

VIRGINIA TOURISM AUTHORITY
d/b/a Virginia Tourism Corporation

OPERATING PLAN

FOR THE FISCAL YEAR ENDING JUNE 30, 2027

VIRGINIA IS FOR LO**ERS**

**VIRGINIA TOURISM AUTHORITY
FY 2027 OPERATING PLAN**

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I. INTRODUCTION

The Virginia Tourism Authority d/b/a Virginia Tourism Corporation (VTC) was established by the General Assembly in 1999 (§ 2.2-2315 et seq., Code of Virginia) as "...a public body corporate and as a political subdivision of the Commonwealth." The Authority was given broad powers to "...stimulate the tourism segment of the economy by promoting, advertising, and marketing the Commonwealth's many tourist attractions and by coordinating other private and public efforts to do the same..." The General Assembly also recognized that the "...film industry is a legitimate and important part of economic development in the Commonwealth."

The VTC has a Board of Directors composed of 17 members, including the Lieutenant Governor, the Secretary of Commerce and Trade, the Secretary of Finance, the Secretary of Natural Resources, the Secretary of Agriculture and Forestry, and 12 members appointed by the Governor, subject to confirmation by the General Assembly. The Governor designates the Chairman of the Board, and the Board may elect one member as Vice-Chairman. The President/CEO of VTC is appointed by the Governor and serves as the Board's ex-officio secretary.

The VTC is headquartered in Richmond. In addition, the VTC operates 12 state welcome centers located strategically around the state to provide information to people traveling in Virginia.

OPERATING PLAN

This operating plan has been prepared in accordance with Chapter 1 the 2026 Appropriation Act, which states in part the following:

Prior to July 1 of each fiscal year, the Virginia Tourism Authority shall provide to the Chairs of the House Appropriations and Senate Finance and Appropriations Committees and the Director, Department of Planning and Budget a report of its operating plan.

This document provides summary information regarding VTC's priorities, how it will accomplish its objectives, and the resources committed to those efforts.

II. MISSION, VISION, AND VALUES

VTC serves the broader interests of the Virginia economy by supporting, maintaining, and expanding the Commonwealth’s domestic and international travel markets and motion picture industry, thereby generating increased spending, employment, and tax revenues. VTC develops and implements programs beneficial to Virginia travel-related and motion picture-related businesses and consumers.

MISSION STATEMENT:

Expand domestic and international in-bound travel and motion picture production to generate revenue and employment in Virginia.

VISION STATEMENT:

Foster a spirit of partnership within Virginia’s tourism and motion picture industries.

VALUES STATEMENT:

Love is Integrity, Passion, and Results.

Integrity: Be the Best You

- Respect, value, and appreciate others with kindness
- Work through differences
- Be transparent
- Take personal responsibility

Passion: Thirst for Knowledge

- Seek new ideas and fresh thinking
- Stay curious and encourage questions
- Be purpose driven
- Value the people, the brand, and the industry

