

Form Name: 2025 Annual Reports for Boards, Commissions and Similar Entities  
Submission Time: November 20, 2025 3:07 pm  
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IP Address: 50.235.34.9  
Unique ID: 1404853059  
Location: 37.1235, -76.4502

## 2025 Annual Report For Boards and Commissions

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**Name of Board, Commission or Similar Entity** Richmond Region Tourism

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**Current members (indicate chair, vice-chair, etc.)** Lisa Sims Chair  
Susan Dibble Chair-Elect  
Mark Miller 1st Vice Chairman  
Ellen Robertson 2nd Vice Chairman  
Nancy Thomas Secretary  
Neil Amin Treasurer  
Dan Schmitt Immediate Past Chair

A listing of the full board of directors is on our website:  
<https://www.visitrichmondva.com/partners/about/bod/>

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**Is there any proposed legislation on which the board or commission recommends that the City Council or the General Assembly act?** No

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**Meeting Dates of meetings held in 2025** Thursday, January 16, 2025☐Noon - 2:00 p.m. Board of Directors Meeting - Delta Hotel in Colonial Heights

Thursday, March 20, 2025☐Noon - 2:00 p.m. Board of Directors Meeting - Hanover Vegetable Farm in Hanover County

Thursday, May 15, 2025☐Noon - 2:00 p.m. Board of Directors Meeting - Sports Backers in Henrico County

Thursday, July 17, 2025☐Noon - 2:00 p.m. Board of Directors Meeting - Chesterfield Economic Development offices

Thursday, September 18, 2025☐Noon - 2:00 p.m. Board of Directors Meeting - Greater Richmond Convention Center

Thursday, November 20, 2025☐Noon - 2:00 p.m. Board of Directors Meeting - Virginia State Library

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**Is there any information requested by the standing committee to which the board or commission is assigned to report? Please upload the documents or share in the box below**

<https://www.formstack.com/admin/download/file/18800523897>

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attaching our latest annual report.

**Is the 2025 meeting attendance record included?**

Yes - Select Yes to upload documents

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<https://www.formstack.com/admin/download/file/18800523900>

**Is a copy of the body's current by-laws or rules of procedures attached?**

Yes - Select Yes to upload documents

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<https://www.formstack.com/admin/download/file/18800523902>

**New Projects**

See Business Plan

**If there is additional information the body would like to share, please upload the documents or share in the box below.**

<https://www.formstack.com/admin/download/file/18800523904>

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the attendance excel has two tabs, One for Ellen Robertson's attendance and the other tab for Cheatham/Lindsay's attendance.

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# Attendance Record 2025

X = Present

NAME		1/16/25 BD	2/18/25 EX	3/10/25 EX	3/20/25 BD	5/12/25 EX	5/15/25 BD	5/20/25 EX	7/14/25 EX	7/17/25 BD	8/18/25 EX	9/8/25 EX	9/18/25 BD	11/19/25 EX	11/20/25 BD
1	Ellen Robertson		X	X		X		X				X	X	X	
2															
3	Ellen attends our board meetings, Executive Committee meetings and our Foundation meetings.														
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# in Attendance:

# Attendance Record 2025

X = Present

	NAME	1/16/25 BD	3/20/25 BD	5/15/25 BD	7/17/25 BD	9/18/25 BD	11/20/25 BD	#	%
1	Paulin Cheatham	X	X	X	X	X		5	83.3%
2	Mike Lindsay							0	0.0%
3								0	0.0%
4								0	0.0%
5	Mike did not attend any meetings in 2025.							0	0.0%
6								0	0.0%
7								0	0.0%
8								0	0.0%
9								0	0.0%
10								0	0.0%
11								0	0.0%
12								0	0.0%
13								0	0.0%
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16								0	0.0%
17								0	0.0%
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19								0	0.0%
20								0	0.0%
21								0	0.0%
22								0	0.0%
23								0	0.0%
24								0	0.0%
25								0	0.0%

# in Attendance:



FY 2024-2025 Annual Report

# THE IMPACT OF TOURISM

# BUILDING PRIDE, DRIVING GROWTH: TOURISM'S IMPACT ON THE RICHMOND REGION

## Dear Stakeholders,

A little over a year into my role as President and CEO of Richmond Region Tourism, I am proud to share how our collective work is fueling real momentum for the Richmond Region.

**Tourism as a Force for Good** remains our guiding principle. Tourism strengthens our economy, supports the places that make living here special, and builds pride in our community. Our award-winning leisure marketing campaigns celebrated the Richmond Region's arts, culture, history, and vibrant neighborhoods—reaching more than 157 million people. Whether through the Speaks for Itself campaign, spotlighting Black-owned restaurants, or showcasing our events at World Pride in D.C. and the WNBA All-Star Weekend, we connected RVA's unique stories to audiences across the country and inspired travel.



BLK RVA Campaign Display Ad

## We're also **Leveling Up Our Impact.**

Major developments like City Center, the Diamond District, and expanded sports facilities are reshaping our tourism landscape. With the continued success of the Tourism Improvement District (TID), we are more competitively resourced and able to stay “always on” in our sales and marketing—winning more events, driving visitation year-round, and supporting local businesses from restaurants to attractions.



RRT Marketing Summit

Finally, we are committed to **Striving for Excellence.** The inaugural Marketing Summit brought 150+ tourism professionals together to share tools and strategies that amplify our reach—at no cost to attendees. These collaborations strengthen our tourism ecosystem and position us to lead the nation in destination marketing.

Tourism is about people—nearly 30,000 hospitality workers who create memorable experiences every day. I'm honored to work alongside them, and all of you, as we continue championing RVA as a premier travel destination.

With gratitude,

**Katherine O'Donnell**  
President and CEO

# TOURISM STIMULATES OUR ECONOMY

Destination promotion is an engine of economic development in our community.

In 2024, the Richmond Region hosted

**18.3 million visitors<sup>1</sup>**

WHO SPENT

**\$3.9 billion<sup>2</sup>**

▲ 4.7% INCREASE

**OR \$10.8 million PER DAY**

TOURISM SUPPORTS

**29,630<sup>2</sup>**

JOBS

WITH WAGES AND SALARIES TOTALING:

**\$1.3 billion<sup>2</sup>**



LOCAL TAXES COLLECTED:

**\$183.9 million<sup>2</sup>**

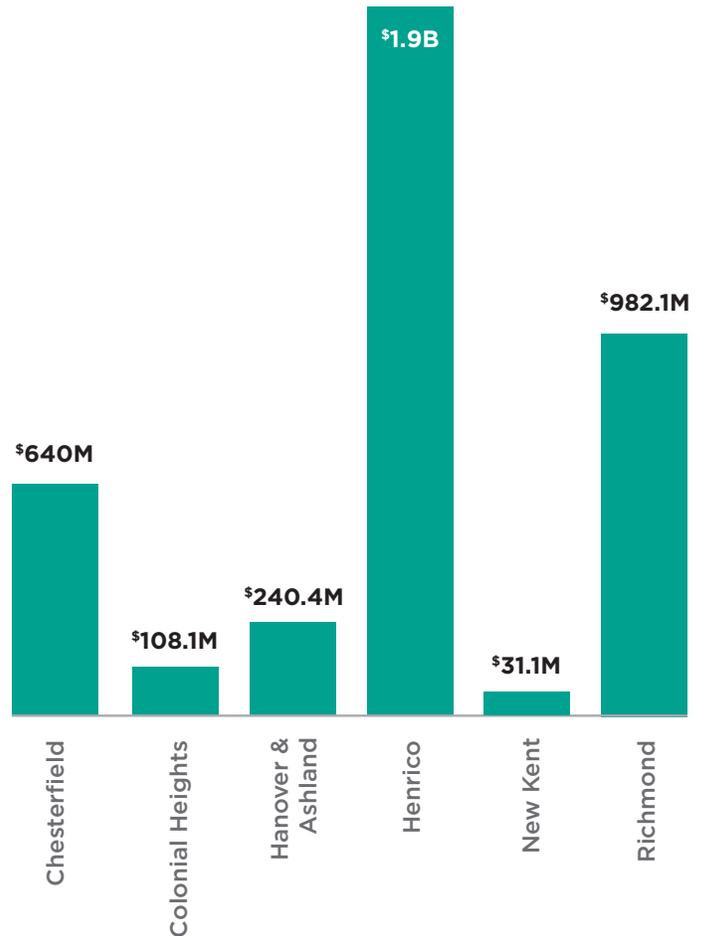


HOTEL SALES & OCCUPANCY REVENUE:

**\$634.8 million<sup>2</sup>**

▲ 5.4% INCREASE

## 2024 VISITOR SPENDING<sup>2</sup> in Millions



<sup>1</sup>Source: Longwoods International, calendar year 2024

<sup>2</sup>Tourism Economics, calendar year 2024

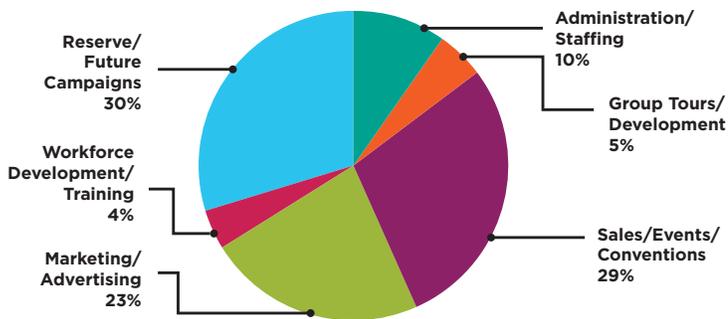
Number of visitors includes overnight and day trip visitors



Keystone Truck & Tractor Museum

# TID DRIVES RECORD RESULTS IN YEAR TWO

## FY 24-25 TID WORKPLAN EXPENSES

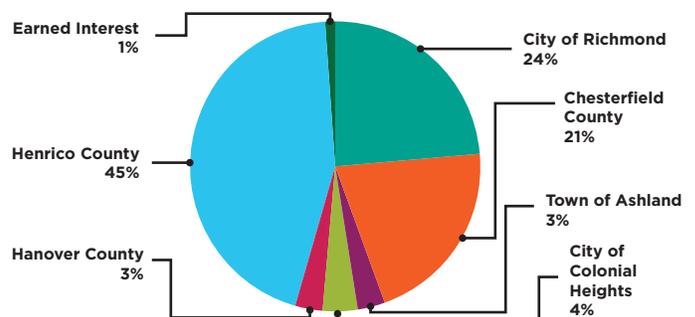


Now in its second year, the Richmond Region Tourism Improvement District (TID) continues to be a game changer by strengthening our destination’s visibility and competitiveness. The partnership between our hotel community, localities, and Richmond Region Tourism continues to fuel year-round sales, marketing, and incentive programs that bring more meetings, conventions, tournaments, and visitors to our region. In FY25, the TID Governance Committee approved an \$8.5 million budget and workplan and meets monthly with RRT staff to guide decisions, budgeting, KPIs, and future direction. The charts show fund allocation by department and revenue by jurisdiction.

