



Williamsburg Tourism Council

Williamsburg Police Department

615 Lafayette Street

Williamsburg, VA 23185

May 19, 2026 – 12:30 - 2 p.m.

Meeting Agenda

Agenda Items		
I.	Call to Order / Roll Call	Ruth Larson
II.	Chair Report a. Welcome and Introduction b. <u>Action Item</u> : Annual Meeting (November 2026) i. Bylaws Amendment (September 2026) c. Vice Chair	Ruth Larson
III.	Public Comment	Ruth Larson
IV.	Roundtable Discussion	Ruth Larson
V.	Minutes a. <u>Action Item</u> : Approve March 10, 2026, Meeting Minutes (pgs. 3 – 7)	Ruth Larson
VI.	Treasurer’s Report a. Financials (pgs. 8 – 12) b. 2027 Budget Presentation (pgs. 13 -24) i. <u>Action Item</u> : Approval of 2027 budget	Mayor Doug Pons David Turner Mayor Doug Pons
VII.	CEO Report	Ed Harris
VIII.	Events Update	Elisa Hernandez Campana
IX.	Sales Update	Brittany Alger
X.	New Business	Ruth Larson
XI.	Old Business	Ruth Larson
XII.	Adjournment	Ruth Larson

Upcoming Meeting:

WTC Board Meeting

September 15, 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, May 19, 2026, at 1 p.m.

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

Location- Williamsburg Police Department
615 Lafayette Street
Williamsburg, VA

Time and Date- May 19, 2026, at 1 p.m.

Given under my hand this 13th day of May 2026.

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

Edward Harris, CEO

WILLIAMSBURG TOURISM COUNCIL MEETING
Courtyard by Marriott Williamsburg Busch Gardens Area
10 March 2026
Meeting Minutes

The Williamsburg Tourism Council (“WTC”) was convened at 1 p.m. on March, 10, 2026, at the Courtyard by Marriott (Busch Gardens Area), where a quorum was present.

Tourism Council Members Present:

Ruth Larson, James City County Board of Supervisors, Chair
Cliff Fleet, Colonial Williamsburg, Vice Chair
Mayor Doug Pons, City of Williamsburg, Treasurer
Ron Kirkland, Williamsburg Hotel and Motel Association
Michael Claar, Williamsburg Area Restaurant Association
Dr. Todd Arrington, Jamestown Rediscovery Historic Jamestowne
Sheila Noll, York County Board of Supervisors
Adria Vanhoozier, Greater Williamsburg Chamber of Commerce

Staff Members Present

Edward Harris, CEO
Jackie Lavan, Executive Assistant
David Turner, Finance Director

Guest

Tina Valdecanas, Clarity of Place
Hailey Post Clarity of Place
Chris Basic, Kimley-Horn
Matt Williams, Brand Federation

I. Call to Order

Chair Ruth Larson called the meeting to order.

II. Chair Report

Dr. Todd Arrington introduced himself as the new Director of the Jamestown Rediscovery Foundation. Ms. Larson also thanked Denise Kellogg for serving on the Board.

III. Public Comment

- No public comment

IV. Roundtable Discussion

Ms. Larson introduced the roundtable discussion.

Dr. Todd Arrington:

Dr. Arrington shared that Jamestown Rediscovery is preparing for a busy summer season, including youth camps and the archaeological field school. He noted that visitation has

remained steady and that the organization is exploring new initiatives intended to help increase visitation moving forward.

Kevin Lembke:

Mr. Lembke shared that Busch Gardens recently concluded its Mardi Gras event and is moving into the spring break season with strong weekend demand and healthy sales trends. He also provided an update on the park's upcoming Verbolten attraction enhancement project, which is expected to open later in the spring, along with additional summer offerings and visitation drivers planned for the season.

Adria Vanhoozier:

Ms. Vanhoozier shared several upcoming Chamber initiatives, including the post-legislative session event on March 31 and the Aspire young professionals event at William & Mary on March 25, featuring Christy Coleman as a speaker. She also noted a new partnership effort with Visit Williamsburg to provide Chamber members with information regarding large groups visiting the destination to help local businesses anticipate visitor activity.

Michael Claar:

Mr. Claar shared highlights from the Williamsburg Area Restaurant Association's annual meeting and thanked Ed Harris and representatives from the sports tourism team for participating. Discussion included workforce challenges within the restaurant industry, particularly concerns about staffing and operating hours as the Greater Williamsburg Sports & Events Center approaches opening. Mr. Claar also shared positive remarks following a recent tour of the facility, noting strong momentum and excitement surrounding future bookings and regional opportunities.