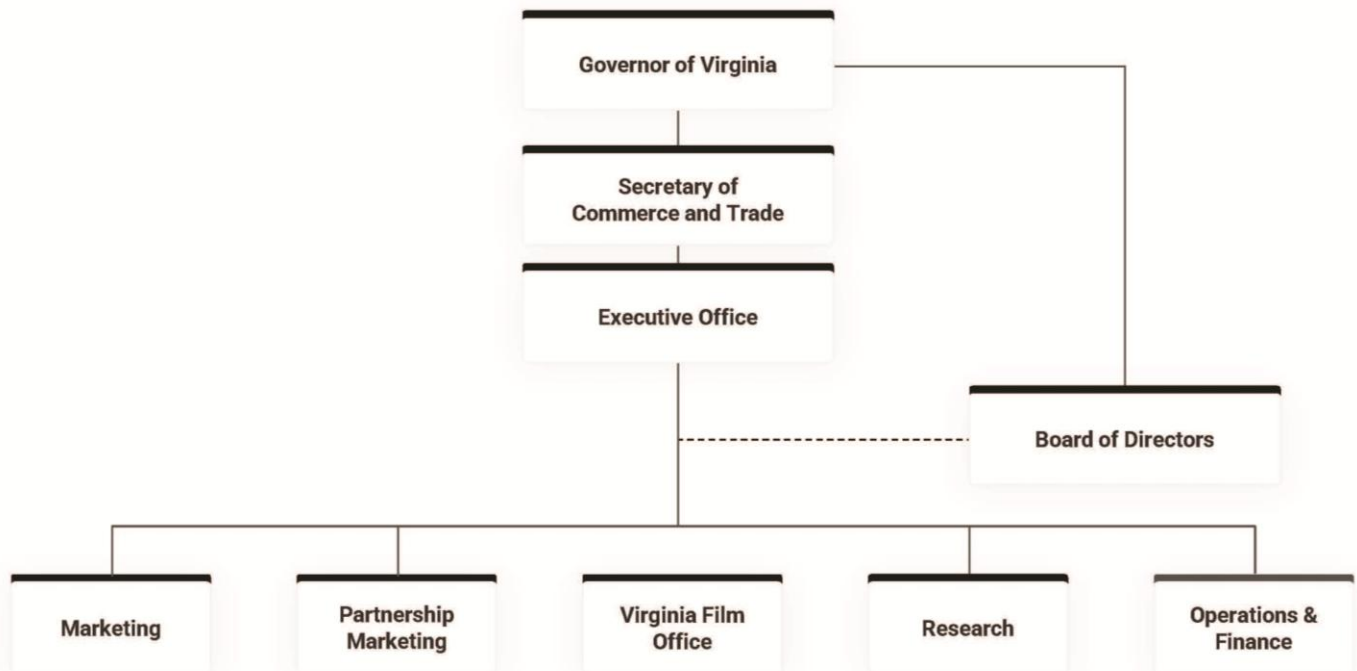
Results: Move Mountains

- Define, measure, and communicate collective goals
- Continuously evaluate and innovate
- Contribute to the success of others
- Celebrate shared accomplishments

III. ORGANIZATIONAL STRUCTURE

VTC’s activities are divided into six programmatic areas. The responsibilities for management of these areas are vested with the President/CEO and four Vice-Presidents.

- 1) Executive & Board of Directors
- 2) Operations & Finance
- 3) Marketing
- 4) Research
- 5) Film
- 6) Partnership Marketing



IV. STRATEGIC PLAN AND PERFORMANCE MEASURES

VTC's strategic plan identifies the means by which VTC will achieve its stated mission and goals. The strategic plan also identifies the objectives and strategies associated with the goals. The strategic plan may be found on VTC's website (www.vatc.org) or on the Department of Planning and Budget's website (www.dpb.virginia.gov). The objectives included in the strategic plan are as follows:

1. Accelerate inbound visitor demand
 - Increase Target Household Awareness for Flagship Marketing Campaign
 - Reach more traveling households within target markets
 - Drive hotel bookings directly through VTC's campaigns to Virginia properties
 - Accelerate inbound visitor demand to drive a full recovery in total Virginia industry-wide hotel demand.
2. Maximize Virginia's tourism potential
 - Support business growth through various VTC initiatives such as the Marketing Leverage Grants, entrepreneur workshops, Industry education conferences, community planning workshops as well as VTC orientation business seminars
 - Support new product development through the Tourism Development Financing Program
3. Maximize Virginia's content production
 - Increase the percentage of VA resident crew on all large-scale productions
 - Increase total number of productions filming and generating jobs, revenue, and economic impact in Virginia
4. Lead through data-driven decisions
 - Make data accessible and actionable for both internal teams and industry partners
 - Ensure decisions are aligned, effective, and focused on driving growth across Virginia's tourism economy

VTC also has the following quantifiable performance measures to assess the effectiveness of its programs in achieving its goals and objectives:

1. Number of TDFP certified projects
2. Number of businesses, entrepreneurs and organizations assisted
3. Overall awareness measurements
4. Number of households reached
5. Number of hotel bookings
6. Number of hotel room nights
7. Number of crew on large-scale productions that are Virginia residents
8. Number of projects filmed in Virginia