## HIGHLIGHTS:

- Of the events booked in FY25 as part of our overall event recruitment, 57 were made possible through TID-approved incentives (25 meetings and 32 sports events), generating an estimated \$85.75 million in economic impact and 110,452 estimated room nights
- 53,507 trackable TID campaign room nights booked region-wide (+76% over last year)
- 11 new tradeshow attended plus expanded presence at 4 others, with 15 partners joining us across 8 events
- 11 Impactful FAM tours engaging housing bureaus, meeting planners, tour operators, and media
- 12 targeted leisure campaigns driving bookings and midweek business, with Expedia campaigns alone delivering 26,835 room nights and a 35:1 ROI

## TID WORKPLAN INCOME



# EVENT RECRUITMENT

## MEETINGS, CONVENTIONS, & SPORTS EVENTS HELD\*

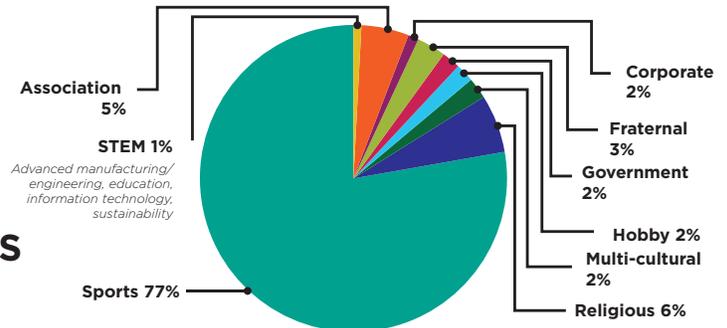
**\$182,042,685** ESTIMATED ECONOMIC IMPACT ▲ 2%  
**527,211** ESTIMATED ATTENDEES ▲ 20%  
**243,530** ESTIMATED HOTEL ROOM NIGHTS ▲ 5%

\* percentage change based on adjusted FY 23-24 figures

## MEETINGS, CONVENTIONS, & SPORTS EVENTS BOOKED

**\$193,504,257** ESTIMATED ECONOMIC IMPACT ▲ 12%  
**522,916** ESTIMATED ATTENDEES ▲ 28%  
**231,953** ESTIMATED HOTEL ROOM NIGHTS ▲ 16%

## HOTEL ROOM NIGHTS BOOKED BY MARKET SEGMENT



## 5 TOP MEETINGS & CONVENTIONS HELD\*

- Alpha Kappa Alpha Sorority, Inc. 2025 Mid-Atlantic Regional Conference
- Jalsa Salana USA Ahmadiyya Muslim Community 75th Convention 2025
- Association of Kannada Kootas of America 2024 Convention
- Galaxy Con Richmond LLC-Galaxy Con Richmond 2025
- Virginia Theatre Association 2024 Annual Conference

## 5 TOP MEETINGS & CONVENTIONS BOOKED\*

- Church of Our Lord Jesus Christ of Apostolic Faith, Inc. International Holy Convocation 2026
- Council on Undergraduate Research 2026 National Conference on Undergraduate Research
- Christian Community Development Association 2026 National Conference
- American Orff-Schulwerk Association 2026 Professional Development Conference
- International Conference on Missions 2027 Annual Convention

\* based on contracted room nights

“*Richmond Region Tourism helped the RVA XC Festival, host of the 2023 & 2024 USATF National Cross-Country Championships, secure Wahoo Sports & Entertainment’s extra-large LED video boards to enhance the experience of the athletes and spectators.*”

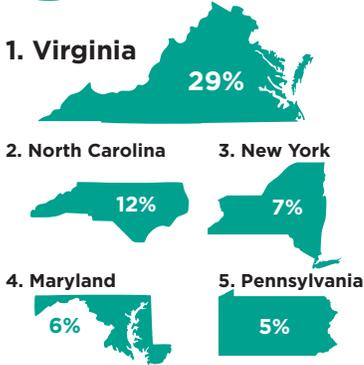
- Steve Taylor,  
RVA XC Festival

## 5 TOP SPORT TYPES HOSTED\*

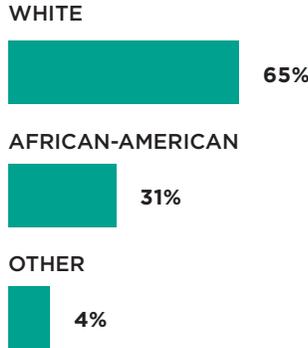


# VISITOR INSIGHTS

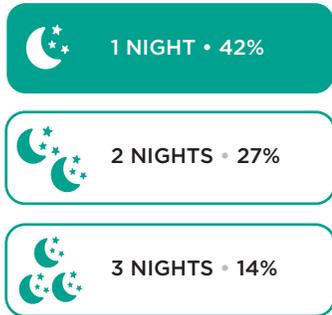
## 5 TOP ORIENTATION MARKETS<sup>1</sup>



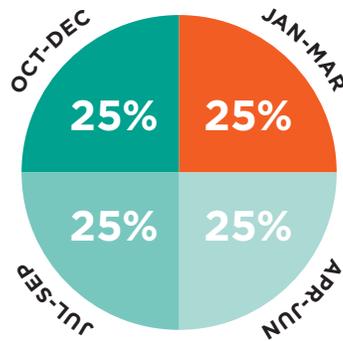
## VISITOR DEMOGRAPHICS<sup>2</sup>



## LENGTH OF STAY<sup>1</sup>



## SEASON OF TRIP<sup>1</sup>



## HIGHLIGHTS



**4.6 million**  
WEBSITE PAGEVIEWS<sup>1</sup>



**161,197**  
referrals to  
PARTNER WEBSITES<sup>1</sup>



**\$113,024,611**  
CREDIT CARD EXPENDITURE<sup>3</sup>

Source: <sup>1</sup>Arrivalist, <sup>2</sup>Longwoods, <sup>3</sup>Adara  
Note: Arrivalist data is enriched data numbers consistent to what we've used in the past.  
Note: Adara data only consists of the first six months of the FY.

# SOCIAL MEDIA

**201,998** ▲ 1,228%

TOTAL NEW FOLLOWERS

**6,673,729** ▼ 30%

TOTAL ACCOUNTS REACHED

**212,397** ▲ 38%

TOTAL INTERACTIONS

## TOP CONTENT OVERALL

### Black-owned Restaurants pt. 3

221,064 VIEWS    148,491 REACH    21,681 ENGAGEMENTS

### Ukrop's Market Hall

97,882 VIEWS    73,668 REACH    7,178 ENGAGEMENTS

### Garden Glow

83,619 VIEWS    62,817 REACH    6,491 ENGAGEMENTS



# CAMPAIGN SPOTLIGHTS

## BLK RVA AND CULTURE TRAVELS FAN LINKUP

BLK RVA sponsored an All-Star Fan Linkup, hosted by Culture Travels during WNBA All-Star Weekend in July in Indianapolis, IN, featuring SOUL: The Richmond Experience as the official event magazine. This partnership showcased the Richmond Region's culture to thousands of attendees including celebrity guests and influencers from across the country, as well as a digital audience, connecting with the \$145B Black travel market.

## D.C. World Pride ACTIVATION

For 6 weeks starting at World Pride in D.C., 11 Richmond Region branded cars traveled through the D.C. area including stops at several major events including both Beyonce concerts. Results for fleet of cars (first 4 weeks of campaign):

**1,424,664**  
impressions

**7,578**  
miles driven



World Pride Car Wrap

# INSPIRATION CAMPAIGN

The Inspiration Campaign, in its second full year, delivered strong results. Originally funded by ARPA, it was supported this year by RRT and TID funds and earned top honors for Integrated Communications Campaign at the 2025 Virginia PR Awards.

### BRAND LIFT SURVEY

**27%**

RECALL SEEING ADS FOR THE RICHMOND REGION

**42%**

INCREASE IN "VERY LIKELY" TRAVEL CONSIDERATION

**157M**

TOTAL IMPRESSIONS

**26.3M**

CTV IMPRESSIONS

**48.9M**

SOCIAL MEDIA IMPRESSIONS

**4.5M**

ONLINE VIDEO IMPRESSIONS

**64.8M**

RICH MEDIA IMPRESSIONS

**12.5M**

DIGITAL OUT-OF-HOME IMPRESSIONS

# WHAT THEY'RE SAYING

ACCOLADES | IN THE NEWS | LOCAL AWARENESS



15 Emerging  
LGBT+ Travel  
Hotspots

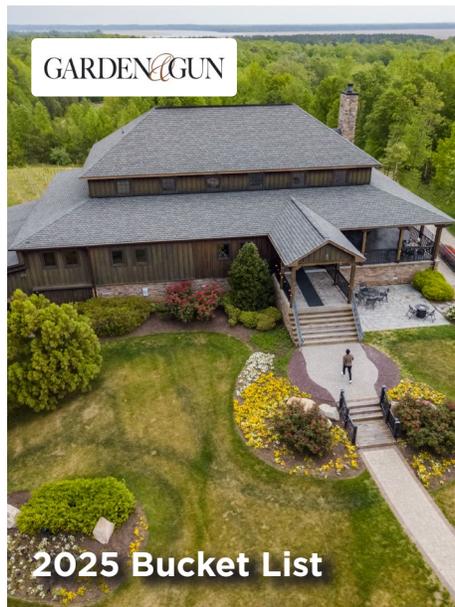
Pizza & Beer of Richmond

***"[The Richmond Region's] diverse array of attractions ensures that every visit is filled with discovery and excitement."***



