

**ATTRACTING AND HOLDING
THE TOURIST TRADE IN VIRGINIA**

**REPORT OF THE
COMMISSION ON THE TOURIST INDUSTRY
To
THE GOVERNOR
And
THE GENERAL ASSEMBLY OF VIRGINIA**



HD 18, 1966

COMMONWEALTH OF VIRGINIA
Department of Purchases and Supply
Richmond
1966

MEMBERS OF COMMISSION

T. COLEMAN ANDREWS, JR., *Chairman*

CURRY CARTER, *Vice-Chairman*

WILLIS M. ANDERSON

THOMAS R. GLASS

GARLAND GRAY

SIDNEY S. KELLAM

THOMAS J. LENNON

D. FRENCH SLAUGHTER, JR.

J. WARREN WHITE, JR.

STAFF

JOHN B. BOATWRIGHT, JR.

WILDMAN S. KINCHELOE, JR.

G. M. Lapsley — Robert L. Masden — Frank R. Dunham — Mary R. Spain

ATTRACTING AND HOLDING THE TOURIST TRADE
IN VIRGINIA

REPORT OF THE
COMMISSION ON THE TOURIST INDUSTRY
TO
THE GOVERNOR AND THE GENERAL ASSEMBLY
OF VIRGINIA

Richmond, Virginia, January 4, 1966

To:

HONORABLE A. S. HARRISON, JR., *Governor of Virginia*

and

THE GENERAL ASSEMBLY OF VIRGINIA

Virginia, whose beginning antedates that of the other twelve original States of the Union, whose scenic attractions are as varied as those of any region in the country, whose natural wonders are unsurpassed, and whose borders embrace so many of the historic shrines which highlight the origin and development of the nation, has fallen behind many of her sister states in publicizing our wealth of tourist attractions and in the techniques of fostering an increasing tourist trade. Many other sections of the country, with less to offer visitors, still have managed to promote their attractions more fully and to profit from the increasing travel habits of the public.

This is true even though perhaps as many tourists go through or over Virginia as is the case with any other state. This condition has been accentuated by the development of the Interstate Highway System, which enables the long distance traveler to go farther in a day, and to some extent at least discourages his stopping off to see the local sights.

The General Assembly of Virginia, noting the value of the tourist trade to the States economy and feeling that the State's attractions are not being fully developed, adopted a resolution directing a study of the tourist industry. This resolution was as follows:

HOUSE JOINT RESOLUTION NO. 78

Creating a commission to study matters relating to the tourist industry.

Whereas, the tourist industry is one of the largest employers in Virginia and not only provides employment for many Virginians, but also brings in substantial revenues to the State and local governments; and

Whereas, Virginia should determine what methods will most appropriately serve to attract tourists to Virginia and, while they are visiting Virginia, present to them such historical scenes and occasions as will lead them to return and bring others with them; now, therefore, be it

Resolved by the House of Delegates, the Senate concurring, That a commission is hereby created to make a study and report upon what steps the State can most appropriately take to bring the attractions of Virginia to the attention of prospective tourists at a reasonable cost with the greatest possibility of benefit to the economy of the State. The Commission shall also consider means whereby the State and local governments may provide pictorial and other presentations of Virginia's great and varied historic past. The Department of Conservation and Economic Development, and all other State agencies, shall assist the Commission in its work. The members of the Commission shall receive no compensation for their service but shall be paid their necessary expenses for which and for such secretarial and other assistance as the Commission may require, there is hereby appropriated the sum of three thousand dollars, to be paid from the contingent fund of the General Assembly. The Commission shall be composed of nine members appointed as follows: The Speaker of the House of Delegates shall appoint five persons from the membership of the House, the President of the Senate shall appoint two persons from the membership of the Senate and the Governor shall appoint two persons from the State at large. The Commission shall conclude its study and make its report to the Governor and the General Assembly not later than September one, nineteen hundred sixty-five.

Pursuant to this resolution the Speaker of the House of Delegates appointed the following members of the House as members of the Commission: Willis M. Anderson of Roanoke, T. Coleman Andrews, Jr. of Richmond, Thomas R. Glass of Lynchburg, D. French Slaughter, Jr. of Culpeper and J. Warren White, Jr. of Norfolk. The President of the Senate appointed the following members of the Senate to the Commission: Curry Carter of Staunton and Garland Gray of Waverly. The Governor appointed Sidney S. Kellam of Virginia Beach and Thomas J. Lennon of Hot Springs as members of the Commission.

