



Williamsburg Tourism Council

Courtyard by Marriott Williamsburg Busch Gardens Area

470 McLaws Circle

Williamsburg, VA 23185

March 10, 2026 – 12:30 - 2 p.m.

Meeting Agenda

Agenda Items		
I.	Call to Order / Roll Call	Ruth Larson
II.	Chair Report a. Welcome and Recognition	Ruth Larson
III.	Public Comment	Ruth Larson
IV.	Roundtable Discussion	Ruth Larson
V.	Minutes a. <u>Action Item</u> : Approve January 20, 2026, Meeting Minutes (pgs. 2-7)	Ruth Larson
VI.	Treasurer’s Report a. Financials (pgs. 8-12)	Mayor Doug Pons
VII.	CEO Report	Ed Harris
VIII.	Strategic Plan (pgs. 13-16)	Tina Valdecanas, <i>Clarity of Place</i> Hailey Post, <i>Clarity of Place</i> Chris Basic, <i>Kimely-Horn</i> Matt Williams, <i>Brand Federation</i>
IX.	New Business	Ruth Larson
X.	Old Business	Ruth Larson
XI.	Adjournment	Ruth Larson

Upcoming Meeting:

WTC Board Meeting

May 19, 2026



Williamsburg Tourism Council

Meeting Notice

In my capacity as the Chief Executive Officer of the Williamsburg Tourism Council, I hereby give notice that the Williamsburg Tourism Council will hold its next meeting on Tuesday, March 10, 2026, at 1 p.m.

The meeting will feature two or more members of the Williamsburg Tourism Council.

Location- Courtyard by Marriott Williamsburg Busch Gardens Area
470 McLaws Circle
Williamsburg, VA 23185

Time and Date- March 10, 2026, at 1 p.m.

Given under my hand this 3rd day of March 2026.

A handwritten signature in cursive script that reads "Edward Harris".

Edward Harris, CEO

WILLIAMSBURG TOURISM COUNCIL MEETING
Jamestown Settlement, Williamsburg, VA
20 January 2026
Meeting Minutes

The Williamsburg Tourism Council (“WTC”) was convened at 1 p.m. on January 20, 2026, at Jamestown Settlement, where a quorum was present.

Tourism Council Members Present:

Ruth Larson, James City County Board of Supervisors, Chair
Mayor Doug Pons, City of Williamsburg, Treasurer
Ron Kirkland, Williamsburg Hotel and Motel Association
Michael Claar, Williamsburg Area Restaurant Association
Christy Coleman, Jamestown-Yorktown Foundation (JYF)
Denise Kellogg, Jamestown Rediscovery Historic Jamestowne
Sheila Noll, York County Board of Supervisors
Adria Vanhoozier, Greater Williamsburg Chamber of Commerce

Staff Members Present

Edward Harris, CEO
Jennifer Case, Chief Marketing Officer
Selena Coles, Public Media Specialist
Daniela Owen, Social Media Specialist
Jackie Lavan, Executive Assistant
David Turner, Finance Director

Guest

Greg Miller, Principal Local and State Government, CLA

I. Call to Order

Chair Ruth Larson called the meeting to order. Christy Coleman welcomed the Board, expressed appreciation for WTC’s partnership, reminded members of free museum admission for local residents, and highlighted the *Following the Dragon* exhibition, encouraging attendees to visit.

II. Public Comment

- No public comment

III. Roundtable Discussion

Ms. Larson introduced the roundtable discussion.

