 2016-17 Travel Budget CONSOLIDATED DEPARTMENTS

| Event                                    | Sales         | Finance      | Operations    | Events       | F&B           | Executive     |
|--|---------------|--------------|---------------|--------------|---------------|---------------|
| Austin Sales Calls                       | 12,000        | -            | -             | -            | -             | 9,000         |
| Southwest Showcase                       | 1,500         | -            | -             | -            | -             | 1,500         |
| TSAE Annual Meeting                      | 500           | -            | -             | -            | -             | 1,500         |
| SMG Annual GM Conference                 | -             | -            | -             | -            | -             | 3,000         |
| Experient Envision                       | 3,000         | -            | -             | -            | -             | 3,000         |
| TEAMS                                    | 3,000         | -            | -             | -            | -             | 3,000         |
| IAEE Expo Expo                           | 2,000         | -            | -             | -            | -             | 2,000         |
| ASAE                                     | 2,000         | -            | -             | -            | -             | -             |
| K'Nekt Training                          | 4,800         | -            | -             | 4,800        | -             | -             |
| Experient Presentation [Cleveland]       | 1,000         | -            | -             | -            | -             | -             |
| MPI WEC                                  | 1,400         | -            | -             | -            | -             | -             |
| SMG Finance Conference                   | -             | 1,800        | -             | -            | -             | -             |
| IAVM Region 6 Meeting                    | -             | -            | 1,200         | -            | -             | -             |
| IAVM Venue Management School             | -             | -            | 3,450         | -            | -             | -             |
| SMG Operations Conference                | -             | -            | 2,000         | -            | -             | -             |
| IAVM Venue Connect                       | -             | -            | 2,500         | -            | -             | 2,500         |
| OSHA Training                            | -             | -            | 600           | -            | -             | -             |
| Academy for Venue Safety / Security      | -             | -            | 2,500         | -            | -             | -             |
| SMG Savor Annual Ops Conference          | -             | -            | -             | -            | 2,000         | -             |
| National Restaurant Association          | -             | -            | -             | -            | 4,000         | -             |
| Catering Source                          | -             | -            | -             | -            | 4,000         | -             |
| SMG Human Resources Conference           | -             | -            | -             | -            | -             | 1,500         |
| <b>Total Travel Budget By Department</b> | <b>32,200</b> | <b>1,800</b> | <b>12,250</b> | <b>4,800</b> | <b>10,000</b> | <b>27,000</b> |
| <b>Total ICC Travel Budget</b>           |               |              |               |              |               | <b>88,050</b> |

## ICVB Convention Center Reserve / Capital Projects Fund

|                                     | FY 2014-15<br>Actual | FY 2015-16<br>Budget | FY 2015-16<br>Estimated | FY 2016-17<br>Proposed |
|-------------------------------------|----------------------|----------------------|-------------------------|------------------------|
| <b>AVAILABLE FUND BALANCE 10-01</b> | <b>\$ 1,018,110</b>  | <b>\$ 857,285</b>    | <b>\$ 862,108</b>       | <b>\$ 629,955</b>      |
| <b>REVENUES</b>                     |                      |                      |                         |                        |
| Transfer from ICVB General Fund     | 400,000              | 400,000              | 526,347                 | 900,000                |
| Interest on Investments             | 601                  | 500                  | 1,500                   | 1,500                  |
| <b>TOTAL REVENUE</b>                | <b>\$ 400,601</b>    | <b>\$ 400,500</b>    | <b>\$ 527,847</b>       | <b>\$ 901,500</b>      |
| <b>TOTAL FUNDS AVAILABLE</b>        | <b>\$ 1,418,711</b>  | <b>\$ 1,257,785</b>  | <b>\$ 1,389,955</b>     | <b>\$ 1,531,455</b>    |
| <b>EXPENDITURES</b>                 |                      |                      |                         |                        |
| Maintenance                         | 556,603              | 760,000              | 760,000                 | 892,500                |
| <b>TOTAL EXPENDITURES</b>           | <b>\$ 556,603</b>    | <b>\$ 760,000</b>    | <b>\$ 760,000</b>       | <b>\$ 892,500</b>      |
| <b>AVAILABLE FUND BALANCE 09-30</b> | <b>\$ 862,108</b>    | <b>\$ 497,785</b>    | <b>\$ 629,955</b>       | <b>\$ 638,955</b>      |

### Convention Center Reserve / Capital Projects Fund

This fund provides funding for repair and replacement projects, and the capital improvement program for the Irving Convention Center, which are budgeted annually and reflected in a 20-year plan that is updated annually.