The Commission organized by electing Mr. Andrews as Chairman and Senator Carter as Vice-Chairman. John B. Boatwright, Jr. and G. M. Lapsley served as Secretary and Recording Secretary, respectively, to the Commission.

The Commission held a series of five public hearings throughout the State—in Abingdon, in Staunton, in Arlington, in Richmond and in Norfolk. These hearings were well attended and those who addressed the Commission spoke enthusiastically in support of measures to publicize Virginia's scenic beauty, natural wonders, historic landmarks and recreational facilities. Many specific and helpful suggestions were made which will be more particularly discussed below. In addition, the Commission had the benefit of research by consultants to a Committee of the Advisory Council on the Virginia Economy, by the State Highway Department, and by the Virginia Outdoor Recreation Study Commission. The Commission acknowledges its indebtedness to all those who assisted it during the course of its study.

Based on the data before it, and after mature consideration, the Commission has reached the conclusions and makes the recommendations summarized below.

SUMMARY OF RECOMMENDATIONS

1. An adequate appropriation—at least one million dollars annually—should be made available for travel promotion in Virginia.
2. The importance of the tourist industry and the need for revitalizing travel promotion should be recognized by putting the function of travel promotion on a basis of equality with other State activities on behalf of comparable segments of the economy. While the opinion was not unanimous, the Commission believes that this can best be done by the creation of an autonomous Division of Travel Promotion in the Governor's office; this Division should be charged with the duty of intensifying the State's efforts, and the stimulation of activities by the industry and by local governments and organizations, toward attracting visitors to Virginia and prolonging their stay here.
3. The new Division should be given, along with needed funds ample authority and power to take whatever steps it finds desirable to place Virginia's travel promotion activities on a par with those of other states which are recognized as leaders in this field.
4. The present plan for information centers on Interstate highways should be fully implemented; and in addition, such centers should be provided beyond the borders of the State to give information of attractions at or near the State line.

DEFICIENCIES AND NEEDS

The over-all travel promotion program in Virginia is not getting the results it should. According to the quinquennial State Highway Department "Virginia Visitor Travel Survey," in the year 1949 visitors to Virginia spent about \$220,000,000 during their stay here, which averaged 2.27 days. Fifteen years later, despite the vast increase in automobile travel, better roads, increased development of tourist attractions, and an annual State advertising budget of more than half a million dollars, the more than forty-two million out of State visitors spent an estimated \$288,000,000 in Virginia, an increase of less than 24%, although their number had more than doubled; and they stayed in Virginia only an average of 1.73 days. The Commission feels, as did many of those who expressed their views to it during the study, that Virginia, rather than moving ahead in the direction of better travel promotion, is falling further and further behind some of her sister states.

A number of problems presently confronting the tourist industry were brought to the attention of the Commission at its hearings and otherwise, and many suggestions were received as to how the promotion of tourist travel might be improved. A discussion of these may serve to illustrate both the need for better support of travel promotion by the State and the need for a better organizational structure to plan and carry out such programs as are deemed to be desirable.

So many things which could and should be done are not being done. The limited staff and funds available for activities other than the advertising program have prevented the development of desirable programs which have proved successful elsewhere.

The State cannot and should not undertake to promote all the local attractions in the Commonwealth. This should be an individual, local or regional function. The State can, however, furnish advice and aid to stimulate and develop promotional programs for those localities or areas which do not have the staff or the "know how" to act alone.

The "packaged tour" approach to tourist promotion is made use of to little or no extent in Virginia. In order to sell such a program, intensive effort must be made to secure the cooperation of the establishments which would have to participate and close liaison developed and maintained with the travel agents throughout the country who book such tours. The present Division of Public Relations and Advertising is not staffed to put forth such effort.

To survive in the face of present day competition, the hotel and motel industry must develop business both in-State and out-of-state with special emphasis on attracting conventions. This is of course primarily the responsibility of the industry itself; but it could be greatly aided by experienced personnel of a State travel promotion agency, who are not now available in Virginia. The industry is of necessity competitive and should remain so. But leadership from the State could encourage more cooperative efforts which could be of benefit to all.