V. FY 2027 OPERATING FINANCIAL PLAN SUMMARY

**Operating Financial Plan Summary
 For The Fiscal Year Ending June 30, 2027**

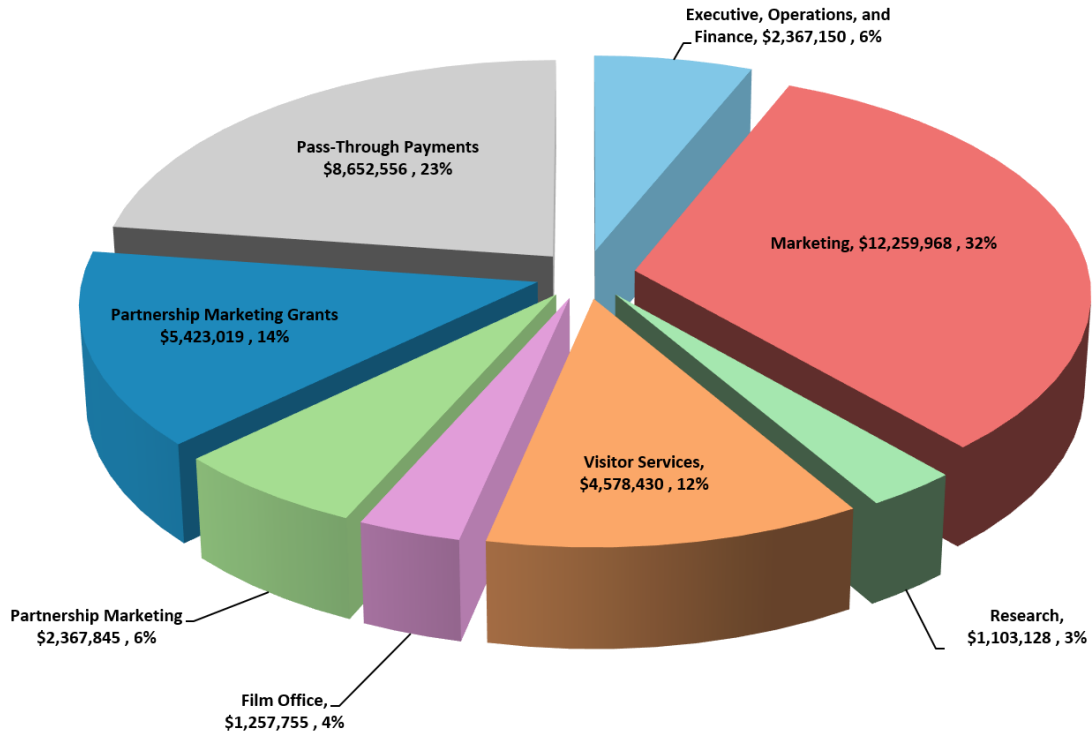
	Funds	Employment*
Fund Sources		
COV General Fund Revenue	\$34,909,351	
VDOT Transfers	1,425,000	
Welcome Center/Safety Rest Area Advertising Revenue	710,000	
Other Revenues	975,500	
Total Fund Sources	\$38,009,851	
Expenditures		
Executive, Operations, and Finance	\$2,367,150	7
Marketing	12,259,968	25
Research	1,103,128	3
Visitor Services	4,578,430	41
Film	1,257,755	4
Partnership Marketing	2,367,845	12
Partnership Marketing Grants	5,423,019	4
Pass-Through Payments	8,652,556	-
Total Expenditures	\$38,009,851	96