***"Richmond is no ordinary city; it's a place where the vibrant culture and deep history of Black Americans come alive with every step you take and every bite you savor."***

**culture travels**



2025 Bucket List

New Kent Winery

***"Richmond has hit its stride in recent years, embracing street art, African-American culture, culinary talent, and local pride. ...From their hundreds of murals to the class IV rapids running right through downtown, it's a city that earns its stripes!"***



Best Places to  
Visit in the South  
in 2025

Secretariat Monument

***"What makes Richmond so special? It's not trying to be trendy. It just is. A city with grit, grace, and a whole lot of heart - where queer folk are woven into the cultural fabric, not just pinned to the party flyers."***



America's Top 15  
Cities for Quality  
of Life

Lewis Ginter Botanical Garden

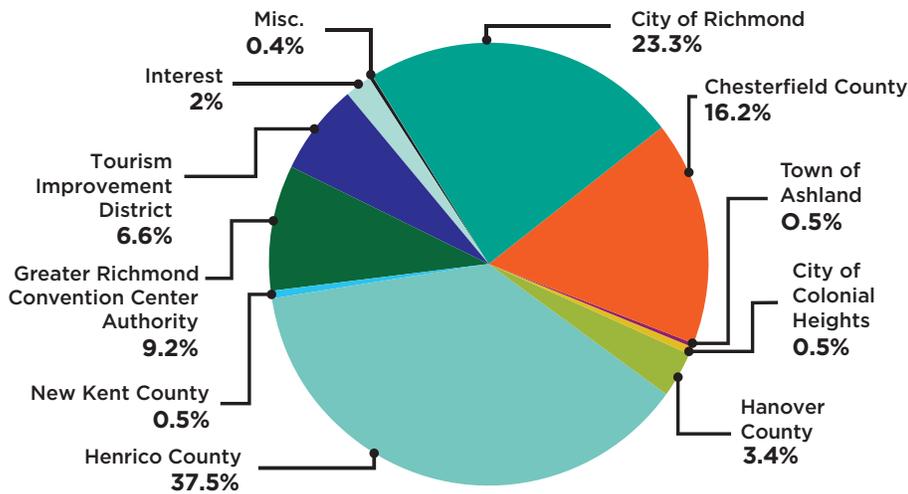


The Most Underrated  
Foodie Destinations  
in America

Napa Kitchen & Wine

# TOURISM IS A REGIONAL EFFORT

## RICHMOND REGION TOURISM INVESTORS



**Jurisdictional Support:**  
\$8.9 million

**Total Support:** \$10.9 million

**Investment sources:** Chesterfield County, Hanover County, Henrico County, New Kent County, City of Richmond, City of Colonial Heights, Town of Ashland, Greater Richmond Convention Center Authority, Tourism Improvement District and various sponsorships.



Rapterra @ Kings Dominion

# RICHMOND REGION TOURISM FOUNDATION

## ABOUT THE FOUNDATION

The Richmond Region Tourism Foundation supports workforce development, diversity and inclusion, and sports tourism through programs, scholarships, and community events, helping ensure Richmond thrives as a premier visitor destination.



**DONATE TODAY**

## I AM TOURISM

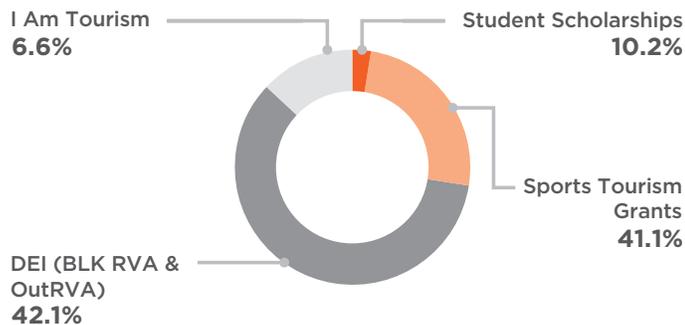
The I Am Tourism (IAT) Ambassador and Hotel Edition programs continued to strengthen regional pride in FY25 by giving participants a visitor's perspective, deepening their knowledge of local attractions, and preparing them to represent the Richmond Region at events and in daily community interactions.



**547**

**FY25 graduates**

## PROGRAMMING EXPENSES



## BLK RVA COMMUNITY AWARDS

235 guests attended the inaugural BLK RVA Community awards in 2024. The BLK RVA Community Awards are a true celebration of the history, resilience, innovation, and economic impact of the Black community in the Richmond Region. This event is a powerful testament to Black excellence, showcasing the achievements and contributions that continue to shape our vibrant cultural landscape.

## OUTRVA

In FY25, the OutRVA initiative advanced the Richmond Region's reputation as an inclusive destination through training led by Side by Side, business sponsorships with the LGBTQ Chamber, support for VA Pridefest, and visibility for 50 partners during a World Pride activation.

## VSU SCHOLARSHIPS

Three scholarships were awarded to VSU students in the Hospitality Management Program.

## RVA SPORTS AWARDS HIGHLIGHTS



RVA Sports Awards @ Altria Theater



**5.2 million**  
media impressions



**18,000**  
households reached



**29,000**  
broadcast viewers



**\$40,000**  
in grants contributed

# VISITOR EXPERIENCE HIGHLIGHTS

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Tourism is more than visits—it's a force for good, fueling our economy, enriching community life, and showcasing the Richmond Region's spirit.



**40,008**

visitor center  
touchpoints



**151**

meetings  
serviced



**21**

overnight bus group  
meet and greets



**61.5%**

planner survey  
response rate



**658 metric tons**

carbon offset

**NET ZERO CERTIFIED  
CONFERENCES**

Richmond Region Tourism helps associations host sustainable meetings by offsetting carbon emissions through the Net Zero Emission Conference Certification.

*Belle Isle*

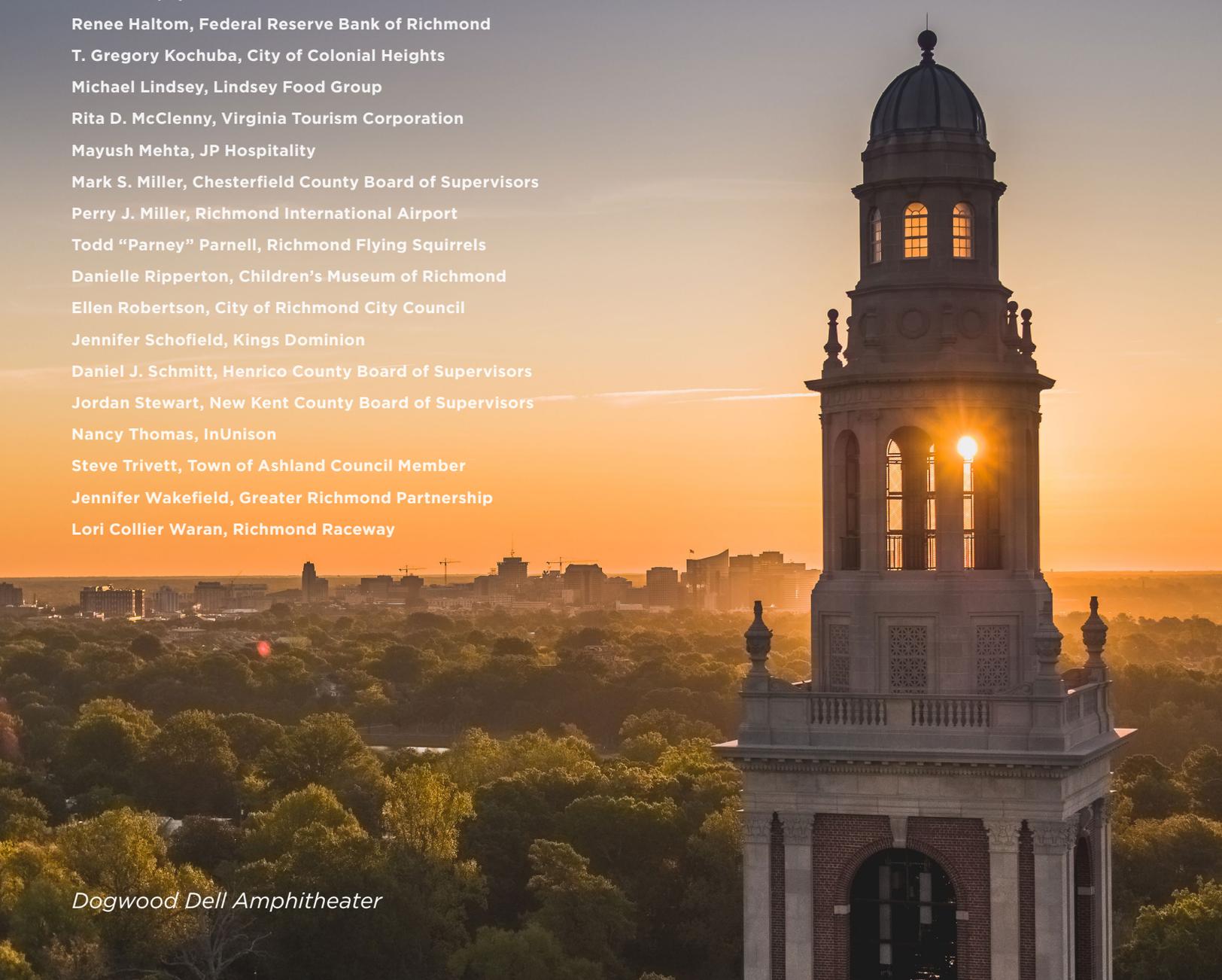


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Richmond, VA 23219  
804.782.2777

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PERMIT NO. 2917

## THANK YOU TO OUR BOARD OF DIRECTORS

- .....
- Chair, Lisa Sims, Venture Richmond
  - Neil Amin, Shamin Hotels
  - Brian D. Anderson, ChamberRVA
  - Brian Bald, Capital One
  - John Cario, Embassy Suites Richmond
  - Paulin Cheatham, Dominion Energy
  - Susan Dibble, Hanover County Board of Supervisors
  - Will Dixon, Sports Backers
  - Renee Haltom, Federal Reserve Bank of Richmond
  - T. Gregory Kochuba, City of Colonial Heights
  - Michael Lindsey, Lindsey Food Group
  - Rita D. McClenny, Virginia Tourism Corporation
  - Mayush Mehta, JP Hospitality
  - Mark S. Miller, Chesterfield County Board of Supervisors
  - Perry J. Miller, Richmond International Airport
  - Todd "Parney" Parnell, Richmond Flying Squirrels
  - Danielle Ripperton, Children's Museum of Richmond
  - Ellen Robertson, City of Richmond City Council
  - Jennifer Schofield, Kings Dominion
  - Daniel J. Schmitt, Henrico County Board of Supervisors
  - Jordan Stewart, New Kent County Board of Supervisors
  - Nancy Thomas, InUnison
  - Steve Trivett, Town of Ashland Council Member
  - Jennifer Wakefield, Greater Richmond Partnership
  - Lori Collier Waran, Richmond Raceway



*Dogwood Dell Amphitheater*



**RICHMOND  
REGION  
TOURISM**

# **BUSINESS PLAN**

**FY 26-27**



# RICHMOND REGION TOURISM

## ABOUT US

As the Region's destination organization, we are experts who have a deep love for the community in which we live, work, and play.