Christy Coleman:

- Stronger-than-expected first half of fiscal year
- Year-over-year visitation basically flat
- Q2 surge in visitors and retail sales (December up ~80% YoY)
- Fundraising goal exceeded (\$4.5M raised, target \$10 per visitor)
- Ongoing facility maintenance and capital projects (HVAC, roofs, upgrades)

- Preparations underway for peak season (mid-March to mid-July)

Denise Kellogg:

- Continuing 2026 infrastructure projects (lighting, ADA pathways, stairs repairs)
- December visitation is lower than usual; overall yearly visitation is down
- Save Jamestown efforts ongoing with county support
- Completing studies (hydrology, topography) for berm and pump station construction
- Looking forward to partnerships this year

Adria Vanhoozier:

- Jingle Fest sold 691 tickets
- Christmas Parade drew 21,000 attendees with 103 floats
- *Home for the Holidays* sent 145 local military personnel home (highest to date)
- Legislative session held Jan 7; follow-up scheduled for April
- Upcoming: Women's Business Council Bingo Night, Feb 25, 4–6 PM

Michael Claar:

- January is typically a rebuilding/maintenance period for local attractions and restaurants.
- Rocco's temporarily relocating during York County restaurant repairs.
- Some closures are expected if snow continues, but February kicks off with Restaurant Week.
- 22 restaurants participating with specials, many extending offers through the month; more may be added.

Sheila Noll:

- New board leadership: Doug Holroyd (Chairman) and Tom Shepherd (Vice Chairman).
- Upcoming budget presentations with anticipated citizen participation.
- Compensation study led to staff pay increases; potential tax impact uncertain but may be offset by rising property assessments.
- Holiday events: Full parade held successfully; Christmas tree lighting canceled for first time in 30 years due to weather.
- Ongoing community updates shared via flyers.

Ruth Larson:

- Admissions Tax: Bill in the General Assembly may allow York and James City counties to implement an admissions tax, currently requiring state approval.

- Economic Development: Kongsberg missile plant groundbreaking—\$100M investment, 80 high-paying jobs; county leadership and defense community attended.
- 250th Commemoration (James City County): April 17–19 events include a family festival, a headliner concert (Kool & the Gang), and historical marker unveilings.
- Historical Education: Lafayette highway plaque unveiled; highlights Lafayette’s contribution to U.S. Revolutionary War efforts.

Mayor Doug Pons:

- Police Station on Lafayette Street is nearing completion; grand opening expected in February.
- City council approved tax increases: +1.5% meals tax, +2% lodging tax, and a new admission tax (\$1 per ticket above \$10).
- Revenue intended to support city improvements and enhance visitors’ experiences.

Ron Kirkland:

- Hotel Association subscribed to COSTAR for occupancy reports and market metrics.
- Enables better forecasting and near-real-time data (as soon as five days after events).
- Members can contact the office to review reports and forecasts.

IV. Minutes

Ms. Larson opened the floor to review the meeting minutes from November 18, 2025, included in the meeting packet. With no comments, she called for a motion to approve.

Motion:

Mr. Kirkland moved to approve the minutes, and Ms. Noll seconded the motion. The Board unanimously approved the motion.

V. Chair Report

2026 WTC Meeting Calendar

Ms. Larson noted that the July meeting will be removed from the calendar due to historically low attendance, in alignment with bylaws.

Next Meeting

The March meeting is proposed for the second Tuesday (March 10) instead of the third, with members encouraged to provide feedback on scheduling conflicts. The Chair also requested advance notice of key events for the year to help board

members plan participation; staff confirmed invitations and event details will be shared as soon as available.

VI. 2025 Audit

Greg Miller of CLA joined the Board Meeting to present the 2025 audit results. The Council received a clean, unmodified opinion, confirming that the financial statements are fairly presented in all respects. No material weaknesses in internal controls or compliance issues were identified. Total revenues were \$17.1M, with a net position of \$4.4M, and destination marketing accounted for the majority of operating expenses. The audit incorporated new accounting standards (GASB 101) and included enhanced disclosures for grants payable, with no significant issues noted.

Motion:

Mayor Doug Pons made a motion to accept the audit results as presented. The motion was seconded by Mr. Kirkland and was approved unanimously by the Board.

VII. Treasurer's Report

Financials

For November 2025, total revenues were **\$1.5M**, slightly above budget, driven by strong sales tax (\$1.3M) and transient tax receipts (\$3.35M). Total expenses were **\$1.8M**, over budget by \$739,000, primarily due to timing of destination marketing and paid media expenses. Administrative costs were slightly under budget.