**Note: VTC employs approximately 40 part-time workers not reflected in the above employment levels.*

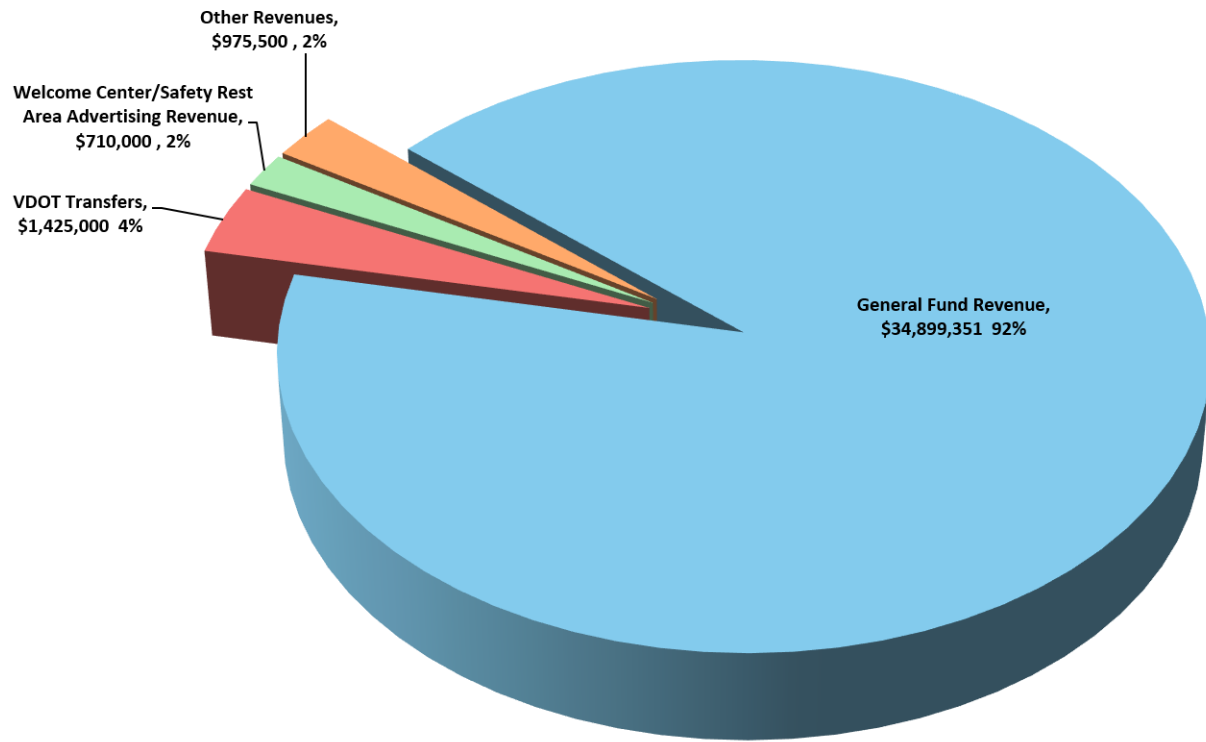
FY 2027 General Fund Budget Summary

	Amount
Base Budget	\$34,185,719
Chapter 1 (2026 Appropriation Act)	\$34,185,719
FY 2027 Central Appropriations distributions (estimated)	\$723,632
TOTAL FY 2027 GENERAL FUND BUDGET	\$34,909,351

FY 2027 VTC Budget Summary



FY 2027 VTC Budget Sources



VI. EXECUTIVE, OPERATIONS, AND FINANCE

This function provides oversight through the President/CEO and the Board of Directors. It also includes administrative and support services such as Board of Directors support, budget development and monitoring, financial reporting, accounting, procurement, and strategic planning coordination. In addition, this function oversees the management of the “Virginia is for Lovers” trademarks.

**EXECUTIVE, OPERATIONS, AND FINANCE
 Operating Financial Plan**

	Funds	Employment
Fund Sources		
COV General Fund Revenue	\$1,987,150	
Other Revenues	380,000	
Total Fund Sources	\$2,367,150	
Expenditures		
Salaries, Benefits, and Taxes	\$1,226,622	7
Wages and Taxes	--	
Advertising and Promotion	--	
Missions, Shows, and Events	39,000	
Digital Marketing	--	
Travel	88,000	
Services	439,528	
Supplies and Materials	52,000	
Grants and Pass-Through Payments	--	
Fixed Asset Payments	260,000	
Other Expenditures	262,000	
Total Expenditures	\$2,367,150	7

VII. MARKETING

VTC's marketing activities include several programs aimed at promoting Virginia as a premier travel destination, including brand management, creative services, digital marketing, communications, global marketing, domestic sales, merchandising, and research. Each program has targeted purposes and objectives.

Brand Management: The advertising program that develops and promotes the Virginia brand through paid digital media channels targeting markets with the highest potential of visitors to Virginia. The media plan includes buy-downs and cooperative support for Virginia's tourism industry. This team is also responsible for social media strategies and content generation for owned social channels (IG, FB, YouTube, Pinterest, etc).