Complaints were received by the Commission during the course of its public hearings that certain areas of the State and certain attractions are being slighted in the advertising program presently being conducted. Without a detailed examination of all that has been done along this line, we cannot say whether this complaint is justified. However, we would like to emphasize that one of the great attractions which Virginia has is the diversity of its terrain, climate, and recreational facilities and this should be, in our judgment, a major point to be made in the advertising program.

Complaint was also received that inadequate advertising has been done to promote seasonal activities such as the Norfolk Azalea Festival. That this criticism may be justified was indicated to the Commission when its members learned for the first time of the annual Shenandoah Valley Music Festival conducted in August in Orkney Springs and Woodstock, Virginia, which appears to have the potential of developing into an attraction comparable to a number of similar festivals which are conducted elsewhere in the country and which receive national acclaim.

To remedy another lack in the overall program, we believe that increasing attention must be given to the attraction of tourists throughout the year. The attractions and facilities are here all year long; tourists can be drawn in during the so-called off season. The state of Florida has demonstrated this. Such a program calls not only for advertising at the State level but a program for seeking the cooperation of tourist attractions throughout the State in a coordinated program for year round travel promotion.

Florida is also one of a large number of states which utilize advertising legends on license plates. The value of these cannot be accurately measured but their use in so many of the other states gives a strong indication of their effectiveness.

In considering the potential market from which tourists can be drawn to Virginia, we strongly feel that there is a group of approximately four million American citizens to whom very little appeal has been made—the citizens of the Commonwealth of Virginia. We feel confident that a survey would reveal that most citizens of this State have not visited the Virginia beaches, Williamsburg, the North Neck, Richmond, the Shenandoah Valley, and Western and Southwest Virginia. Virginians, like many other Americans, tend to seek their recreation in distant places. More vigorous efforts should be made to have them see Virginia first. Feature stories in a regular "See Virginia First" series should be made available on a regular basis to Virginia newspapers.

Another potential market which is almost totally untapped is the increasing flow of tourists to the United States from abroad. We do not think that a foreign visitor can have a proper appreciation of this nation unless he knows something about the place where it all began. One State agency is now engaged in drawing foreign commerce to our ports. A similar effort should be made to attract foreign visitors to our soil.

Probably the most acute problem being faced both by many of the established tourist attractions and by the businesses which have been created to provide services to tourists—especially service stations, restaurants, and hotels, motels, and other places offering lodging to transients—has been the impact and anticipated impact of present and future construction of the Interstate Highways in Virginia.

Many millions of dollars have been invested, over the years, in the development of facilities to serve the needs of tourists along our major highways. The development of high speed, limited access roads, generally paralleling major roads formerly utilized by tourists, has had results which have in many cases been catastrophic to the operators of these accommodations. Some means, more effective than the present signs indicating the availability of fuel, food and lodging, must be devised to indicate to the traveller on the express highways the quantity and type of facilities which are available.

Similarly, tourist attractions which were formerly situated within easy access to tourists travelling on major traffic arteries have experienced a marked decline in attendance when the through highways have been completed. One program, which is still in the planning stage, is expected to be of some assistance to such tourist attractions. Plans are being made for the erection at appropriate locations throughout the State of information centers where the tourists can be guided towards nearby attractions. These will be erected in the vicinity of the rest areas which are planned for construction at frequent intervals along the Interstate System.

We commend this activity and recommend full implementation of this program by the appropriation of the funds which have been requested for seven such stations.

Such information centers, properly designed, staffed, and maintained, have proved of great value in other states in directing tourists and informing them. Our attention has been directed, however, to the fact that when the tourist reaches an information center in Virginia, he may have made his plans as to where he is going in the State and, in any event, he will have gone past any attractions located near the border. We feel that serious consideration should be given to the establishment of such centers at strategic locations outside of the borders of Virginia as well as near the State line where the tourist may secure information which may enable him both to plan his itinerary more effectively and to be informed concerning establishments located close to the line.

In this connection, we have been informed that the information center presently maintained in the city of Washington has been most effective in stimulating tourist travel in Virginia and commend those who have been responsible for the establishment and maintenance of this facility. Consideration should be given to the operation of similar centers in metropolitan areas farther removed from Virginia, particularly since the development of the Interstate System has vastly increased the convenient range of travel for tourists.