Sheila Noll:

Ms. Noll shared that York County's budget presentation is scheduled for St. Patrick's Day and also provided an update on the school division's superintendent transition, noting that the interim superintendent has been appointed to continue in the role permanently.

Ruth Larson:

Ms. Larson shared that James City County recently released property assessments and noted that the county is entering a busy budget season. She also provided an update on the school division's proposed budget and anticipated continued budget discussions over the coming months.

Cliff Fleet:

Mr. Fleet shared several major initiatives and events underway at the Colonial Williamsburg Foundation, including the recent opening of the Colonial Williamsburg centennial exhibition and the upcoming debut of the Foundation's new archaeology

building. He also highlighted preparations related to America 250 programming, including the Fifth Virginia Convention, enhancements to the new arrival area, a large-scale July 4 celebration, the anticipated convening of the General Assembly in Williamsburg for a 250th anniversary commemoration, the opening of the nation's first Black church site, and the Foundation's centennial celebration later in the year.

Mayor Doug Pons:

Mayor Pons shared that the City of Williamsburg is continuing through its budget season, with the interim city manager expected to release the proposed budget by the end of March. He also noted that property assessments have been distributed and that, at this time, there are no anticipated increases to meals, lodging, or admissions taxes being considered as part of the budget process.

Ron Kirkland:

Mr. Kirkland congratulated Ms. Larson on being recognized as the top fundraiser for Big Brothers Big Sisters.

V. Minutes

Ms. Larson opened the floor to review the meeting minutes from January 20, 2026, 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.

VI. Treasurer's Report
Financials

The Board received the Treasurer's Report for January 2026. Revenues for the month were reported slightly above budget, driven primarily by stronger-than-anticipated sales tax and transient occupancy tax collections. Year-to-date revenues also remained ahead of budget projections.

Expenses for both the month and fiscal year-to-date were reported below budget, largely due to timing differences related to marketing activities, travel, and operational expenses.

The report also noted that tourism-related tax revenues continued to show positive year-over-year growth trends, and cash reserves remained stable and in line with organizational expectations.

VII. CEO report

President and CEO Ed Harris provided the CEO report.

Ed Harris provided a brief CEO report focused primarily on tourism performance metrics and upcoming destination initiatives. Mr. Harris highlighted continued growth in transient occupancy tax collections, noting that 2025 collections increased more than four percent year-over-year, representing more than eleven percent growth over the past two years and signaling continued strength in overnight visitation to the Historic Triangle.

Mr. Harris also shared updates on several recent and upcoming initiatives and events, including the premiere of Samantha Brown's Places to Love at the Kimball Theatre, participation in the Philadelphia Flower Show, the Virginia Black Film Festival, and continued activation surrounding the America's Birthday Quilt initiative. He noted that the 250-foot quilt would be unveiled on April 11 in Merchant Square before being displayed at the Colonial Williamsburg Visitor Center.

Additional updates included preparations for America 250 programming and major destination events, including the Fifth Virginia Convention commemoration, Sail250 in Yorktown, Williamsburg Live, Fourth of July celebrations, and new visitor engagement tools such as the VA250 passport initiative and Visit Williamsburg's mobile pass platform.

Mr. Harris also reported continued momentum from the organization's sales and sports tourism efforts, including hosting tour operators in the destination and securing future sporting events for the Greater Williamsburg Sports & Events Center. He highlighted a newly signed multi-year volleyball tournament agreement expected to generate significant hotel room nights during the MLK holiday weekend beginning in 2028.

VIII. Strategic Plan

Representatives from Clarity of Place, along with project partners from Kimley-Horn and Brand Federation, provided an overview of the ongoing strategic planning process for Visit Williamsburg and facilitated a Board work session focused on long-term destination priorities and visioning.

The consulting team reviewed preliminary findings from stakeholder interviews, destination assessments, and market analysis. Discussion focused on Visit Williamsburg's core responsibilities as a destination marketing organization, opportunities to strengthen overnight visitation and length of stay, and the importance of collaboration across the Historic Triangle's tourism and hospitality ecosystem.

The group also discussed several broader tourism trends and challenges, including changing traveler expectations, generational travel preferences, workforce considerations, transportation and accessibility, perceptions of the destination, midweek visitation opportunities, and the need to continue evolving the region’s tourism messaging beyond traditional historical tourism while maintaining the area’s strong historical identity.

Board members participated in a facilitated exercise designed to help define a shared long-term vision for the destination, including priorities, desired outcomes, and “guardrails” to help guide future strategic planning efforts. The consulting team noted that feedback gathered during the session would be incorporated into the development of the draft strategic plan, which is expected to return to the Board for additional review and discussion at a future meeting.