The only source of revenues for this fund is transfers from the ICVB General Fund or ICVB Reserve Fund.

Per the ICVB General and Reserve Policy, the goal is to achieve and sustain a balance of \$1,300,000 in this fund.



# ICC 20-Year Capital Improvement Plan

CIP Code : 00-Not Entered • 01-Life Safety/Code/ADA • 02-Maintenance • 03-Equipment Replacement • 04-Contractual • 05-Cost Savings/PC • 06-Revenue Enhancing • 07-General

| Project Description                      | CIP Code | Unit Cost | Qty | Year 5 | Year 6 | Year 7  | Year 8 | Year 9 | Year 10 | Year 15 | Year 20 |
|--|----------|-----------|-----|--------|--------|---------|--------|--------|---------|---------|---------|
| <b>LIFE SAFETY / FIRE</b>                |          |           |     |        |        |         |        |        |         |         |         |
| Access Control System / Card Readers     | 1        |           |     | -      | -      | 10,000  | -      | -      | -       | 15,000  | 15,000  |
| Emergency Generator                      | 1        |           |     | -      | -      | 5,000   | 5,000  | 5,000  | 5,000   | 25,000  | 30,000  |
| Fire Alarm System                        | 1        |           |     | -      | -      | -       | -      | -      | -       | 20,000  | 20,000  |
| Fire Sprinkler System                    | 1        |           |     | -      | -      | -       | 10,000 | -      | -       | 50,000  | 50,000  |
| Security System / CCTV                   | 1        |           |     | -      | -      | 10,000  | 10,000 | 10,000 | 10,000  | 50,000  | 50,000  |
| General Safety Equipment                 | 1        |           |     | -      | -      | 10,000  | 10,000 | -      | -       | 20,000  | 20,000  |
| <b>HVAC / MECHANICAL</b>                 |          |           |     |        |        |         |        |        |         |         |         |
| Air Handling Units / Fan Coil Units      | 2        |           |     | -      | -      | 10,000  | 10,000 | 10,000 | 10,000  | 200,000 | 200,000 |
| Boiler(s)                                | 2        |           |     | -      | -      | 10,000  | -      | 10,000 | -       | 35,000  | 100,000 |
| Building Automation System               | 2        |           |     | -      | -      | -       | -      | -      | -       | 50,000  | 50,000  |
| Chiller(s)                               | 2        |           |     | -      | -      | 20,000  | 20,000 | 20,000 | 20,000  | 100,000 | 300,000 |
| Controls                                 | 2        |           |     | -      | -      | -       | 10,000 | -      | 10,000  | 20,000  | 20,000  |
| Cooling Tower(s)                         | 2        |           |     | -      | -      | 25,000  | 15,000 | 10,000 | 10,000  | 500,000 | 250,000 |
| Exhaust Fans                             | 2        |           |     | -      | -      | 10,000  | 10,000 | 10,000 | 10,000  | 100,000 | 100,000 |
| Supply Fans / Return Fans                | 2        |           |     | -      | -      | 15,000  | 15,000 | 20,000 | 20,000  | 150,000 | 200,000 |
| Motors & Pumps                           | 2        |           |     | -      | -      | 15,000  | 20,000 | 20,000 | 20,000  | 250,000 | 250,000 |
| VFD's-Variable Frequency Drives          | 2        |           |     | -      | -      | 10,000  | 15,000 | 15,000 | 15,000  | 100,000 | 150,000 |
| Water Treatment / Ozone Plant            | 2        |           |     | -      | -      | 20,000  | 25,000 | 25,000 | 25,000  | 75,000  | 100,000 |
| <b>ELECTRICAL</b>                        |          |           |     |        |        |         |        |        |         |         |         |
| Electrical Sys – Transformers / Ballasts | 2        |           |     | -      | -      | -       | -      | -      | -       | 25,000  | 25,000  |
| Electrical Sys – Panels & Switchboards   | 3        |           |     | -      | -      | 10,000  | -      | 10,000 | -       | 25,000  | 25,000  |
| Energy Mgmt System / Lighting System     | 7        |           |     | -      | -      | 10,000  | 10,000 | 10,000 | 100,000 | 50,000  | 50,000  |
| Barrisol Light System – Grand Ballroom   | 2        |           |     | -      | -      | 150,000 | -      | -      | -       | 30,000  | 30,000  |
| Main Electrical Switchgear               | 2        |           |     | -      | -      | 50,000  | 30,000 | -      | 15,000  | 50,000  | 50,000  |
| Electrical Distribution Equipment        | 6        |           |     | -      | -      | -       | 10,000 | -      | 10,000  | 25,000  | 25,000  |