Fiscal Year-to-Date 2026:

- Revenues: \$7.9M, above budget by \$1.03M, led by sales and transient taxes.
- Expenses: \$6.4M, under budget by \$187,000; variances mostly reflect timing of marketing, sales activities, and staffing costs.
- Cash on hand: \$8.9M, leaving \$6M free cash, above budget by \$298,000.

Sales and Transient Taxes:

- Sales tax: up 5.5% year-to-date vs. 2024.
- Transient tax: slightly down 1.1% year-to-date vs. 2024.

Overall, the Council remains in a strong financial position, with healthy cash reserves and revenue performance.

VIII. CEO report

President and CEO Ed Harris provided the CEO report.

- **Industry Trends:** Domestic leisure travel softened in 2025 due to inflation, higher travel costs, and economic uncertainty, with consumers prioritizing value-driven travel. Historic Triangle visitation ended FY25 up ~4%; FY26 is tracking ~1% ahead of both 2025 and plan, with projected growth of 2–4% for the year.
- **Financial Strategy:** The Council plans to resume contributions to the New Product Development Fund using any FY26 budget surplus and maintenance-of-effort funds, ensuring strategic allocation for future tourism assets while maintaining a healthy reserve (~\$6M).
- **Sales & Events:** Active sales efforts include trade shows, fam tours, and group bookings. The new sports center has already generated over 13,000 participants, supporting hotel and attraction occupancy. Upcoming events include the American Dart Association (multi-year), and ongoing partnerships aim to maximize room nights and visitation.
- **Strategic Planning:** A three-year tourism strategic plan is underway with Clarity of Place, including board input in March and finalization in June 2026, to guide post-250th initiatives and future destination development.
- **Marketing Initiatives:** Key campaigns include the 250th anniversary passport program, Amtrak group discounts, national TV promotion, community engagement through the quilt project, and support of local events such as the Chamber parade.

Overall, the Council continues to focus on efficient spending, strategic growth, and new product development to sustain and expand visitation in the region.

IX. Marketing Update

Jennifer Case, Chief Marketing Officer, Selena Coles, Public Media Specialist, and Daniela Owen, Social Media Specialist, provided an update to the Board.

- **Objectives & Targeting:** Campaigns focus on awareness, consideration, and driving visitation, targeting travel intenders with layered geographic and behavioral attributes (history, food, multi-generational travel, etc.). Spring 2026 initiatives will expand national reach.
- **Digital & Media Campaigns:** Ongoing efforts include connected TV, online video, display, audio, digital out-of-home, and social media. Key partnerships: AARP, Smithsonian, Brand USA, Atlas Obscura, History Channel, TripAdvisor, and Creative Avenue for content creation. Interactive campaigns include the digital quilt builder and a Williamsburg-themed Wordle.
- **Public Relations & Media Engagement:** Key initiatives include international media marketplace attendance, Samantha Brown’s “Places to Love” premiere, press fam trips, and consumer activations at Tyson’s Corner and the Philadelphia Flower Show. The Today Show will film in May for national exposure. Blogs and social content continue to highlight history, nostalgia, and 250th events.

- **Influencer Program:** 2026 efforts include five planned influencers and family-focused campaigns, leveraging high-quality, original content for social media, TikTok, and evergreen promotion. Past influencer campaigns have expanded reach with fewer participants but greater unique engagement.
- **Consumer Engagement & Pass Programs:** Three visitor passes are active: 250 Pass (year-round), Garden Pass (seasonal), and Juneteenth Pass (June), offering lodging, dining, and attraction discounts. Monthly themed snail mail, including AI-generated content, continues to engage 400+ consumers.
- **Overall Impact:** Marketing efforts are designed to amplify 250th events, drive visitation, increase engagement, and extend Williamsburg's brand nationally, using a mix of high-tech and low-tech consumer touchpoints.

IX. New Business

- None

X. Old Business

- None

XI. Adjournment

There being no further business, the meeting was adjourned at 2:21 p.m.