We enrich the lives of our residents and visitors by sharing the unique culture and humanity that is the Richmond Region.

We generate economic prosperity through tourism by attracting conventions, meetings, sports tournaments, and visitors and ensuring that all have an unforgettable experience.

We enhance the quality of life for the people in our community by supporting the places that make the Richmond Region wonderful.

We strengthen local programs that drive tourism through our Richmond Region Tourism Foundation.

We do all of this through a lens of diversity, equity and inclusion.

### MISSION

Share a passion for the Richmond Region with the world.

### VISION

As a thriving community, the Richmond Region is known for being inclusive and welcoming to all.

## VALUES



#### PASSION

Intense enthusiasm for our community and its people



#### INCLUSIVENESS

Deep commitment to equity and community engagement to advance, develop and sustain the Region



#### INTEGRITY

Dynamic culture built upon trust, honesty, and credibility



#### INNOVATION

Leading-edge work that is rooted in creativity and transformational for the Region



#### STEWARDSHIP

Ambassadors of our destination's development, image and reputation



#### COURAGE

Doing the right thing and upholding our values

## RRT FOOTPRINT AND FUNDING

Richmond Region Tourism (RRT) is the official destination marketing organization (DMO) for the Richmond Region which comprises Chesterfield, Hanover, Henrico and New Kent counties, the cities of Richmond and Colonial Heights and the Town of Ashland. An accredited member of Destinations International and a member of the U.S. Travel Association, Richmond Region Tourism is a private, nonprofit 501(c) 6 corporation and is in its 42<sup>nd</sup> year of operation.

Richmond Region Tourism's primary funding comes from the transient lodging tax that hotel guests pay in the localities of Chesterfield, Hanover, Henrico and the City of Richmond. Richmond Region Tourism receives two percent of the transient lodging sales. RRT is also partially funded by Class B member localities (New Kent, Colonial Heights and Ashland), the Greater Richmond Convention Center Authority (GRCCA) and from other local partners and sponsors. RRT administers the programs for the Richmond Region Tourism Improvement District.

Richmond Region Tourism focuses on those programs that directly impact hotel occupancy and drive visitor spending. Efficient and accountable fiscal controls are carefully monitored by the Richmond Region Tourism Board of Directors to ensure that resources are invested carefully and efficiently. To allow for adjustments to changing market conditions, select plan objectives and/or tactics may change throughout the year.

## RICHMOND REGION TOURISM IS COMMITTED TO DIVERSITY, EQUITY, AND INCLUSION

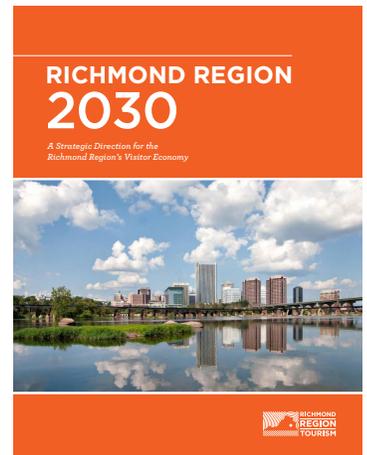
Every day we passionately promote the Richmond Region to the world. We take pride in our roles because we know it's important to the community's quality of life, economy, and collective identity. Richmond Region Tourism's success is dependent on all employees, partners and stakeholders showing up as their authentic selves because their unique perspectives and experiences add value and make our work stronger. To effectively market the region, we're weaving Diversity, Equity, and Inclusion into every aspect of Richmond Region Tourism's strategy and values.

Richmond Region Tourism's DEI Task Force, a group of team members focused on advancing DEI, is collaborating internally and externally to drive positive change, and helping to establish the organization's priorities. Richmond Region Tourism is committed to growing and investing in DEI for the long term.

# TOURISM MASTER PLAN

## RICHMOND REGION 2030: A STRATEGIC DIRECTION FOR THE RICHMOND REGION'S VISITOR ECONOMY

Richmond Region 2030 was developed in 2019 with extensive feedback from the community. Launched in fall 2020, the plan establishes priorities that, when executed over the next decade, will ensure that the quality of the visitor experience can be balanced with the quality of life for residents; that we attract the kinds of visitors who would most appreciate the region's character; and that we responsibly grow our tourism industry for the benefit of all in our community.



Since the plan launch, the following priorities have been completed or are underway:

- Inspiration campaign launched
- Community-based sports advisory committee created
- Formalized RRT sports tourism incentive program
- Commissioned headquarters hotel feasibility study. Hotel development underway with the City of Richmond EDA and GRCCA
- Sustainable funding: increased Transient Occupancy Tax allocation to RRT to two percent and formed a regional Tourism Improvement District generating an additional two percent fee
- Created online version of I Am Tourism educational program
- Prioritized the diversity and inclusion makeup of the board of directors, committees and staff
- Partnered with local economic development organizations to recruit targeted meetings and conventions
- Commissioned region-wide study of sports tourism facilities

# ADMINISTRATION

Richmond Region Tourism's Administration Department oversees strategic planning, management, direction, execution and implementation and aligns strategies to achieve organizational goals and objectives. Leads the annual organization business plan development and related key performance metrics. Reviews results and data of all programs to ensure goals are met. The Administration Department also spearheads the implementation of the Tourism Master Plan in collaboration with the Executive Committee and staff committee liaisons.

The Administration Department provides support to the 23-seat Board of Directors, which governs Richmond Region Tourism, and the Tourism Improvement District. The department oversees all financial and human related resources, benefits and welfare for the employees.

## BOARD OF DIRECTORS

The Board of Directors is comprised of the following matrix of members:

### 9 (SEATS)-CLASS A MEMBERSHIP DIRECTORS

- Henrico County: 3 seats - 1 elected official and 2 seats filled by a hotel, attraction, retail, restaurant or tourism stakeholder
- City of Richmond: 3 seats - 1 elected official and 2 seats filled by a hotel, attraction, retail, restaurant or tourism stakeholder
- Chesterfield County: 2 seats - 1 elected official and 1 seat filled by a hotel, attraction, retail, restaurant or tourism stakeholder
- Hanover County: 1 seat - 1 elected official

### 1 (SEAT) - CLASS B SHARED SEAT

- Town of Ashland - Elected Official (holds vote FY26)
- City of Colonial Heights - Elected Official (holds vote FY25)
- New Kent County - Elected Official (holds vote FY27)

### 9 (SEATS) - EX OFFICIO DIRECTORS

- Capital Region Airport Commission: 1 seat - CEO
- Kings Dominion: 1 seat - CEO
- Richmond Raceway: 1 seat - CEO
- Venture Richmond: 1 seat - CEO

- Virginia Tourism Corporation: 1 seat - CEO
- Richmond Sports Backers: 1 seat - CEO
- Retail Merchants Association (InUnison): 1 seat - CEO
- ChamberRVA: 1 seat - CEO
- Tourism Improvement District Governance Committee: 1 seat - Chair or Vice Chair of Committee

### 4 (SEATS) OTHER APPOINTED DIRECTORS

- At-Large Director: 1 seat - appointed by the Richmond Region Tourism Board
- At-Large Director: 1 Corporate seat appointed by the Richmond Region Tourism Board
- At-Large Director: 1 seat appointed by the Museum Directors Association
- At-Large Director: 1 Hotel seat appointed by the Richmond Region Tourism Board

## ADMINISTRATION PLAN

### OBJECTIVE

Maintain effective financial and human resource management of all aspects of the organization.

### TACTICS

- Manage office facilities, equipment, office supplies and inventory while allowing staff to work a flexible hybrid work schedule. Ensure effective internal communications with staff
- Control purchasing and cost management with future budget planning
- Manage IT support and Data Analytics office-wide
- Manage employee relations and work with external HR consultant. Manage the recruiting and hiring process as needed for future growth or as position vacancies occur
- Maintain job descriptions and performance appraisals for all positions
- Ensure the employee policies and procedures document is updated continuously to reflect recent laws and legislation. Communicate all changes to staff in an efficient manner
- Continually update the Crisis Communication Plan to accurately keep all staff informed and educated with tools and resources to follow in case of an emergency

- Monitor annually an efficient Technology Plan for keeping the appropriate technology trends and resources available to staff to conduct the mission of the organization
- Manage finances and all budget and accounting for Richmond Region Tourism, Richmond Region Tourism Foundation and the Tourism Improvement District
- Ensure that the organization maintains accreditation through the Destination Marketing Accreditation Program of our industry's parent association

- Implement a Board portal platform to be used by the Tourism Improvement District Committee and the Board of Directors of RRT as well as the RRT Foundation.

## SPECIFIC GOALS FOR FY26-27

- Renew our accreditation through Destinations International
- Achieve Top Workplaces designation and outpace previous scores
- Continue Internship Program that focuses on students in the tourism, hospitality management and sports management industry through local Historically Black Colleges and Universities (HBCUs). Offer department summer internship experiences as well as some fall/winter experiences. Participate in the City of Richmond Youth Engagement (Youth Works RVA Program)
- Continually upgrade technology by upgrading computer hardware equipment every three/ four years. Next upgrade planned for 2027 but may occur sooner. FY27 budget reflects a dedicated Technology position which will help ensure that RRT stays on the cutting edge for technology and artificial intelligence in the future.
- Continually improve upon the Transparency landing page on the VisitRichmondVA.com website that will assist people with finding out more about Richmond Region Tourism.
- Continue to monitor staff performance through performance measurement software. Staff are evaluated every six months regarding their specific goals and metrics for each position.
- Update RRT's Property & Casualty Insurance and continually monitor for needed coverage in the future.
- Draft a new Audit Services RFP outlining scope, timing, and independence requirements for a multi-year agreement.
- Conduct a new year-long Financial Operations Optimization Project focused on cleaning and organizing financial data, as well as re-stating and formalizing updated financial policies and procedures to improve data integrity, operational consistency and audit readiness.