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| Project Description                         | CIP Code | Unit Cost | Qty | Year 5 | Year 6 | Year 7 | Year 8  | Year 9 | Year 10 | Year 15 | Year 20 |
|---|----------|-----------|-----|--------|--------|--------|---------|--------|---------|---------|---------|
| <b>PLUMBING</b>                             |          |           |     |        |        |        |         |        |         |         |         |
| Plumbing Fixtures – Attic Stock             | 3        |           |     | -      | -      | -      | 15,000  | -      | -       | 50,000  | 50,000  |
| Restroom Renovations                        | 3        |           |     | -      | -      | -      | -       | -      | -       | 25,000  | 25,000  |
| General Plumbing                            | 2        |           |     | -      | -      | 15,000 | 15,000  | 15,000 | 15,000  | 50,000  | 50,000  |
| <b>FOOD &amp; BEVERAGE</b>                  |          |           |     |        |        |        |         |        |         |         |         |
| Concessions Equipment Repair                | 2        |           |     | -      | -      | 10,000 | 15,000  | 15,000 | 15,000  | 60,000  | 60,000  |
| Equipment Kitchen / Concessions             | 3        |           |     | -      | -      | 40,000 | 40,000  | 40,000 | 40,000  | 200,000 | 250,000 |
| Small Wares                                 | 3        |           |     | -      | -      | 40,000 | 40,000  | 40,000 | 40,000  | 200,000 | 250,000 |
| <b>FF &amp; E</b>                           |          |           |     |        |        |        |         |        |         |         |         |
| Chairs/Tables/Skirting/Linen/Pipe & Drape   | 3        |           |     | -      | -      | 10,000 | 20,000  | 20,000 | 20,000  | 150,000 | 350,000 |
| Furniture – Administrative / Café / Terrace | 3        |           |     | -      | -      | -      | 50,000  | -      | -       | 100,000 | 100,000 |
| Janitorial Equipment / Machinery            | 5        |           |     | -      | -      | -      | 10,000  | 10,000 | 10,000  | 50,000  | 50,000  |
| Crowd Control / Stanchions                  | 3        |           |     | -      | -      | 10,000 | 10,000  | 10,000 | 10,000  | 50,000  | 50,000  |
| Staging / Risers / Skirting                 | 3        |           |     | -      | -      | 25,000 | -       | -      | 25,000  | 250,000 | 250,000 |
| Dance Floor                                 | 3        |           |     | -      | -      | -      | -       | 5,000  | 5,000   | 50,000  | 15,000  |
| Trash Cans / Urns                           | 3        |           |     | -      | -      | -      | 20,000  | -      | 10,000  | 50,000  | 50,000  |
| Maintenance Equipment / Tools               | 2        |           |     | -      | -      | 10,000 | 10,000  | 10,000 | 10,000  | 50,000  | 50,000  |
| <b>GENERAL BUILDING &amp; MAINTENANCE</b>   |          |           |     |        |        |        |         |        |         |         |         |
| Aesth Improvm'ts – Doors/Painting/Ceilings  | 7        |           |     | -      | -      | 10,000 | -       | 10,000 | -       | 250,000 | 250,000 |
| Stained Concrete Floor – Prefunct Level 1   | 2        |           |     | -      | -      | 15,000 | 15,000  | 15,000 | 15,000  | 60,000  | 60,000  |
| Carpet Replacement                          | 2        |           |     | -      | -      | 50,000 | 100,000 | 50,000 | 100,000 | 250,000 | 250,000 |
| Box Office – LED Monitors / Upgrades        | 7        |           |     | -      | -      | -      | -       | -      | -       | -       | -       |
| Glass                                       | 2        |           |     | -      | -      | 15,000 | 15,000  | 15,000 | 15,000  | 60,000  | 60,000  |
| Operable Partitions – Air Wall Repairs      | 2        |           |     | -      | -      | 10,000 | -       | 10,000 | -       | 50,000  | 100,000 |
| Roofing System                              | 2        |           |     | -      | -      | -      | -       | -      | -       | 50,000  | 50,000  |
| Seating Risers / Retractable                | 3        |           |     | -      | -      | -      | -       | -      | 20,000  | 40,000  | 40,000  |
| Wayfinding Signage                          | 7        |           |     | -      | -      | 20,000 | 20,000  | 20,000 | 20,000  | 10,000  | 10,000  |