Treasurer's Report

**Revenue / Expenses
January 2026**

	Month		
	Actual	Budget	Variance
REVENUE			
Sales Tax (58.1-603.2)	1,359,691	1,344,998	14,693
\$1 Transient Tax	153,673	133,968	19,705
Maintenance of Effort Funds	38,666	38,666	(0)
Other	25,096	13,532	11,564
Unrestricted Reserves	1,000,000	1,000,000	0
Total Revenue	2,577,126	2,531,164	45,962
EXPENSES			
Marketing Activities	1,638,621	1,671,663	33,042
Employee Expenses	50,214	50,455	241
Total Destination Marketing	1,688,834	1,722,118	33,284
Sales Activities	92,687	159,015	66,328
Employee Expenses	80,331	84,927	4,596
Total Sales & Other Marketing	173,018	243,942	70,924
Administrative Services	33,941	33,589	(352)
Admin Employee Expenses	73,239	68,007	(5,232)
Total Administration	107,180	101,596	(5,584)
Total Expenses	1,969,032	2,067,656	98,624
Net Revenue Expense by Month	608,094	463,508	144,586

Treasurer's Report

**Revenue / Expenses
Fiscal YTD as of January 2026**

	FY 2026		
	Actual	Budget	Variance
REVENUE			
Sales Tax (58.1-603.2)	9,480,773	9,403,037	77,736
\$1 Transient Tax	1,110,860	1,064,275	46,585
Maintenance of Effort Funds	101,966	101,966	(0)
Other	198,163	80,139	118,024
Unrestricted Reserves	1,000,000	1,000,000	0
Total Revenue	11,891,762	11,649,417	242,345
EXPENSES			
Marketing Activities	6,565,411	6,782,109	216,698
Employee Expenses	339,723	362,515	22,792
Total Destination Marketing	6,905,134	7,144,624	239,490
Sales Activities	1,243,520	1,222,914	(20,606)
Employee Expenses	534,004	603,137	69,133
Total Sales & Other Marketing	1,777,524	1,826,051	48,527
Administrative Services	222,786	249,644	26,858
Admin Employee Expenses	495,039	479,360	(15,679)
Total Administration	717,825	729,004	11,179
Total Expenses	9,400,483	9,699,679	299,196
Net Revenue Expense by Month	2,491,279	1,949,738	541,541

Budget Remaining	Percent Remaining
6,104,151	39.2%
501,495	31.1%
24,634	19.5%
(69,116)	
150,000	13.0%
6,711,164	36.1%

6,373,673	49.3%
344,176	50.3%
6,717,849	49.3%
1,086,539	46.6%
585,135	52.3%
1,671,674	48.5%
384,267	63.3%
428,653	46.4%
812,920	53.1%
9,202,442	49.5%

Net Position - Beginning of Year	3,580,461	3,580,461	0
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Net Position - Current YTD	6,071,740	5,530,199	541,541
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Treasurer's Report

**Cash on Hand
January 2026**

Operating Cash

<i>Cash Balances</i>	Nov-25		
	Actual	Budget	Variance
Bank Account Balances: operations			
BB&T Reserve Checking	\$ -	\$ -	\$ -
BB&T ICS Investment Fund	\$ -	\$ -	\$ -
Ches Bank Checking	\$ 8,126,019	\$ 5,710,457	\$ 2,415,562
Ches Bank Payroll	\$ 1,000	\$ -	\$ 1,000
Ches Bank CD	\$ 799,945	\$ -	\$ 799,945
Total Cash on Hand	\$ 8,926,964	\$ 5,710,457	\$ 3,216,507

Dec-25		
Actual	Budget	Variance
\$ -	\$ -	\$ -
\$ -	\$ -	\$ -
\$ 8,727,136	\$ 5,733,967	\$ 2,993,169
\$ 1,000	\$ -	\$ 1,000
\$ 801,657	\$ -	\$ 801,657
\$ 9,529,793	\$ 5,733,967	\$ 3,795,826