Creative Services: The creative services program provides in-house graphic development and production services for VTA and manages a library of photography, film, videography, and digital graphics files for use in paid, owned & earned channels.

Digital Marketing: Manages VTA's primary websites: Virginia.org and VATC.org that consist of trip planning, travel inspiration, and business-to-business web content for Virginia's tourism industry. They also manage VTA's Internet communications technologies, innovation and develop web-based business initiatives and partnerships.

Communications: Strategic communications for the agency, including public relations, community relations, and Virginia is for Lovers blog. Specifically, they are responsible for generating editorial coverage in key markets to promote Virginia as a premier travel destination. Additional responsibilities include developing talking points for press conferences and interviews with the Governor and First Lady, Secretary of Commerce and Trade, and VTA's President & CEO. They also disseminate tourism-related news to the Virginia tourism industry and work with the industry on generating media coverage.

Global Marketing: Develops and implements integrated and innovative direct sales, marketing, promotions, and public relations strategies to bring more foreign visitors and vendors to Virginia. The geographic targets are coordinated with air service to gateway airports and are supported by research.

Domestic Sales: Markets the Commonwealth as a premier travel destination to tour operators, select travel agents, meeting planners, and sports events rights holders. VTA represents the Commonwealth and provides the Virginia tourism industry with partnership opportunities to collaborate at professional trade shows, sales missions, site inspection tours, and marketing initiatives strategically targeting national, regional, and in-state domestic trade markets.

Merchandising: This program oversees the production of official "Virginia is for Lovers" merchandise. It works with Virginia's tourism industry to encourage participation in the sale of the merchandise, which generates royalties that support VTC's programs as well as strengthening brand recognition.

MARKETING (CONT'D)

**MARKETING
 Operating Financial Plan**

	Funds	Employment
Fund Sources		
COV General Fund Revenue	\$11,839,968	
Other Revenues	420,000	
Total Fund Sources	\$12,259,968	
Expenditures		
Salaries, Benefits, and Taxes	\$3,541,053	25
Wages and Taxes	--	
Advertising and Promotion	5,804,983	
Missions, Shows, and Events	346,317	
Digital Marketing	885,285	
Travel	229,018	
Services	957,501	
Supplies and Materials	69,901	
Fixed Assets Payments	192,893	
Other Expenditures	233,017	
Total Expenditures	\$12,259,968	25

VIII. RESEARCH

The Research Division guides data-driven decision making across the organization and throughout Virginia’s tourism industry. It informs the Authority’s strategic direction by helping to set and evaluate organizational objectives and performance targets, conducting competitive and market analyses, and assessing the potential impact of proposed programs and policies. The division maintains a suite of core weekly, monthly, and annual reporting products that track the health and trajectory of Virginia’s tourism economy while assessing the effectiveness of VTA’s core strategies, ensuring that leadership decisions across the organization are grounded in credible, timely intelligence.

Equally focused on serving both internal and external stakeholders, the division provides insights that help the Authority’s teams plan, measure, and optimize performance while equipping destinations, localities, and industry partners with the data they need to compete effectively and reach the right audiences. As a sharing organization, the Research Division is committed to making tourism data accessible, actionable, and transparent; turning insight into collaboration that drives growth for the Commonwealth’s tourism industry.

**RESEARCH
 OPERATING FINANCIAL PLAN**

	Funds	Employment
Fund Sources		
COV General Fund Revenue	\$1,103,128	
Total Fund Sources	\$1,103,128	
Expenditures		
Salaries, Benefits, and Taxes	\$551,382	3
Wages and Taxes	--	
Advertising and Promotion	--	
Missions, Shows, and Events	--	
Digital Marketing	--	
Travel	12,600	
Services	514,434	
Supplies and Materials	--	
Grants and Pass-Through Payments	--	
Fixed Assets Payments	13,968	
Other Expenditures	10,744	
Total Expenditures	\$1,103,128	3

IX. VISITOR SERVICES

Visitor Services develops overall strategies for sound customer and visitor relations and information distribution systems. It manages activities aimed at providing superior customer service, evaluating and improving customer fulfillment functions, and increasing community outreach. VTC works cooperatively with the Virginia Department of Transportation in the operations of the state’s 12 Welcome Centers to promote and encourage traveler visitation to and within Virginia.