# COMMUNITY RELATIONS

## INTRODUCTION

The Community Relations Department strengthens the Richmond Region's quality of life by showcasing tourism's impact, connecting communities, and amplifying the importance of the visitor economy in local and regional decision-making. We serve as the region's link between the tourism industry, government, residents, and community partners — building awareness, inspiring pride, and ensuring that tourism continues to drive economic vitality and inclusivity across the region. Through the Richmond Region Tourism Foundation, we also expand our reach by investing in education, workforce development, DEI initiatives, and sports tourism — advancing opportunities that benefit both visitors and residents alike.

## DEPARTMENT GOALS AND OUTCOMES

- Champion the tourism industry's role with government and community decision-makers to enhance the Richmond Region's appeal for visitors, meetings, conventions, and sporting events
- Influence policy and perception through strategic advocacy, storytelling, and data-driven communication
- Foster collaboration among regional partners to strengthen the tourism ecosystem
- Inspire community pride by promoting the region as a vibrant place to visit, live, work, and plan
- Lead with inclusion through flagship initiatives like BLK RVA and OutRVA, highlighting the region's diversity and inclusive spirit
- Grow awareness and revenue through programs, partnerships, and events that support the Richmond Region Tourism Foundation
- Secure investments through sponsorships, grants, and partnerships to advance the Foundation's mission and expand its impact

## COMMUNITY RELATIONS STRATEGIES

Our work focuses on four key areas: Local Awareness, Government Relations, Community Engagement, and Industry Partnerships.

### LOCAL AWARENESS

Tourism thrives when residents understand and celebrate its value. The Community Relations Department is committed to deepening that awareness through intentional storytelling, local partnerships, and consistent messaging that connects tourism to the region's overall prosperity.

By aligning with community organizations, educational institutions, and local media, we ensure that the benefits of tourism — job creation, small business growth, and community development — are visible and relatable to everyday residents. Through platforms such as our LinkedIn presence, Community e-Newsletter, and Tourism Digest, we continue to position Richmond Region Tourism (RRT) as a credible, trusted source for insights about the visitor economy.

Our focus is not just to inform, but to inspire — building a sense of pride in how tourism contributes to a thriving Richmond Region for everyone who lives, works, and visits here.

### OBJECTIVES

- Collaborate with local partners to deliver consistent messaging that highlights tourism's impact
- Serve as a visible and trusted spokesperson for the tourism industry across community boards, events, and task forces
- Implement a strategic advocacy plan that integrates public relations, storytelling, and community engagement
- Manage local-facing communications channels — including the RRT LinkedIn, Community e-Newsletter, Tourism Digest, and ongoing media collaborations
- Position Richmond Region Tourism as the go-to source for travel, hospitality, and visitor economy insights

## GOVERNMENT RELATIONS

### OVERVIEW

Tourism's success is deeply connected to policy decisions made at the local, state, and national levels. As a regionally funded organization, RRT's Community Relations team plays an essential

advocacy role — educating policymakers on tourism's economic value and ensuring our industry's priorities are represented in public policy discussions.

Through regular engagement with local government officials, economic development departments, chambers of commerce, and statewide tourism advocates, we help position tourism as a key contributor to the region's competitiveness and quality of life.

Our goal is to maintain RRT's reputation as a trusted advisor and subject matter expert, offering clear insights on the benefits of strategic tourism investment. By doing so, we strengthen our influence and help shape a public policy environment that supports sustainable tourism growth and economic resilience.

### OBJECTIVES

- Elevate tourism as a public policy priority and economic driver
- Serve as the expert resource on travel and tourism's role in the regional economy
- Advocate for pro-tourism policies and funding at all levels of government
- Strengthen relationships with elected officials and agencies through clear communication and shared outcomes

## COMMUNITY AWARENESS AND RESIDENT ENGAGEMENT

### OVERVIEW

The story of the Richmond Region is best told by the people who live here. Engaged residents create stronger communities — and when they understand tourism's value, they become some of our most passionate advocates.

Through programs like I Am Tourism Ambassador Training and the Ambassador Academy, we're helping residents, hospitality professionals, and local leaders gain a deeper appreciation for the region's attractions, experiences, and hospitality industry. These initiatives not only foster pride, but also enhance the quality of interactions visitors have across the region.

Community engagement also plays a crucial role in workforce development. By partnering with local schools, universities, and workforce agencies, we're helping attract and retain talent for the tourism and hospitality sectors. Our efforts aim to empower residents to see tourism not just as an industry, but as an opportunity — one that fuels job creation,

supports small businesses, and strengthens our regional identity.

## OBJECTIVE

- Cultivate regional pride among residents and business owners
- Expand the I Am Tourism Ambassador and Ambassador Academy programs to engage more locals and hospitality professionals
- Create opportunities for open dialogue between tourism and the broader community
- Share tourism's economic impact in accessible, relatable ways
- Support workforce development by partnering with education and business organizations to attract, train, and retain talent

## INDUSTRY SUPPORT

### OVERVIEW

The Community Relations Department serves as a bridge between Richmond's tourism industry and the broader business and civic community. We support local partners through collaboration, advocacy, and resources that help them innovate and succeed. This includes working hand-in-hand with RRT's Visitor Experience Department to identify and elevate community-driven experiences that enhance the visitor journey.

We also represent tourism's voice in regional planning and development initiatives, ensuring that tourism's economic impact is considered in projects that shape our community — from infrastructure to cultural investment. By uniting tourism, business, and government perspectives, we help drive a shared vision for a more vibrant, visitor-ready region.

- Partner with the Visitor Experience Department to enhance community partnerships and experiential offerings
- Provide marketing and strategic support to industry events and initiatives
- Represent the tourism voice in regional planning and development
- Collaborate with economic development partners to align goals and amplify regional growth opportunities

## PARTNERSHIP DEVELOPMENT

### OVERVIEW

Partnerships are at the heart of everything we do. The Community Relations Department focuses on building mutually beneficial relationships that elevate both our organization and the businesses we work with. Through the Richmond Region Tourism Foundation, we create opportunities for businesses and community partners to align their brands with meaningful programs that celebrate diversity, inclusion, and local impact. These partnerships not only provide financial and in-kind support but also help amplify our shared message about tourism's importance to the region.

### OBJECTIVES

- Secure cash, grant, and in-kind sponsorships to sustain and grow key programs
- Deepen engagement through exceptional partner experiences and measurable ROI
- Develop multi-year partnership opportunities to build long-term stability
- Encourage partner-to-partner networking and collaboration to extend tourism's reach

### FY27 TACTICS

- Strengthen corporate sponsorship strategies to grow revenue for major events including the Tourism Awards & Annual Meeting, BLK RVA Community Awards, and RVA Sports Awards
- Expand DEI programming through BLK RVA and OutRVA to ensure an inclusive and welcoming destination
- Grow Foundation initiatives such as scholarships for hospitality and sports management students and sports grants to attract new events and boost visitation
- Maximize awareness through events that celebrate industry excellence and community collaboration
- Research and pursue new grant opportunities with support from a dedicated grant writer
- Broaden donor engagement through targeted Foundation giving campaigns
- Maintain and strengthen sponsor relationships to demonstrate ongoing value and impact
- Continuously recruit new partners while deepening existing relationships to sustain momentum

# MARKETING

## OVERVIEW

The team's main goal continues to be to disrupt and inspire across all marketing efforts.

In 2026–2027, the team will continue to grow as an internal marketing agency while driving awareness and visitation to the Richmond Region. In addition, it will continue to build out innovative campaigns that promote the region and our partners and drive measurable ROI.

## PRIMARY OBJECTIVES

The Marketing department will work toward achieving the following major objectives in FY 2026–2027:

- Raise awareness of all that the region has to offer
- Promote DEI in all our marketing efforts
- Disrupt and be different than other destination marketing efforts
- Promote our seven localities, our partners, and our only-in-Richmond attractions and experiences

## GOALS

The Marketing goals will be organized under five major themes:

- Continue to produce way out-of-the-box creative
- Maximize the use of data to improve targeting and ROI
- Be diligent stewards of RRT funds
- Integrate our RRT marketing efforts when possible with TID marketing efforts
- Oversee the new rebranding exercise

## CONTINUE TO PRODUCE WAY OUT-OF-THE BOX CREATIVE

As we have proven with award winning campaigns such as Pet Friendly Richmond, Get Here on a Tank of Gas or Less and Speaks for Itself, as well as concepts such as the Richmond Region Mimosa Trail and Our Four Totally Made-up Holidays, being different and disruptive not only wins awards, but, more importantly, drives awareness and visitation.

So, we will continue to watch what other destinations do and not do that!

- Continue to amplify the creative and messaging for the Mimosa Trail and four made up holidays using paid, owned, shared and earned strategies
- Build out a Mimosas and Museums paid media campaign
- Continue to build out a “Find Your Hotel in Richmond” campaign
- More than half of the visitors to the Region don't stay in a hotel. With occupancy leveling off and new properties coming online, a campaign to convert existing overnight visitors staying with friends and family to overnight hotel visitors is needed to grow hotel market share. Traveler habits cannot be changed overnight. This is a long-term strategy and should be considered as an evergreen campaign much like the SFI campaign
- Create and implement an activation or promotion using AR
- Create and execute a PR campaign for the Richmond Region Mimosa Trail to increase its visibility to travelers in our drive and fly markets. Run at least four targeted paid advertising campaigns with metrics outperforming global averages. Use advertising on new platforms such as Pinterest and TikTok

## MAXIMIZE THE USE OF DATA TO IMPROVE OUR PERFORMANCE

Data will continue to direct our marketing efforts in helping to target qualified travel intenders and measuring and analyzing our results.