Jan-26		
Actual	Budget	Variance
\$ -	\$ -	\$ -
\$ -	\$ -	\$ -
\$ 8,379,569	\$ 6,272,013	\$ 2,107,556
\$ 1,000	\$ -	\$ 1,000
\$ 803,373	\$ -	\$ 803,373
\$ 9,183,942	\$ 6,272,013	\$ 2,911,929

<i>Key Sources of Funds</i>	Nov-25		
	Actual	Budget	Variance
State Disbursement	\$ 1,416,690	\$ 1,406,181	\$ 10,509
Total Gov't Sources	\$ 1,416,690	\$ 1,406,181	\$ 10,509

Dec-25		
Actual	Budget	Variance
\$ 1,418,931	\$ 1,464,999	\$ (46,068)
\$ 1,418,931	\$ 1,464,999	\$ (46,068)

Jan-26		
Actual	Budget	Variance
\$ 1,513,364	\$ 1,478,966	\$ 34,398
\$ 1,513,364	\$ 1,478,966	\$ 34,398

Interest Earned:			
State Interest Paid	\$ 26,658	\$ -	\$ 26,658
BB&T Reserve Checking	\$ -	\$ -	\$ -
BB&T ICS Investment Fund	\$ -	\$ -	\$ -
Ches Bank Checking	\$ 18,399	\$ 13,532	\$ 4,867
Ches Bank CD	\$ 2,331	\$ -	\$ 2,331
Total Interest Earned	\$ 47,387	\$ 13,532	\$ 33,855

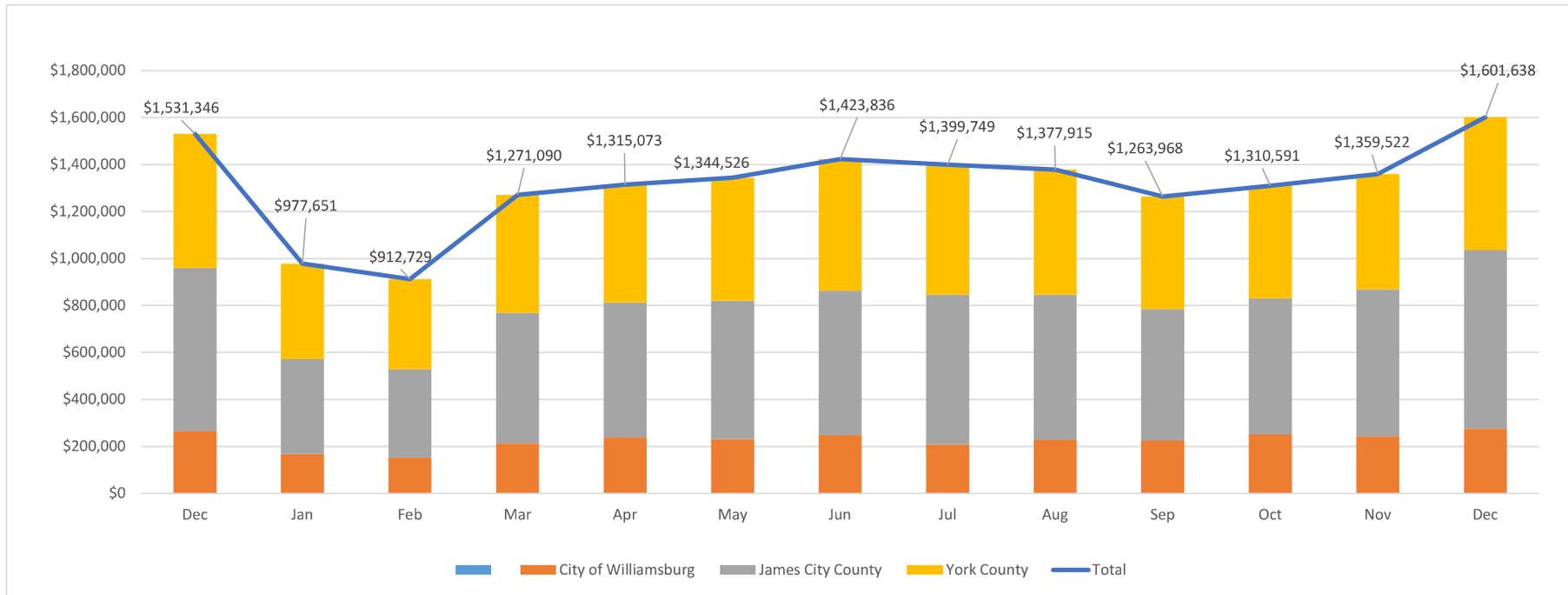
\$ -	\$ -	\$ -
\$ -	\$ -	\$ -
\$ -	\$ -	\$ -
\$ 22,084	\$ 13,532	\$ 8,552
\$ 2,262	\$ -	\$ 2,262
\$ 24,345	\$ 13,532	\$ 10,813