Fulfillment: Provides information to, and responds to inquiries from, consumers seeking information on travel and tourism in Virginia. Telephone and Internet inquiries are answered by a consumer services center and VTA publication requests are processed by a fulfillment house that provides storage, processing, delivery, and freight services. In addition, VTA operates a full-service distribution center to process customized and bulk orders and to manage the mailing needs of VTA and the Virginia Economic Development Partnership.

Welcome Centers: Virginia’s welcome centers are designed to be first-stop destinations for the traveling public, strategically and conveniently located throughout Virginia on major arterial highways. VTA provides a broad array of services to visitors, including personal travel counseling, informational materials, transportation maps, and lodging reservation assistance. In addition, the welcome center program serves Virginia’s tourism industry by promoting a variety of destinations and attractions through advertising opportunities, product demonstrations and exhibits, and the distribution of travel publications.

**VISITOR SERVICES
 Operating Financial Plan**

	Funds	Employment
Fund Sources		
COV General Fund Revenue	\$2,492,930	
VDOT Transfers	1,200,000	
Welcome Center/Safety Rest Area Revenue	710,000	
Other Revenues	175,500	
Total Fund Sources	\$4,578,430	
Expenditures		
Salaries, Benefits, and Taxes	\$3,461,780	41
Wages and Taxes	439,854	
Advertising and Promotion	--	
Missions, Shows, and Events	2,650	
Digital Marketing	--	
Travel	96,801	
Services	413,340	
Supplies and Materials	106,389	
Grants and Pass-Through Payments	--	
Fixed Asset Payments	38,634	
Other Expenditures	18,982	
Total Expenditures	\$4,578,430	41

Note: Visitor Services also includes 36 part-time travel counselors at the state’s 12 Welcome Centers.

X. Film

The Virginia Film Office is committed to attracting film and video production to Virginia and supporting the indigenous production industry, with the ultimate goal of bringing economic and employment benefits to the Commonwealth. Film, video, and multi-media production is a growth industry worldwide, and the potential economic benefits to the state have increased significantly. The Virginia Film Office pursues its goals through the creation and implementation of innovative marketing and development programs, and by delivering exceptional customer service to inspire repeat business.

**FILM
 Operating Financial Plan**

	Funds	Employment
Fund Sources		
COV General Fund Revenue	\$1,257,755	
Total Fund Sources	\$1,257,755	
Expenditures		
Salaries, Benefits, and Taxes	\$663,129	4
Wages and Taxes	--	
Advertising and Promotion	209,000	
Missions, Shows, and Events	11,500	
Digital Marketing	1,500	
Travel	36,000	
Services	70,500	
Supplies and Materials	39,000	
Grants and Pass-Through Payments	200,000	
Fixed Assets Payments	13,000	
Other Expenditures	14,126	
Total Expenditures	\$1,257,755	4

XI. PARTNERSHIP MARKETING

Partnership Marketing maximizes the tourism potential of Virginia’s communities through strategic tourism planning and focused tourism product development. Together, these efforts help build vibrant communities for travelers as well as residents.

Tourism Planning: VTA provides communities and tourism entrepreneurs with tourism planning expertise and support. It assists with strategic planning, product planning, and identifying funding resources (including grant opportunities and other options for stretching limited resources) to develop and market the Commonwealth’s tourism product.

State Tourism Plan: VTA has developed a comprehensive 2026-2029 state tourism plan, which provides a thorough assessment of the tourism needs in each of Virginia’s 10 tourism regions. This plan provides a competitive analysis of the state, including recommendations on increasing visitation through focused product development, promotions, and policies to support the power of the “Visitor Economy”.

Cooperative Marketing Grants: Industry partners need help in extending their limited marketing investments. VTA’s grants program provides supplemental financial assistance to Virginia destination marketing organizations and tourism businesses. The competitive grants application is a public-private process designed to leverage scarce resources, promote the Virginia is for Lover’s brand, encourage the creation of partnerships and enhance the development and marketing of Virginia’s tourism assets.