CIP Code : 00–Not Entered • 01–Life Safety/Code/ADA • 02–Maintenance • 03–Equipment Replacement • 04–Contractual • 05–Cost Savings/PC • 06–Revenue Enhancing • 07–General

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ICC 20-YEAR CAPITAL IMPROVEMENT PLAN

| Project Description                  | CIP Code | Unit Cost | Qty | Year 5 | Year 6 | Year 7         | Year 8         | Year 9         | Year 10        | Year 15          | Year 20           |
|--------------------------------------|----------|-----------|-----|--------|--------|----------------|----------------|----------------|----------------|------------------|-------------------|
| <b>COMMUNICATIONS</b>                |          |           |     |        |        |                |                |                |                |                  |                   |
| Computer Upgrades                    | 3        |           |     | -      | -      | 10,000         | 10,000         | -              | 10,000         | 50,000           | 50,000            |
| Radios - Two-way                     | 3        |           |     | -      | -      | -              | 10,000         | -              | 10,000         | 50,000           | 50,000            |
| Sound System                         | 2        |           |     | -      | -      | 10,000         | -              | 10,000         | -              | 25,000           | 25,000            |
| Telephone System - PBX System        | 3        |           |     | -      | -      | -              | -              | -              | -              | 50,000           | 50,000            |
| Wireless Network                     | 3        |           |     | -      | -      | 50,000         | 20,000         | 20,000         | 20,000         | 50,000           | 50,000            |
| Digital Signage - Monitors           | 3        |           |     | -      | -      | 25,000         | 25,000         | 25,000         | 25,000         | 50,000           | 50,000            |
| <b>SITE</b>                          |          |           |     |        |        |                |                |                |                |                  |                   |
| Exterior Skin - Copper Panels        | 3        |           |     | -      | -      | -              | -              | -              | -              | 25,000           | 25,000            |
| Landscaping & Irrigation             | 3        |           |     | -      | -      | 35,000         | 50,000         | 50,000         | 50,000         | 250,000          | 250,000           |
| Marquee Signage                      | 3        |           |     | -      | -      | -              | -              | -              | -              | 25,000           | 25,000            |
| Water Feature                        | 2        |           |     | -      | -      | 40,000         | 15,000         | 15,000         | 15,000         | 60,000           | 60,000            |
| Garage / Property Striping           | 2        |           |     | -      | -      | 10,000         | -              | -              | 10,000         | 30,000           | 30,000            |
| <b>VEHICLES</b>                      |          |           |     |        |        |                |                |                |                |                  |                   |
| Forklifts                            | 3        |           |     |        |        | -              | -              | -              | -              | 45,000           | -                 |
| Man-lifts                            | 3        |           |     |        |        | -              | -              | -              | -              | 50,000           | -                 |
| Carts / Ambulance                    | 3        |           |     |        |        | -              | -              | -              | -              | 20,000           | -                 |
| <b>VERTICAL TRANSPORT</b>            |          |           |     |        |        |                |                |                |                |                  |                   |
| Escalators                           | 2        |           |     |        |        | -              | -              | -              | -              | 50,000           | 75,000            |
| Elevator                             | 2        |           |     |        |        | -              | -              | -              | -              | 50,000           | 75,000            |
| <b>CODE RELATED</b>                  |          |           |     |        |        |                |                |                |                |                  |                   |
| ADA Improvements - Door Replacements | 2        |           |     |        |        | -              | -              | -              | -              | -                | -                 |
| Annual Project Cost                  |          |           |     |        |        | 850,000        | 750,000        | 580,000        | 790,000        | 4,950,000        | 5,345,000         |
| 5% Contingencies                     |          |           |     |        |        | 42,500         | 37,500         | 29,000         | 39,500         | 247,500          | 267,250           |
| <b>ANNUAL PROJECT TOTAL COST</b>     |          |           |     |        |        | <b>892,500</b> | <b>787,500</b> | <b>609,000</b> | <b>829,500</b> | <b>5,197,500</b> | <b>5,612,250</b>  |
| <b>**CUMULATIVE PLAN COST</b>        |          |           |     |        |        |                |                |                |                |                  | <b>13,928,250</b> |

CIP Code : 00-Not Entered · 01-Life Safety/Code/ADA · 02-Maintenance · 03-Equipment Replacement · 04-Contractual · 05-Cost Savings/PC · 06-Revenue Enhancing · 07-General

\*\*Note: some projects are only listed and not estimated due to the uncertainty of the scope of the work needed to be performed.