IX. New Business

- None

X. Old Business

- None

XI. Adjournment

There being no further business, the meeting was adjourned at 2:10 p.m.

Treasurer's Report

**Revenue / Expenses
March 2026**

	Month		
	Actual	Budget	Variance
REVENUE			
Sales Tax (58.1-603.2)	994,671	1,006,003	(11,332)
\$1 Transient Tax	108,635	104,227	4,408
Maintenance of Effort Funds	0	0	0
Other	23,003	11,448	11,555
Unrestricted Reserves	0	0	0
Total Revenue	1,126,310	1,121,678	4,632
EXPENSES			
Marketing Activities	945,624	1,233,061	287,437
Employee Expenses	49,159	50,455	1,296
Total Destination Marketing	994,783	1,283,516	288,733
Sales Activities	371,836	210,740	(161,096)
Employee Expenses	75,612	84,006	8,394
Total Sales & Other Marketing	447,448	294,746	(152,702)
Administrative Services	31,528	62,056	30,528
Admin Employee Expenses	77,067	68,212	(8,855)
Total Administration	108,596	130,268	21,672
Total Expenses	1,550,827	1,708,530	157,703
Net Revenue Expense by Month	(424,517)	(586,852)	162,335

Treasurer's Report

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

	FY 2026		
	Actual	Budget	Variance
REVENUE			
Sales Tax (58.1-603.2)	12,077,089	11,984,743	92,346
\$1 Transient Tax	1,398,196	1,285,561	112,635
Maintenance of Effort Funds	101,966	101,966	(0)
Other	262,547	103,035	159,512
Unrestricted Reserves	1,150,000	1,150,000	0
Total Revenue	14,989,797	14,625,305	364,492
EXPENSES			
Marketing Activities	8,697,333	9,277,151	579,818
Employee Expenses	435,050	459,306	24,256
Total Destination Marketing	9,132,384	9,736,457	604,073
Sales Activities	1,807,302	1,712,894	(94,408)
Employee Expenses	710,085	764,585	54,501
Total Sales & Other Marketing	2,517,387	2,477,479	(39,908)
Administrative Services	278,773	349,573	70,800
Admin Employee Expenses	612,795	609,864	(2,931)
Total Administration	891,568	959,437	67,869
Total Expenses	12,541,338	13,173,373	632,035
Net Revenue Expense by Month	2,448,459	1,451,932	996,527

Budget Remaining	Percent Remaining
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3,507,835	22.5%
214,159	13.3%
24,634	19.5%
(133,500)	
0	0.0%
3,613,129	19.4%

4,241,751	32.8%
248,849	36.4%
4,490,599	33.0%
522,757	22.4%
409,055	36.6%
931,811	27.0%
328,281	54.1%
310,897	33.7%
639,177	41.8%
6,061,588	32.6%

Net Position - Beginning of Year	3,580,461	3,580,461	0
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Net Position - Current YTD	6,028,920	5,032,393	996,527
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Treasurer's Report

**Cash on Hand
March 2026**

Operating Cash

Cash Balances	Jan-26		
	Actual	Budget	Variance
Bank Account Balances: operations			
BB&T Reserve Checking	\$ -	\$ -	\$ -
BB&T ICS Investment Fund	\$ -	\$ -	\$ -
Ches Bank Checking	\$ 8,379,569	\$ 6,272,013	\$ 2,107,556
Ches Bank Payroll	\$ 1,000	\$ -	\$ 1,000
Ches Bank CD	\$ 803,373	\$ -	\$ 803,373
Total Cash on Hand	\$ 9,183,942	\$ 6,272,013	\$ 2,911,929

Feb-26		
Actual	Budget	Variance
\$ -	\$ -	\$ -
\$ -	\$ -	\$ -
\$ 8,722,595	\$ 6,425,678	\$ 2,296,917
\$ 1,000	\$ -	\$ 1,000
\$ 805,089	\$ -	\$ 805,089
\$ 9,528,683	\$ 6,425,678	\$ 3,103,005

Mar-26		
Actual	Budget	Variance
\$ -	\$ -	\$ -
\$ -	\$ -	\$ -
\$ 8,114,049	\$ 5,803,289	\$ 2,310,760
\$ 1,000	\$ -	\$ 1,000
\$ 806,648	\$ -	\$ 806,648
\$ 8,921,698	\$ 5,803,289	\$ 3,118,409

Key Sources of Funds	Jan-26		
	Actual	Budget	Variance
State Disbursement	\$ 1,513,364	\$ 1,478,966	\$ 34,398
Total Gov't Sources	\$ 1,513,364	\$ 1,478,966	\$ 34,398