\$ -	\$ -	\$ -
\$ -	\$ -	\$ -
\$ -	\$ -	\$ -
\$ 23,384	\$ 13,532	\$ 9,852
\$ 1,712	\$ -	\$ 1,712
\$ 25,096	\$ 13,532	\$ 11,564

<i>Accounts payable balance as of January 31, 2026:</i>	\$ 895,015
<i>Uncleared checks & payments balance:</i>	1,109,445
<i>Sports & Event payables balance:</i>	1,095,465
<i>Total Open Payables transactions:</i>	\$ 3,099,925

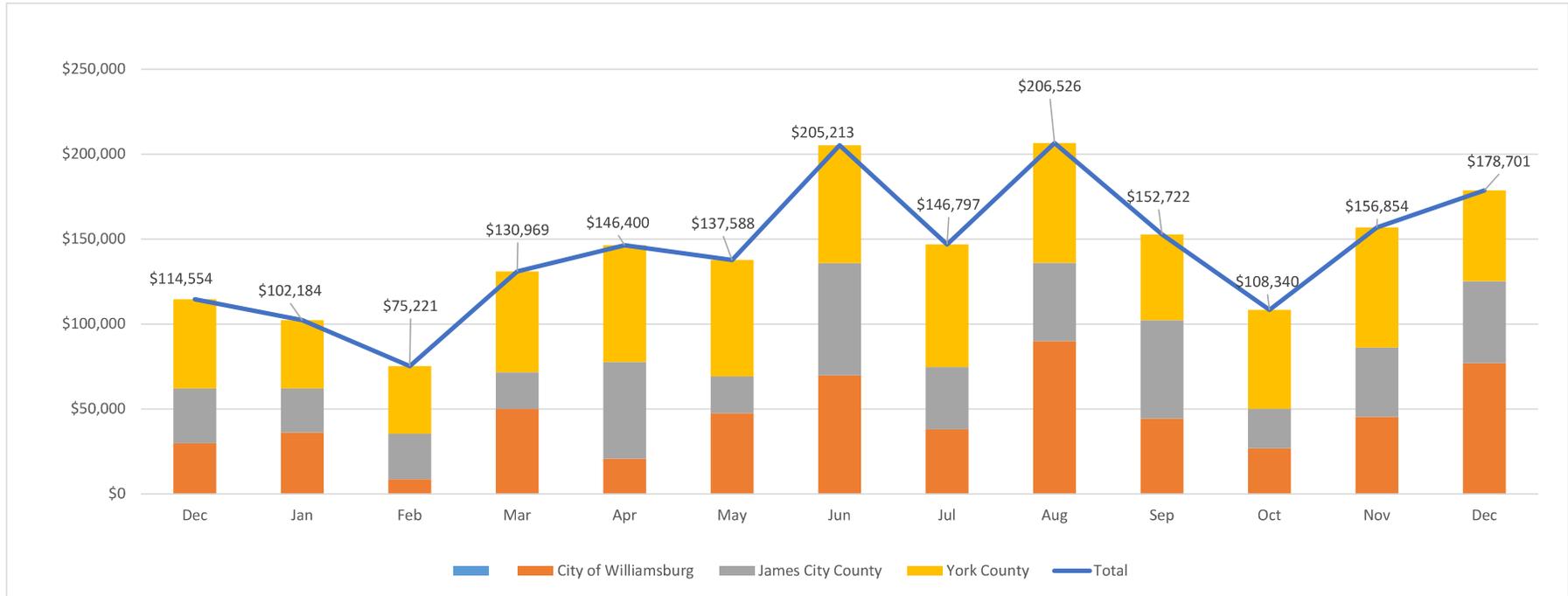
Cash Net of Payables	\$ 6,084,017	\$ 6,272,013	\$ (187,996)
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SOURCE: York County, Office of the Commissioner of Revenue