The program for the Interstate Highway System presently calls for the establishment of rest areas and comfort stations at relatively frequent

intervals along these highways. The Federal Bureau of Public Roads and the State Highway Department are committed to this program. However, we should like to call attention to the fact that unless rigid sanitary standards are adhered to and careful and continuous policing is provided for, these areas may become more of a liability than an asset and may counteract all of the plans for making the highways attractive which are being so widely and enthusiastically supported.

As a corollary to the development of the modern high-speed through highways, suggestions have been received and plans are under consideration for the designation of certain other, less travelled roads, as "scenic byways." This matter has been given some consideration by the Virginia Outdoor Recreation Study Commission and a plan has been submitted by State Highway Department to the federal authorities for the designation of certain such roads. This is presently not a matter with which a study of promotion of tourist travel is directly concerned but we note that, if and when these roads are established, their use will be in direct proportion to the extent to which they are publicized and popularized by the agency charged with the duty of travel promotion.

In passing, we should like to mention the spectacular success which has been achieved in the Hampton Roads area with self guided tours covering principal attractions. Other areas of the State should be encouraged to undertake similar promotional activities.

The desirability of the development of additional recreational areas was brought to the attention of the Commission during its hearings. This subject is being given intensive study by the Virginia Outdoor Recreation Study Commission and we urge that careful attention be given to the recommendations which it has made concerning this matter.

One subject was repeatedly brought to the attention of the Commission by representatives of the businesses concerned with providing food and lodging for tourists. Without exception, they stated that allowing the sale of alcoholic beverages in less than bottle quantities in connection with serving meals would permit the offering of better food and facilities and would attract more tourists to and tend to prolong their stay in Virginia, and they recommended modification of Virginia's alcoholic beverage control laws to allow localities at their option, to permit this. Because of the larger implications and complexity of this subject, which we feel go beyond the purview of our study, we do not make a recommendation. But, in fairness to those who presented their arguments to the Commission, we feel that the matter should be mentioned.

We have mentioned the matters discussed above, not with the thought of outlining a total travel promotion plan for Virginia, but merely to show some of the areas in which we feel that our present efforts are inadequate. The time has come to take a new, and hard, look at the potentialities of the tourist industry in Virginia, how the State is failing to fully develop them, and what should be done to improve the situation.

REASONS FOR RECOMMENDATIONS

The Commission is unanimously of opinion that we are not doing an adequate job, that in order to improve it will be necessary to secure the services of additional personnel, with training and experience in all facets of travel promotion, to carry out the multiphase program which we envisage, and that they must be given latitude to follow the most effective course toward improved travel promotion.

To do this will cost money, much more than has been available from State sources in the past.

The State's recognition of the value of promotional activities has developed slowly. In 1954 the budget of the Department of Conservation and Economic Development for publicity and advertising amounted to \$200,000 a year, of which \$160,000 was earmarked for advertising. This activity then included both travel promotion and the program of the Department for the attraction of industry to Virginia. By 1958, this appropriation had increased to a little more than \$500,000 a year of which ninety per centum was earmarked for advertising, again including attraction of industry to Virginia and industrial promotion. The budget for the biennium 1964-66 allots to the Division of Public Relations and Advertising of the Department of Conservation and Economic Development, which is not now concerned with industrial promotion, approximately \$670,000 a year.

The value of travel promotion has been recognized by the travel industry, local governments chambers of commerce, and the State. Replies to questionnaires circulated by the Commission indicated expenditures of more than \$540,000 by municipal governments for travel promotion, and local chambers of commerce expended more than \$350,000 additional. Also, it is estimated that expenditures by the major tourist attractions themselves amount to about \$1,000,000 annually.

The attraction of tourists to a state has become a highly competitive activity throughout the country; more and more states are bringing to this task the specialized and expensive techniques of modern promotion and advertising methods. Experience in these states has shown that expenditures for this purpose produce more immediate return, to the economy of the state and in tax revenues, than almost any other purpose for which public funds can be expended. This is strikingly confirmed by the experience of the city of Norfolk, which quadrupled its advertising budget in three years, and had more than thirteen times as many visitors in the third year as in the year when the promotion began.

Virginia can profit by these examples. We recommend that the General Assembly provide an annual budget of at least one million dollars for travel promotion.