- Develop a marketing response plan to the recent Longwoods Travel Study results, especially for areas that are trending down
- Find an alternative to Arrivalist to assist in creating geo-targeted TID media campaigns
- Help drive new first-party data by campaigning for new sign ups of enews
- Update, organize and grow the media contact list. Establish aggressive KPIs

## INTEGRATE DEI THROUGHOUT OUR MARKETING EFFORTS/OPERATIONS

Integrating DEI throughout our marketing efforts remains a top priority and goes far beyond ensuring that we have diverse representation in our creative. We want to be a leading marketing organization in inclusivity.

- Develop a checklist and sign off for all creative being produced to ensure consistent inclusivity messaging

- Include the DEI committee on major projects
- Expand the black traveler’s marketing campaign
- Improve the content and functionality of BLKRVA and OutRVA websites
- Create or update fact sheets for OutRVA, BLK RVA and accessible travel
- Continue to build on our most viral social media content series highlighting local Black owned restaurants sharing part three of the ongoing series in collaboration with BLK RVA. Series can be expanded to highlight AAPI and Latino owned businesses

## BE DILIGENT STEWARDS OF RRT FUNDS

We understand the responsibility of using RRT funds effectively and efficiently while generating ROI and driving visitation. It is a responsibility that the Marketing staff takes seriously. It is the major reason why we have built an internal marketing agency culture that saves agency fees and other related costs.

- Continue to be aggressive in doing more and more creative, campaign production and media buying in-house. Goal is 90 percent in-house
- Adapt the new navigation mechanisms being developed for the M&C/Sports microsites for VisitRichmondVA.com. Once the new widget is completed, RRT can internally replicate and customize the functionality across all sections of the site without spending additional monies with Simpleview. Internally customizing the navigation will save RRT approximately \$9,000 in development costs for each section revised including; Leisure, Partner, Media and Group, for a potential savings of more than \$35,000
- Continue to tap into local influencer and content creator market to supplement our content creation and photography library while building relationship with destination ambassadors and amplifying voices in our community

## INTEGRATE RRT MARKETING EFFORTS WITH TID MARKETING EFFORTS

We will continue to ensure that our RRT marketing efforts complement the TID Marketing efforts when it comes to messaging, creative and ensuring that all jurisdictions and marketing buckets are embraced.

## OVERSEE THE RRT REBRANDING EXERCISE

The Marketing team along with the rebranding committee will ensure that the rebranding process is pushed forward while keeping senior team and the board in the loop throughout the exercise.

# VISITOR EXPERIENCE

## OVERVIEW

Building on the progress and partnerships established through FY26, Richmond Region Tourism’s Visitor Experience Department will advance the region’s tourism economy by deepening collaboration, embracing innovation, and expanding inclusive destination experiences. The FY27 plan focuses on strengthening destination management, advancing accessibility and sustainability initiatives, and enhancing visitor engagement through technology-driven tools and authentic regional storytelling. The department will also continue to elevate meetings, conventions, and group tour services to position the Richmond Region as a premier, equitable, and welcoming destination for all.

## DESTINATION MANAGEMENT

- Strengthen collaboration among localities, hospitality partners, and community stakeholders through coordinated planning and shared performance metrics
- Develop regional communication strategies for major events such as VA250 and TBEX, ensuring cohesive visitor experiences across jurisdictions
- Support downtown revitalization and visitor safety initiatives through service excellence, perception management, and visitor education
- Implement a structured stakeholder feedback system to guide continuous improvement and identify emerging visitor needs

## DESTINATION DEVELOPMENT

- Collaborate with arts, culture, heritage, and outdoor recreation partners to create cross-promotional itineraries that celebrate the region’s diverse experiences
- Expand Bandwango digital trails with added accessibility, sustainability, and data-tracking components to strengthen digital engagement and economic impact

- Introduce “Partner Toolkits” and training programs that empower tourism-related businesses to connect more effectively with visitors
- Continue prioritizing equitable distribution of tourism resources among all jurisdictions to ensure shared prosperity and representation

## ACCESSIBILITY AND INCLUSION

- Advance Richmond Region Tourism’s leadership in accessible and inclusive travel through continued partnership with VisitAble
- Certify additional partners in accessibility standards, conduct site audits, and provide universal design and inclusive service training for hospitality professionals
- Integrate sustainability principles into operations and partner initiatives, promoting responsible and inclusive tourism practices
- Expand group tour markets, particularly heritage, student, and African American travel, leveraging the region’s authentic cultural assets

## DESTINATION SERVICES

- Enhance meetings, conventions, and event servicing through innovation and operational excellence
- Integrate AI-assisted event planning tools to streamline client servicing and logistics
- Expand partnerships with regional hotels, venues, and suppliers to improve the delegate experience and drive retention
- Enhance post-event data collection to measure economic impact and client satisfaction, improving future strategy
- Continue advocacy for expanded convention infrastructure and lodging inventory to meet growing market demand

## VISITOR ENGAGEMENT

- Deepen authentic connections between visitors and the Richmond Region through storytelling, signage, and digital activation
- Upgrade the Mobile Visitor Center with improved digital interfaces and refreshed signage
- Expand collaboration with the Community Relations I Am Tourism (IAT) program to ensure volunteers and ambassadors deliver inclusive and informed visitor interactions

## CONCLUSION

In FY27, the Visitor Experience Department will continue to advance Richmond Region Tourism’s mission by creating a more connected, inclusive, and innovative visitor experience. Through strengthened destination management, expanded accessibility and development initiatives, and enhanced engagement across meetings, conventions, and group travel, the department will ensure the Richmond Region remains a premier destination that reflects the creativity, diversity, and spirit of its community.

## SALES

### INTRODUCTION

The Sales Department at Richmond Region Tourism is dedicated to driving economic impact by promoting the region to meeting planners and sports tournament rights holders. Our key objectives for FY27 include recruiting high-value events, elevating sales tools and processes, enhancing our in-market and out-of-market sales strategies, and leveraging industry partnerships to boost client engagement.

### SALES DEPARTMENT GOALS

#### FOUR MAIN THEMES

- Deepen collaboration with local stakeholders to secure events that align with their priorities and community impact goals
- Maintain and advance AI-driven processes to ensure sustained efficiency and smarter use of department resources
- Continue refining sales processes to ensure smarter use of time and resources
- Evolve our approach to industry partnerships to create new opportunities for client engagement locally and nationally

### KEY PERFORMANCE INDICATORS

#### STAKEHOLDER COLLABORATION

In FY27 we will enhance stakeholder collaboration through the following tactics.

- Launch RVA Champions promotional toolkit as a resource for board members and local partners to help us promote the program
- Continued outreach with ChamberRVA to market Richmond as a destination for city leadership exchange visits

- Launch “Meetings that Matter” program and secure at least three signature events aligned with our intellectual capital
- Host annual Sports Tourism Ambassador Program retreat
- Continue quarterly meetings with athletic directors and facility contacts at six area universities and colleges

## RESOURCE EFFICIENCY

With a variety of sales resourcing and tools at our disposal, the following tactics will ensure that we optimize our resources for efficiency, enhance our industry knowledge, and incentivize families traveling for sports events to extend their stay.

- Put the sales playbook into action to enhance efficiency through AI tools and strengthen rebooking efforts via the planner concierge program
- Optimize our CRM and project management tools to increase efficiency and workflow within our department and collaboration and workflow cross department
- Continue to participate quarterly in industry training to stay on the forefront with trends
- Expand our reach with the sports tourism experience pass through Bandwango to encourage families to extend their stay

## SALES STRATEGY

We will continue to optimize our sales efforts with data-driven strategies and industry collaboration all while expanding both national and international outreach through the following tactics.

- Building on last year’s success, we will double down on key growth markets by increasing visitation quarterly and strengthening engagement through participation in industry chapter events and activations
- Build on our LinkedIn marketing efforts to further expand awareness, visibility, and engagement with meeting planners and sports event rights holders
- During out of market sales missions and while attending industry tradeshow we will continue to partner with other Capital Cities to pool resources and expand our reach
- Increase data driven decision to profile individual markets and emerging opportunities
- Strengthen collaboration with the Greater Richmond Convention Center and sports tourism partners to launch joint marketing and awareness initiatives that elevate regional visibility and highlight our collective strengths

## CLIENT ENGAGEMENT & INDUSTRY PARTNERSHIPS

Building on the strong reputation we’ve established, we will continue to cultivate and maintain industry partnerships that reflect our mission and vision. Through the following KPIs, we will strengthen collaborations that not only enhance our visibility with meeting planners and sports events rights holders but also provide meaningful engagement with our partners.

- Host targeted FAM experiences tied to signature events in the region and client engagements in priority growth markets
- Strengthen our role as a regional leader by continuing to leverage industry partnerships that highlight the collaborative spirit and shared assets of our seven localities. Through sponsored events, educational opportunities, and virtual engagement, we will deepen our visibility and influence with meeting planners and sports events rights holders
- Continue advancing initiatives that enhance our industry impact and position the sales department to earn recognition for excellence and innovation

**RICHMOND METROPOLITAN CONVENTION & VISITORS BUREAU  
(DOING BUSINESS AS RICHMOND REGION TOURISM)**

**AMENDED AND RESTATED BYLAWS**

**ARTICLE I  
MEMBERS**

Section 1.     Classes of Members; Qualifications. Richmond Metropolitan Convention & Visitors Bureau (the “Corporation shall have two or more classes of members including Class A Members and Class B Members.

(a)     Class A Membership. The Class A Membership shall consist of the initial Class A Members specified in the Articles of Incorporation and any other political subdivisions of the Commonwealth of Virginia or entities that the Board of Directors invites to become a Class A Member and (i) are interested in the purpose of the Corporation, (ii) are willing to make an annual financial contribution to the Corporation in an amount determined from time to time by the Board of Directors, (iii) make written application to the Board of Directors, and (iv) are approved for Class A Membership by the affirmative vote of more than two-thirds (2/3) of all of the members of the Board of Directors. The Board of Directors may determine and, from time to time, modify the annual financial contribution required for each Class A Member, including an initial Class A Member. Class A Members who have paid all required financial contributions shall be deemed to be in good standing.

(b)     Class B Membership. The Class B Membership shall consist of any political subdivisions of the Commonwealth of Virginia or entities that the Board of Directors invites to become a Class B Member and (i) are interested in the purpose of the Corporation, (ii) are willing to make an annual financial contribution to the Corporation

in amounts determined from time to time by the Board of Directors, (iii) make written application to the Board of Directors, and (iv) are approved for Class B Membership by the affirmative vote of a majority of all of the members of the Board of Directors.