§§ 58.1-603.2 1/2 of 1%													
CY 2025/2025	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
City of Williamsburg	\$167,800	\$152,131	\$212,669	\$239,626	\$230,344	\$247,996	\$209,194	\$228,829	\$225,203	\$250,776	\$243,173	\$275,950	\$2,683,691
James City County	\$405,348	\$376,020	\$556,313	\$573,465	\$589,691	\$614,553	\$637,526	\$618,169	\$560,234	\$580,139	\$624,929	\$760,474	\$6,896,862
York County	\$404,503	\$384,578	\$502,108	\$501,981	\$524,491	\$561,287	\$553,029	\$530,917	\$478,531	\$479,676	\$491,421	\$565,214	\$5,977,735
Total	\$977,651	\$912,729	\$1,271,090	\$1,315,073	\$1,344,526	\$1,423,836	\$1,399,749	\$1,377,915	\$1,263,968	\$1,310,591	\$1,359,522	\$1,601,638	\$15,558,288
Calendar YTD Total													\$15,558,288
CY 2024/2024	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
City of Williamsburg	\$151,905	\$156,001	\$205,256	\$220,784	\$225,388	\$247,564	\$224,996	\$217,995	\$205,427	\$228,284	\$217,692	\$266,141	\$2,567,433
James City County	\$387,783	\$426,600	\$511,176	\$540,740	\$567,007	\$580,550	\$592,979	\$577,012	\$525,458	\$568,215	\$601,388	\$692,950	\$6,571,859
York County	\$406,530	\$449,044	\$484,614	\$492,522	\$502,201	\$544,291	\$568,412	\$500,534	\$474,318	\$488,266	\$488,034	\$572,255	\$5,971,020
Total	\$946,218	\$1,031,645	\$1,201,046	\$1,254,046	\$1,294,596	\$1,372,405	\$1,386,388	\$1,295,542	\$1,054,706	\$1,284,764	\$1,307,114	\$1,531,346	\$14,959,815
Calendar YTD Total													\$14,959,815

SOURCE: York County, Office of the Commissioner of Revenue



Transient Tax \$1 of the \$2													
CY2025/2025	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
City of Williamsburg	\$36,219	\$8,660	\$50,132	\$20,733	\$47,483	\$69,882	\$37,995	\$90,059	\$44,375	\$26,778	\$45,450	\$76,995	\$554,761
James City County	\$25,924	\$26,698	\$21,595	\$56,932	\$21,651	\$65,958	\$36,751	\$46,078	\$57,900	\$23,354	\$40,797	\$48,181	\$471,819
York County	\$40,041	\$39,863	\$59,242	\$68,735	\$68,454	\$69,373	\$72,051	\$70,389	\$50,447	\$58,208	\$67,426	\$53,525	\$717,754
Total	\$102,184	\$75,221	\$130,969	\$146,400	\$137,588	\$205,213	\$146,797	\$206,526	\$152,722	\$108,340	\$153,673	\$178,701	\$1,744,334
Calendar YTD Total													\$1,744,334
CY2024/2024	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
City of Williamsburg	\$36,901	\$35,855	\$18,595	\$79,266	\$31,299	\$25,601	\$63,258	\$36,943	\$55,555	\$35,630	\$53,107	\$29,801	\$501,811
James City County	\$38,773	\$25,548	\$32,557	\$40,469	\$25,431	\$27,535	\$72,671	\$33,323	\$56,196	\$43,992	\$26,600	\$32,345	\$455,440
York County	\$41,665	\$41,277	\$60,426	\$64,157	\$72,501	\$74,100	\$73,492	\$71,107	\$51,021	\$62,417	\$51,636	\$52,408	\$716,207
Total	\$117,339	\$102,680	\$111,578	\$183,892	\$129,231	\$127,236	\$209,421	\$141,373	\$162,772	\$142,039	\$131,343	\$114,554	\$1,673,458
Calendar YTD Total													\$1,673,458