More money, important as it is, will not cure all the ills which exist in Virginia's travel promotion effort. There are three major nongovernmental bulwarks of the Virginia economy—agriculture, manufacturing, and the tourist trade. The inaugural address of Governor A. S. Harrison, Jr. in January, 1962, estimated the annual value to the Virginia economy of the tourist industry at more than \$650,000,000. Other estimates have placed this figure nearly as high and the subject is currently under study by an interdepartmental study group under the auspices of the Advisory Council of the Virginia Economy. The Commission unanimously feels that promotion of an industry of this size demands the services of additional trained and experienced personnel.

The majority of the Commission are of the opinion that adequate promotion cannot be accomplished merely as one of the multiphase activities of a State department which has many other heavy responsibilities, and for which additional duties are contemplated, as illustrated by the report of the Virginia Outdoor Recreation Study Commission, the proposal for the creation of the Virginia Research Center for Historic Archaeology as a

Division of the Department, and the possibility of further responsibilities for a more intensive study and development of the water resources of the State.

The majority further believe that if the travel industry is to be developed to its full potential and the Commonwealth's historical importance, scenic beauty and recreational potential are to be adequately brought to the attention of the country, it must be by an agency devoted solely to those endeavors. Policies should be set, and final decisions reached, by persons especially interested in and solely concerned with the industry.

One important aspect of the duties of the policy-making board and the executive head of a department of the State government is to represent the interests of the department and those it deals with to the legislature and to secure adequate support for departmental activities. That this has not been possible in the case of travel promotion is indicated by the fact that despite the growing importance of the travel industry to the economy of the State, only approximately eighteen per cent of the departmental appropriation is devoted to travel promotion.

We do not mean to criticize the emphasis placed on other activities by the governing board or department head of the Department of Conservation and Economic Development. They would be derelict in their duty if they did not devote an appropriate amount of time and effort to the various important activities placed in their charge by the legislature. Our criticism is of the organizational structure that makes this necessary.

The majority therefore recommend that there be established in the Governor's office as an autonomous agency a Division of Travel Promotion which could devote its full attention to developing the kind of travel promotion program on a broad front which we envisage.

Eighty-five per cent of the budget of the present Division of Public Relations and Advertising is allocated by law to "advertising to promote travel in Virginia." We have alluded earlier to some minor complaints voiced during the public hearings dealing with failure to include or to emphasize certain areas or attractions with which the speakers were specially concerned; however, the program is planned and carried out by experts and the Department of Conservation and Economic Development has secured legislative authorization for and is conducting constant research as to the effectiveness of its publicity.

Advertising alone, as we have sought to point out above, is not the answer. The agency devoted to travel promotion should be allowed more flexibility in its program and should be permitted to experiment and to learn by experience the means by which the tourist industry can best be stimulated. We therefore recommend that the additional funds to be made available for travel promotion be contained in a separate budget item rather than being ear-marked for advertising as is presently the case.

CONCLUSION

In summation, we should like to reiterate that Virginia has made only a beginning in the development of its tourist industry potential. The type of program which we have in mind will be a major step toward making this State the top travel state of the nation. Additional funds devoted to this purpose will return to the State manyfold and in addition, and perhaps of greater importance, attraction of greater numbers of visitors to the birth-

place of the nation make the American public more conscious of the incomparable heritage of Virginians.

Respectfully submitted,

T. COLEMAN ANDREWS, JR., *Chairman*

* CURRY CARTER, *Vice-Chairman*

WILLIS M. ANDERSON

THOMAS R. GLASS

* GARLAND GRAY

* SIDNEY S. KELLAM

THOMAS J. LENNON

D. FRENCH SLAUGHTER, JR.

* J. WARREN WHITE, JR.

* See attached statements

STATEMENT OF GARLAND GRAY

I cannot concur with the recommendation of the Report which would create an agency for travel promotion separate from the Department of Conservation and Economic Development. I am convinced that the Department, if given sufficient funds, in the light of its present activities and with its definite plans for the future, will meet the needs for an expanded program of travel promotion in Virginia.

GARLAND GRAY

STATEMENT OF CURRY CARTER

I have consistently opposed increases in the number of Departments in our State Government; it is my belief that under the stepped-up provisions in the Report, a fair trial should be given to the existing Department before another Department is provided.

CURRY CARTER

STATEMENT OF J. WARREN WHITE, JR.

AND SIDNEY S. KELLAM

We are in complete accord with the Tourist Commission's report as submitted. However, we would like to express our conclusions and recommendations in regard to paragraph 4, Page 10 of this report dealing with providing food and lodging for tourists.