Tourism Development Financing Program: In areas of the Commonwealth where there is deficiency in lodging, VTA helps to administer and promote a financing program for qualified tourism-related development projects (the Tourism Development Financing Program/TDFP). This program provides gap financing to compensate for a shortfall in project funding in partnership with developers, localities, and financial institutions.

Drive Tourism Initiative: Communities across Virginia can participate in the Drive Tourism workshops, which focus on building competitive destinations with a goal of increased travelers, as well as extending average length of stay and daily expenditures. In the past 4 years, more than sixty communities have participated in this program to help build vibrant communities that appeal to travelers as well as residents.

Destination Marketing Managers: Partnership Marketing employs Destination Marketing Managers who live in areas with high potential to assist those regions with strategic planning, development, and co-operative marketing.

PARTNERSHIP MARKETING (CONT'D)

**PARTNERSHIP MARKETING
 Operating Financial Plan**

	Funds	Employment
Fund Sources		
COV General Fund Revenue	\$2,367,845	
Total Fund Sources	\$2,367,845	
Expenditures		
Salaries, Benefits, and Taxes	\$1,762,480	12
Wages and Taxes	--	
Advertising and Promotion	232,325	
Missions, Shows, and Events	17,330	
Digital Marketing	--	
Travel	118,300	
Services	89,914	
Supplies and Materials	33,100	
Grants and Pass-Through Payments	--	
Fixed Assets Payments	16,600	
Other Expenditures	97,796	
Total Expenditures	\$2,367,845	12

XII. PARTNERSHIP MARKETING GRANTS

Partnership Marketing administers VTC’s competitive grant programs.

The Marketing Leverage Program: Reimbursable grant program to leverage existing marketing funds. Requires a research-based and measurable marketing plan designed to drive tourism to Virginia.

Virginia DMO Marketing Grants Program: Matching grants awarded to official Virginia Destination Marketing Organizations for marketing expenses that show positive and significant economic impact on tourism and must include marketing plans designed to drive visitation to Virginia.

Virginia Special Events and Festivals Program: Matching grants for marketing and operations expenses for Virginia based special events and festivals that help bring tourists to communities throughout the Commonwealth.

DRIVE Tourism Grants: Grants awarded to Virginia Destination Marketing Organizations for program specific projects to create community-based strategies to increase locality competitiveness as a travel destination.

Virginia Sports Incentive Grant Program: Matching grants awarded to Virginia localities, tourism organizations, and sports authorities to grow and support sports tourism across the Commonwealth.

**PARTNERSHIP MARKETING GRANTS
 Operating Financial Plan**

Fund Sources		
COV General Fund Revenue	\$5,423,019	
Total Fund Sources	\$5,423,019	
Expenditures		
Salaries, Benefits, and Taxes	\$463,493	4
Wages and Taxes	--	
Advertising and Promotion	5,000	
Missions, Shows, and Events	--	
Digital Marketing	--	
Travel	44,000	
Services	26,126	
Supplies and Materials	6,200	
Grants and Pass-Through Payments	4,655,200	
Fixed Assets Payments	205,000	
Other Expenditures	18,000	
Total Expenditures	\$5,423,019	4

XIII. PASS-THROUGH PAYMENTS

The following is a list of pass-through funding included in the appropriation for the Virginia Tourism Authority.

	Funds
Fund Sources	
COV General Fund Revenue	\$8,427,556
VDOT Transfers	225,000
Total Fund Sources	\$8,652,556
Expenditures	
Henrico County	150,000
Danville Visitor Center	225,000
Southwest Regional Recreation Authority - Spearhead Trails	2,100,000
Heart of Appalachia Tourism Authority	450,000
Special Olympics Virginia	50,000
Virginia Parks	100,000
Virginia Association of Broadcasters – media in VA/DC/Baltimore	627,556
Carver Price Legacy Museum	25,000
City of Norfolk – Nauticus to support education programming	125,000
LIV Golf Tournament in Gainesville, Virginia	3,000,000
Golf Tournament in GO Region 1, 2, or 8	500,000
Blue Highway Festival	100,000
Virginia Sports Hall of Fame	200,000
Museum of Black Women Innovators	1,000,000
Total Expenditures	\$8,652,556