(c) Additional Classes of Members. The Board of Directors may from time to time create additional classes of membership by an amendment to these Bylaws that contains the designation of the new class, the qualifications, conditions, and procedures for admission to membership in the class, the rights of the members of the class and any other provisions relating to the class that the Board of Directors deems appropriate.

Section 2. Voting and Other Rights of Members. Members shall have no voting rights except that the Class A Members and Class B Members in good standing that are political subdivisions shall have the right to appoint and remove directors as provided in this Article and in Section 3 of the Articles of Incorporation. Each Class B Member shall appoint in writing a representative of such member to serve as a liaison between such Class B Member and the Corporation. Subject to such rules and limitations as may be established by the Board of Directors, a Class B Member representative shall be invited to attend meetings of the Board of Directors but shall not be a member of the Board of Directors by virtue of being a Class B Member representative.

Section 3. Resignation of Members. Any Member may resign from Membership by giving written notice thereof to the Secretary accompanied by the payment of all money, if any, owed by such Member to the Corporation as of the date of resignation.

Section 4. Termination of Membership. The membership of any Class A Member, including an initial Class A Member, may be terminated for non-payment of the Class A Member's required financial contribution by the affirmative vote of more than two-thirds (2/3) of

all of the members of the Board of Directors. The membership of any Class B Member may be terminated for non-payment of the Class B Member's required financial contribution by the affirmative vote of a majority of all of the members of the Board of Directors. The membership of any other Member may be terminated at any time by the affirmative vote of a majority of all of the members of the Board of Directors.

Section 5.     Required Financial Contribution. The Board of Directors shall, from time to time, establish the required annual financial contribution for each class of Members and may establish initiation fees for new Members.

Section 6.     Membership Certificates. Membership in the Corporation may but need not be evidenced by certificates in such form as may be approved by the Board of Directors. Certificates, if any, shall be signed by the President and the Secretary.

Section 7.     Restrictions on Transfer. Memberships in the Corporation are not transferable.

## **ARTICLE II MEETINGS OF MEMBERS**

Section 1.     Place and Time of Meetings. Meetings of Members may be held at such place, either within or without the Commonwealth of Virginia, and at such time as may be provided in the notice of the meeting and approved by the Chair, the President, or the Board of Directors.

Section 2.     Annual and Special Meetings. Annual or special meetings of the Members may be called by the Chair, the President, or the Board of Directors and shall be called by the Secretary upon demand of Members as required by law. Only business within the purpose or purposes described in the notice for a special meeting of Members may be conducted at the meeting.

Section 3.     Notice of Meetings. Written notice stating the place, day, and hour of each meeting of Members and, in the case of an annual meeting, a description of the matter or matters to be approved by the Members at such meeting, and, in the case of a special meeting, a description of the matter or matters for which the meeting is called, shall be given not less than 10 (or, if notice is mailed by other than first class, registered, or certified mail, not less than 30 nor more than 60 days before the date of the meeting (except when a different time is required by law) either personally or by mail, electronic mail, telecopy, or other form of wire or wireless communication or by private courier, to each Member of record entitled to vote at such meeting. If mailed, such notice shall be deemed to be effective when deposited in the United States mail with postage thereon prepaid, addressed to the Member at his address as it appears on the Corporation's current record of Members. If given in any other manner, such notice shall be deemed to be effective when given personally or sent by electronic mail, telecopy, or other form of wire or wireless communication or given to a private courier to be delivered.

If a meeting is adjourned to a different date, time, or place, notice need not be given if the new date, time, or place is announced at the meeting before adjournment. However, if a new record date for an adjournment is fixed, notice of the adjourned meeting shall be given to persons who are Members as of the new record date unless a court provides otherwise.

Section 4.     Waiver of Notice; Attendance at Meeting. A Member may waive any notice required by law, the Articles of Incorporation, or these Bylaws before or after the date and time of the meeting that is the subject of such notice. The waiver shall be in writing, signed by the Member entitled to the notice, and delivered to the Secretary for inclusion in the minutes or filing with the corporate records.

A Member's attendance at a meeting (i) waives objection to lack of notice or defective notice of the meeting, unless the Member at the beginning of the meeting objects to holding the meeting or transacting business at the meeting, and (ii) waives objection to consideration of a particular matter at the meeting that is not within the purpose or purposes described in the meeting notice, unless the Member objects to considering the matter when it is presented.

### **ARTICLE III BOARD OF DIRECTORS**

Section 1.     General Powers. The Corporation shall have a Board of Directors. All corporate powers shall be exercised by or under the authority of, and the business and affairs of the Corporation managed under the direction of, its Board of Directors, subject to any limitation set forth in the Articles of Incorporation.

Section 2.     Term. Except for the appointment of directors to fill vacancies resulting from an increase in the number of directors, each appointed director shall serve for a term of three (3) years. The terms of all appointed directors shall commence on January 1 of the appointed year and shall expire on December 31 of the second year following their appointment, depending upon the term to which each director was appointed, or until their successors shall have been appointed and qualified. A director may serve two (2) consecutive terms and thereafter shall not be eligible to serve as a director until he or she has not served as a director for a period of one (1) year or more; provided, however, that the term of a director who is currently serving as an officer, which shall include the Immediate Past Chair, at the time of expiration of his or term as a director (or any extension of such term under this provision) shall be extended for such period as is necessary to permit such director to complete his or her service as an officer.

Section 3.     Appointment of Directors. Not later than January 1 of each year, new directors shall be appointed to fill all vacancies in the Board of Directors resulting from the expiration of the terms of directors at the end of the preceding year (December 31), from an increase in the number of directors or otherwise, except as provided in Section 3 below and except for any vacancies occurring in the *ex officio* positions on the Board of Directors. The City of Richmond and the County of Henrico as Class A Members shall have the right to appoint three (3) directors. The County of Chesterfield as a Class A Member shall have the right to appoint two (2) directors. The County of Hanover as a Class A Member shall have the right to appoint one (1) director. Each Class A Member that is a political subdivision and entitled to appoint more than one (1) director shall be required to appoint one (1) director who shall be an elected official of the Class A Member at the time of his or her appointment. Any other director appointed by such Class A Member shall be an individual who reflects the diverse interests of the community in the convention and tourism industry and, in all cases, shall come from outside of the appointing jurisdiction's own employees, ensuring broader community representation. The director appointed by any Class A Member that is a political subdivision that is entitled to appoint only one (1) director shall be an elected official of the Class A Member at the time of his or her appointment. If the director appointed by any Class A Member ceases to be an elected official during his or her term as a director, that director shall be deemed to have resigned as a director of the Corporation effective as of the date such director ceases to be an elected official, and the vacancy shall be filled with an elected official by the Class A Member having the right to appoint such director in accordance with these bylaws. The Class B Members that are political subdivisions shall appoint their director in accordance with a rotation schedule established from time to time by the Board of Directors and such director shall be an elected official of the Class

B Member whose turn it is to appoint such director. The staggering of the terms of directors of each class which may be appointed by those entitled to appoint the remaining appointed directors shall be as follows:

	<u>Number of Directors</u>		
	<u>Term expiring in 2016 and every three years thereafter</u>	<u>Term expiring in 2017 and every three years thereafter</u>	<u>Term expiring in 2018 and every three years thereafter</u>
City of Richmond	1	1	1
County of Henrico	1	1	1
County of Chesterfield	1	1	0
County of Hanover	0	0	1
RMCVB Board of Directors	0	0	4

No Member that is a political subdivision of the Commonwealth of Virginia may appoint an elected official of such Member's governing body to serve on the Board of Directors if, immediately following such appointment, more than one elected representative of such Member's governing body would be entitled to attend meetings of the Board of Directors.

Section 4. Vacancies in the Board of Directors. Any vacancy among the directors shall be filled by the Member entitled to appoint the vacating director or the Board of Directors, in the case of directors appointed by the Board of Directors; provided the term of any director appointed to fill a vacancy shall be for the remaining term of the director being replaced.

Section 5. Annual and Regular Meetings. An annual meeting of the Board of Directors (for the purpose of electing officers and carrying on such other business as may properly come before the meeting) shall be held in each year on such day as the Chair or the Board of Directors shall designate. The Board of Directors shall also adopt a schedule of at least three additional meetings each year, which shall be considered regular meetings. The annual and regular meetings shall be held, within or without the Commonwealth of Virginia, as the Chair or

the Board of Directors shall designate from time to time. If no such place is designated, the meeting shall be held at the principal office of the Corporation.

Section 6. Special Meetings. Special meetings of the Board of Directors may be called by the Chair or one-third of the directors then serving and shall be held at such times and such places, within or without the Commonwealth of Virginia, as the person or persons calling the meetings shall designate. If no such place is designated in the notice of a meeting, it shall be held at the principal office of the Corporation. No business shall be transacted and no corporate action shall be taken at a special meeting of the Board of Directors other than that stated in the notice of the meeting.

Section 7. Notice of Meetings. Notice of the annual, regular, or special meetings of the Board of Directors shall be given to each director not less than seven (7) days before the meeting. Notice of meetings shall be given by delivering the same to the director in person or to the director's residence or business address (or such other place as the director may have directed in writing) by mail, electronic mail, messenger, telecopier, facsimile, or other means of written communication or by telephoning such notice to the director. Any such notice shall set forth the time and place of the meeting and, in the case of a special meeting, the purpose or purposes of the special meeting.

Section 8. Waiver of Notice. A director may waive any notice required by law, the Articles of Incorporation, or these Bylaws before or after the date and time stated in the notice, and such waiver shall be equivalent to the giving of such notice. Except as provided in the next paragraph of this section, the waiver shall be in writing, signed by the director entitled to the notice, and filed with the minutes or corporate records.

A director's attendance at or participation in a meeting waives any required notice to the director of the meeting unless the director at the beginning of the meeting or promptly upon arrival objects to holding the meeting or transacting business at the meeting and does not thereafter vote for or assent to action taken at the meeting.