Visit Williamsburg: Strategic Planning Progress and Discussion

Agenda and Pre-Session Assignment

This session is an opportunity to review what we have learned so far about how Greater Williamsburg competes as a destination, gather your perspective before we move into strategic plan development, and work together toward a shared destination goal and key success markers that reflect Visit Williamsburg's mandate and the region's competitive realities.

I. Agenda

I. Welcome and Session Overview

II. Visit Williamsburg's Mandate and Roles

III. Where Greater Williamsburg Stands; What It Will Take to Increase Market Share *(Assessments and Insights to Date)*

- Current Competitive Positioning
- Constraints to Growing Market Share
- Emerging Imperatives

IV. Where Are We Headed? Defining a Shared Destination Goal

- Reaching Alignment on a Shared Destination Goal
- Tracking Progress: What the Board Will Monitor

II. Preparing for the Destination Goal Conversation

In preparation for Agenda Item IV: Where Are We Headed:

1. *Please review the three potential destination goal statements below before the session.*

There's no need to wordsmith or finalize language in advance. Instead, think about which concepts resonate most with you and which you believe should be priorities for Greater Williamsburg's visitor economy.

In the session, your reactions will help us shape a shared destination goal.

As you read, consider:

- Which goal statement is closest to how you believe Greater Williamsburg should define success for its visitor economy by 2035?
 - What elements feel essential — and what, if anything, feels missing?
2. Please also think about what you do not want to see in the shared destination goal. In a sentence or two, consider how you would describe what Greater Williamsburg is not trying to become as a destination.

Potential Goal Statements:

Option A — Year-Round Overnight Growth

"By 2035, Greater Williamsburg will grow a thriving, year-round overnight visitor economy built around longer stays, by focusing on inspiring visitors to experience multiple attractions during their trips, strengthening shoulder and off-peak visitation by reaching additional travel audiences, and supporting the development and curation of experiences that appeal to today's travelers, while protecting the region's historic character and managing growth in a way that does not outpace the region's infrastructure capacity."

Option B — Premier Multi-Attraction Historic Destination

"By 2035, Greater Williamsburg will be recognized as a premier multi-faceted destination with a distinctive historic core, where visitors choose to extend their stays and explore across the Historic Triangle, by focusing on connecting and evolving its mix of attractions, improving how visitors move through and experience the region, and driving repeat visitation across seasons, while ensuring that tourism growth remains sustainable and community supported."

Option C — Reimagined History for New and Repeat Audiences

"By 2035, Greater Williamsburg will reimagine and elevate its core historic story so that visitors of all ages discover it as if for the first time — and returning, by focusing on refreshing and diversifying how history is interpreted, connecting historic sites with contemporary cultural and recreational experiences, and creating reasons to visit across life stages and seasons, while honoring the authenticity of the region's heritage and ensuring that evolved storytelling remains inclusive, accurate, and respectful of the communities it represents."

Option D — Build Your Own

"By 2035, Greater Williamsburg will _____
[desired visitor behavior or destination state], by focusing on
_____, _____, and _____ [2-3
priorities], while _____
[guardrail]."

*Use the prompts above to describe the visitor economy outcome you believe
Greater Williamsburg should be working toward by 2035, the two or three areas
of focus that would get us there, and the one condition that must not be
sacrificed along the way.*