

Comparison of Tourism Issues by Different Organizational Placements

Issues	Current 501 (c) 6	County Exec Mgmt.	Combination
Description	A private non-profit organization with funding from the government and the ability to raise additional funds. Operates with an executive director and overseen by a Board	County agencies work under the management of the County Executive with the advantage of sharing talents and resources	Could be structured similar to the Community Services program which has a director under County Executive management and an advisory board for checks and balances
Organizational structure and placement	Provides independence and agility with little government oversight	Provides County Executive oversight and direct contact with other County departments	Provides checks and balances between a governing board and the County Executive
Funding	Transient Occupancy Tax and the ability to raise funds from grants and other sources	Transient Occupancy Tax and the option use other sources available to the government such as a meals tax or admissions tax	Transient Occupancy Tax and the option use other sources available to the government such as a meals tax or admissions tax
Financial Oversight	CVB Board of Directors (BOCS)	County Executive and BOCS	County Executive and governing board
Synergy	One step removed from government and partners	Advantage of working side by side with other County departments (Communications, Historic Properties, Economic Development)	Advantage of working side by side with other County departments (Communications, Historic Properties, Economic Development)
BOCS Role	Appoint members to the BOD and approval of annual budget	Direct involvement through the County Executive	Shared oversight with an advisory board and direct report through the County Executive
Board of Directors	Direct oversight of the CVB and its executive director	Not applicable	Shared oversight with the County Executive
Ability to maximize partnerships	Lacks strong community partnerships needed to develop products	Holds strong partnerships with a variety of community and government partners	Would be able to capitalize on County's existing partnerships

Comparison of Tourism Function in Neighboring Jurisdictions

Jurisdiction	Placement/Management	Funding	Budget
Prince William County	501 (c) 6/Board of Directors	Transient Occupancy Tax	\$1.4 M (fy08) \$1.1 M (fy09)
City of Fredricksburg	Economic Development	General Fund (TOT goes to general fund)	\$1 Million
Spotsylvania County	Economic Development	TOT thru the General Fund	\$930,957 (fy08) \$788,058 (fy09)
Stafford County	Economic Development	TOT	\$961,985 (fy08) \$1.6 M (fy09)
Greater Fredricksburg Regional Partnership	Collaborative marketing by the City of Fredricksburg, Spotsylvania County and Stafford County to consumer and group tours	Equal funding from all three jurisdictions	\$150,000 annually for group tours and \$650,00 for consumer marketing
Fairfax County	501 (c) 6/Board of Directors	Transient Occupancy Tax	\$3 Million plus
Loudoun County	501 (c) 6/Board of Directors (nominated and elected by membership)	Transient Occupancy Tax (5%/3%)	\$2.7 Million/\$2.5 Million TOT (75% of the 3%)/\$.2 Million other funding (membership dues)
Arlington County	Economic Development	Transient Occupancy Tax (5.25%/.25% for Tourism Marketing)	\$ 247,000 General Fund 1.3 Million TOT