Section 9. Quorum; Voting. One-third of the directors then serving shall constitute a quorum for the transaction of business at a meeting of the Board of Directors. The act of a majority of the directors present at a meeting at which a quorum is present shall be the act of the Board of Directors. A director who is present at a meeting of the Board of Directors or a committee of the Board of Directors when corporate action is taken is deemed to have assented to the action taken unless the director (i) objects at the beginning of the meeting, or promptly upon arrival, to holding it or transacting specified business at the meeting; or (ii) votes against, or abstains from, the action taken. In accordance with Virginia nonstock corporation law, a director may not vote by proxy.

Section 10. Telephonic or Electronic Meetings. The Board of Directors may permit any or all directors to participate in an annual, regular, or special meeting by, or conduct the meeting through the use of, any means of conference telephone or other similar communications equipment or by electronic video screen communication as long as all persons participating in the meeting may simultaneously hear each other during the meeting. A director participating in a meeting by this means is deemed to be present in person at the meeting.

Section 11. Action Without Meeting. Action required or permitted to be taken at a Board of Directors' meeting may be taken without a meeting if the action is taken by all members of the Board. The action shall be evidenced by one or more written consents, which may consist of an "electronic record" in accordance with Virginia corporate law, stating the

action taken, signed by each director either before or after the action is taken, and included in the minutes or filed with the corporate records reflecting the action taken. Action taken under this section shall be effective when the last director signs the consent unless the consent specifies a different effective date and states the date of execution by each director, in which event it shall be effective according to the terms of the consent.

Section 12. Approval of the Budget and Staffing. The Board of Directors shall be responsible for the hiring of a President who in turn will hire additional staff as approved in the annual budget. The staff shall develop and implement programs for convention and tourism development for the Richmond metropolitan area, prepare proposed budgets to meet the funding requirements for such programs, and submit both to the Board of Directors for approval. A proposed budget for the following fiscal year shall be prepared by the staff and submitted to the Board of Directors for approval before the beginning of the fiscal year for which the budget is to be effective.

Section 13. Invited Guests at Board Meetings. Subject to the provisions of these Bylaws regarding executive sessions, the Chair may invite members of the Board of Advisors, employees and staff, or other guests to attend any meeting of the Board of Directors when determined to be appropriate and in the best interests of the Corporation.

Section 14. Executive Sessions. Notwithstanding any other provision of these Bylaws, the Chair or a majority of the directors present at the meeting may call an executive session of the Board of Directors as part of any annual, regular, or special meeting of the Board. Employees, staff, or any guests in attendance shall be excused from executive sessions; provided, however, that the Chair of the Board may request that any person otherwise excused be invited to remain during all or any part of the executive session.

**ARTICLE IV  
COMMITTEES OF DIRECTORS**

Section 1.      Creation of Committees. The Corporation shall have the committees set forth in this Article. In addition, the Board of Directors may create one or more additional committees and appoint members of the Board of Directors to serve on them. Unless otherwise provided in these Bylaws, each committee shall have two (2) or more members who serve at the pleasure of the Board of Directors. The creation of a committee and the appointment of members to it shall be approved by the greater of (i) a majority of all the directors in office when the action is taken or (ii) the number of directors required to take action under Section 9 of Article III of these Bylaws.

Section 2.      Authority of Committees. To the extent specified by the Board of Directors, each committee may exercise the authority of the Board of Directors, except that a committee may not (i) approve or recommend to Members action that is required by law to be approved by Members; (ii) fill vacancies on the Board of Directors or on any of its committees; (iii) amend the Articles of Incorporation; (iv) adopt, amend, or repeal these Bylaws; or (v) approve a plan of merger not requiring Member approval; provided, however, that no committee other than the Executive Committee may exercise the authority of the Board of Directors with respect to financial matters.

Section 3.      Executive Committee. The Board of Directors shall have an Executive Committee consisting of (i) the Chair, Chair-Elect, First Vice-Chair, Second Vice-Chair, Secretary, and Treasurer of the Corporation, each of whom shall be deemed to be appointed to the Executive Committee upon his or her election to office and (ii) one (1) additional director appointed by the Board of Directors who shall be the immediate past chair of the Board of Directors if such immediate past chair is then serving on the Board of Directors. The Executive

Committee shall have full authority to act on behalf of the Board of Directors between meetings of the Board of Directors except as provided in Section 2 of this Article. The Executive Committee shall report at the next annual, regular, or special meeting of the Board of Directors all action that the Executive Committee may have taken on behalf of the Board since the last meeting of the Board of Directors.

Section 4. Personnel Committee. The Board of Directors shall have a Personnel Committee consisting of the Chair, the Vice Chair, and the Immediate Past Chair. The Personnel Committee shall review the performance of the Corporation's President annually, make recommendations to the Board of Directors regarding the contract renewal of the Corporation's President as appropriate, and determine the compensation of the Corporation's President.

Section 5. Governance Committee. The Board of Directors shall have a Governance Committee. The Governance Committee shall recommend to the Board in advance of the Corporation's annual meeting a slate of officers. The Governance Committee shall also review the Corporation's governing documents and adopted policies regularly and make recommendations to the Board of Directors as appropriate and shall have the responsibility to recommend to the Board of Directors or the Executive Committee plans for new director orientation as well as ongoing director development and evaluation.

Section 6. Committee Meetings; Miscellaneous. The provisions of these Bylaws which govern meetings, action without meetings, notice and waiver of notice, and quorum and voting requirements of the Board of Directors shall apply to committees of directors and their members as well.

**ARTICLE V  
BOARD OF ADVISORS**

Section 1.     Membership on the Board of Advisors. Each Class A Member that is a political subdivision shall be entitled to appoint one person, who shall be the chief administrative officer of such Member, to serve on the Board of Advisors. Persons appointed to the Board of Advisors need not be members of the Board of Directors.

Section 2.     Role of the Board of Advisors. Members of the Board of Advisors shall be entitled to attend all meetings of the Board of Directors. The Board of Advisors may not exercise any authority of the Board of Directors but shall advise the Board of Directors or the staff of the Corporation on such matters as the Board of Directors or the Chair shall request.

**ARTICLE VI  
ADVISORY TASK FORCES**

Section 1.     Creation of Advisory Task Forces. The Board of Directors may create advisory task forces and appoint persons to serve on them. Persons appointed to serve on advisory task forces need not be members of the Board of Directors. Each advisory task force shall have two (2) or more members who serve at the pleasure of the Board of Directors.

Section 2.     Role of Advisory Task Forces. Advisory task forces may not exercise any authority of the Board of Directors but shall advise the Board of Directors or the staff of the Corporation on such matters as the Board of Directors or the Chair shall request.

**ARTICLE VII  
OFFICERS**

Section 1.     General. The officers of the Corporation shall consist of a Chair, a Chair-Elect, a First Vice-Chair, a Second Vice-Chair, an Immediate Past Chair, a Secretary, and a Treasurer each of whom shall be a director appointed by the Class A Members or an *ex officio* voting director as specified in the Articles of Incorporation, a President, and such other officers

as the Board of Directors may authorize. The officers, other than the President and the Immediate Past Chair, shall be elected at an annual meeting of the Board of Directors or such other time or times as the Board of Directors shall determine. The officers, other than the President, may hold office for up to two (2) years or until their successors are elected and qualified, or until removed by the Board of Directors. The Board of Directors shall appoint the President whenever there is a vacancy in such position. The Immediate Past Chair shall be the immediately preceding Chair of the Corporation. Any officer may resign at any time upon written notice to the Board of Directors, and such resignation shall be effective when notice is delivered unless the notice specifies a later effective date.

Section 2.     Chair. The Chair shall preside at all meetings of the Board of Directors and the Executive Committee. The Chair shall have general supervision of the affairs of the Corporation and shall keep the Board of Directors fully informed and shall freely consult with them concerning the activities of the Corporation.

Section 3.     Chair-Elect. The Chair-Elect shall have such powers and duties as may be assigned by the Board of Directors or the Chair. The Chair-Elect shall perform the duties of the Chair in the absence of the Chair and, when so acting, shall have the power and authority of the Chair.

Section 4.     First Vice-Chair. The First Vice-Chair shall have such powers and duties as may be assigned by the Board of Directors or the Chair.

Section 5.     Second Vice-Chair. The Second Vice-Chair shall have such powers and duties as may be assigned by the Board of Directors or the Chair.

Section 6.     Immediate Past Chair. The Immediate Past Chair shall such powers and duties as may be assigned by the Board of Directors or the Chair.

Section 7.     President. The President shall be the chief executive officer of the Corporation, shall have responsibility for the day to day operations of the Corporation, and shall have such other powers and duties as may be assigned by the Board of Directors or the Chair.

Section 8.     Secretary. The Secretary shall act as a secretary of both the Corporation and the Board of Directors, and shall see that appropriate notices are sent, and agendas are prepared, for all meetings of the Board of Directors. The Secretary shall see that adequate records are kept of all meetings of the Board of Directors and shall perform such other duties as may be assigned by the Board of Directors.

Section 9.     Treasurer. The Treasurer shall have knowledge and undertake regular reporting of all funds of the Corporation and the deposits made in the name and to the credit of the Corporation in such depositories as may be designated by the Board of Directors. The Treasurer will have full access to accurate books and records maintained by the staff financial officer. The Treasurer will monitor disbursement of funds of the Corporation as may be required and shall perform such other duties as may be assigned by the Board of Directors.

Section 10.    Honored Past Chair. The Board of Directors may elect one or more former Chairs of the Corporation to the office of Honored Past Chair in recognition of such persons' extraordinary contributions to the Corporation and distinguished service to the community. An Honored Past Chair shall have such duties, if any, as may be assigned to him or her by the Board of Directors and shall be invited to attend, on a non-voting basis, meetings of the Board of Directors.

**ARTICLE VIII  
MISCELLANEOUS**

Section 1.     Fiscal Year. The fiscal year of the Corporation shall be determined in the discretion of the Board of Directors, but in the absence of any such determination it shall be year beginning on July 1 and ending on June 30 of each year.

Section 2.     Interpretation. For the purpose of construing these Bylaws, unless the context indicates otherwise, words in the singular number shall be deemed to include words in the plural and vice versa, and words in one gender shall be deemed to include words in other genders.

Section 3.     Amendments. These Bylaws may be amended or repealed, and new Bylaws may be made at any meeting of the Board of Directors upon the affirmative vote of a majority of the directors present at a meeting at which a quorum is present.

Amended and Restated: September 18, 2025