We feel that the sale of alcoholic beverages in less than bottle quantities is definitely related to the tourist industry. It is our belief that since a great number of people in Virginia have very definite ideas on the subject, and others have opposite views, that the elected Representatives to the Virginia General Assembly in the 1966 session should not take it upon themselves to decide this matter on a state-wide basis. In our opinion permissive legislation should be enacted at the 1966 session to allow the people of each locality throughout the State to decide for themselves whether they want to allow for a deviation in our ABC laws to permit each locality a right by popular vote to decide if alcoholic beverages in less than bottle quantities should be sold in their area.

J. WARREN WHITE, JR.

SIDNEY S. KELLAM

APPENDIX

SUGGESTION LEGISLATION

A BILL to establish in the Governor's office a Division of Travel Promotion, provide for its composition and prescribe its powers and duties; to amend and reenact §§ 2-34 and 10-8.1, as amended, of the Code of Virginia, relating, respectively, to divisions in the Governor's office and the Department of Conservation and Economic Development; and to repeal §§ 10-13 and 10-14, as amended, and 10-14.1 of the Code of Virginia, relating to advertising of the resources and advantages of Virginia and to information centers on federal interstate highways.

Be it enacted by the General Assembly of Virginia:

1. § 1. The Division of Travel Promotion shall be under the supervision and direction of the Governor. The Governor shall appoint an executive assistant as Director of the Division who shall hold his position at the pleasure of the Governor and shall be paid such compensation as is fixed by the Governor.

§ 2. The Governor shall also appoint an Advisory Board on Travel Promotion, consisting of nine members, with the Director of the Division serving as an ex-officio member. Members of the Board shall be appointed initially for terms as follows: three for terms of two years, three for terms of three years, and three for terms of four years. Subsequent appointments shall be for terms of four years, except appointments to fill vacancies, which shall be for the unexpired terms. Appointments shall be subject to confirmation by the General Assembly, if in session when made, and if not, then at its next succeeding session. No person shall be eligible to be appointed to succeed himself for a third consecutive four year term. Members of the Advisory Board shall receive no salaries, but shall be paid their necessary expenses incurred in attendance at meetings or while otherwise engaged in the performance of their duties.

§ 3. The Division of Travel Promotion shall be charged with the duty of promoting travel to and in Virginia by tourists, students and others by any appropriate means including but not limited to advertising the attractions and advantages of the Commonwealth, planning and carrying out promotional programs, and advising and aiding other agencies and organizations, including localities, chambers of commerce, trade associations, and other public or private groups in the formulation, promulgation, and execution of programs designed to encourage, stimulate and advance the travel industry in Virginia.

§ 4. The Governor shall have control of the expenditure of any funds appropriated for the travel promotion program to be administered under the provisions of this act. The Governor may, in his discretion, direct that any appropriation or other fund available to any department, officer, board, commission or other agency of the State for advertising or other activities related to travel promotion be transferred to or expended under the supervision of the Division.

§ 5. Each State department, institution or agency shall cooperate with the Division in the planning, publicizing and carrying out of any programs or activities which may be visitor attractions, and the Division shall assist such departments, institutions and agencies in the dissemination of information concerning such programs or activities.

§ 6. The Division is authorized to construct, maintain and operate appropriate information centers, located either within or without this State, at or near the entrance into the State of the several federal interstate highways, and at such other locations as it deems appropriate. All such information centers previously constructed are hereby transferred to the Division and shall be operated and maintained by it.

2. That §§ 2-34 and 10-8.1, as amended, of the Code of Virginia be amended and reenacted, as follows:

§ 2-34. In the Governor's office there shall be the following divisions: Division of the Budget, Division of Records, *Division of Travel Promotion* and Division of Industrial Development and Planning.

§ 10-8.1. The Board shall establish in the Department of Conservation and Economic Development the following divisions through which the several functions of the Department and the corresponding powers and duties shall be exercised and discharged: Division of Forestry, Division of Mineral Resources, Division of Parks, Division of Water Resources, * and such other divisions as may be necessary. The Director shall appoint competent persons to direct the work of such divisions, and may delegate to the head of any such division any of the powers and duties relating to the work of the division that may be conferred or imposed by law upon the Director, and in his discretion may require of such division heads proper bonds.

3. §§10-13, 10-14, as amended, and 10-14.1 of the Code of Virginia are repealed.