Feb-26		
Actual	Budget	Variance
\$ 1,780,345	\$ 1,692,762	\$ 87,583
\$ 1,780,345	\$ 1,692,762	\$ 87,583

Mar-26		
Actual	Budget	Variance
\$ 1,103,306	\$ 1,110,230	\$ (6,924)
\$ 1,103,306	\$ 1,110,230	\$ (6,924)

Interest Earned:			
	Actual	Budget	Variance
State Interest Paid	\$ -	\$ -	\$ -
BB&T Reserve Checking	\$ -	\$ -	\$ -
BB&T ICS Investment Fund	\$ -	\$ -	\$ -
Ches Bank Checking	\$ 23,384	\$ 13,532	\$ 9,852
Ches Bank CD	\$ 1,712	\$ -	\$ 1,712
Total Interest Earned	\$ 25,096	\$ 13,532	\$ 11,564

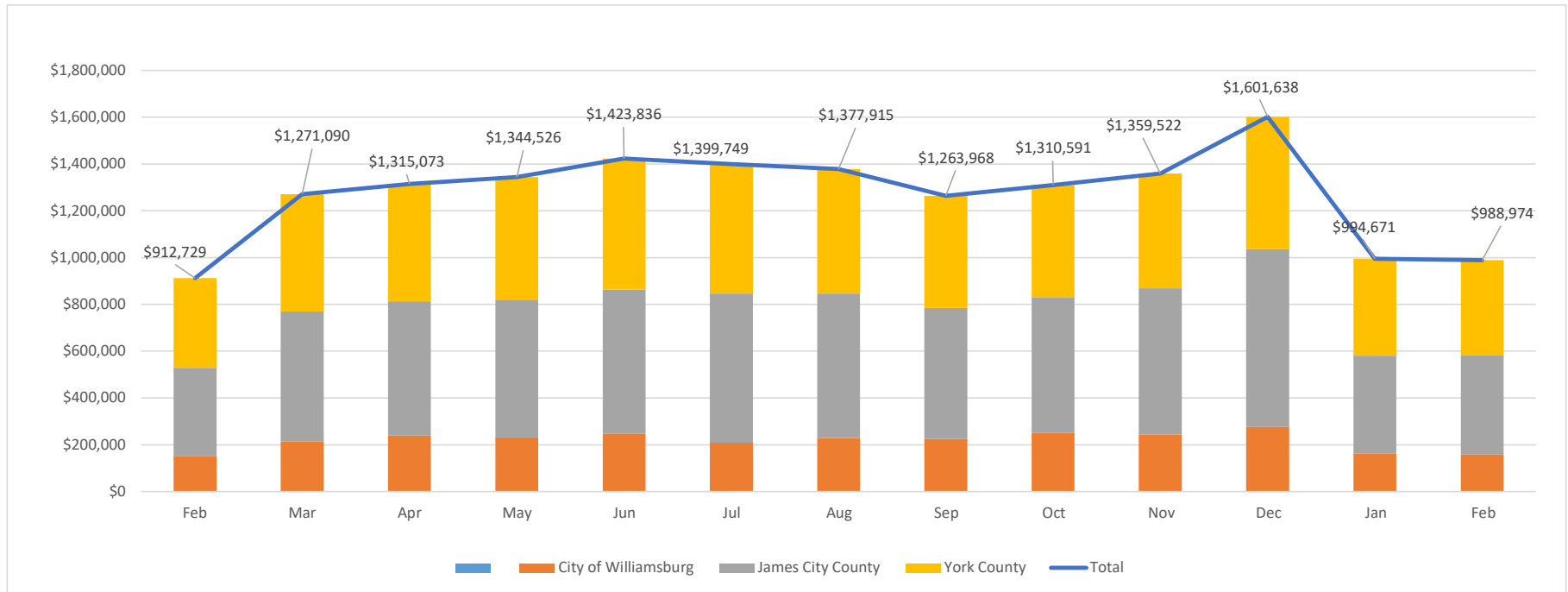
Feb-26		
Actual	Budget	Variance
\$ 20,545	\$ -	\$ 20,545
\$ -	\$ -	\$ -
\$ -	\$ -	\$ -
\$ 19,120	\$ 11,448	\$ 7,672
\$ 1,716	\$ -	\$ 1,716
\$ 41,381	\$ 11,448	\$ 29,933

Mar-26		
Actual	Budget	Variance
\$ -	\$ -	\$ -
\$ -	\$ -	\$ -
\$ -	\$ -	\$ -
\$ 21,450	\$ 11,448	\$ 10,002
\$ 1,553	\$ -	\$ 1,553
\$ 23,003	\$ 11,448	\$ 11,555

<i>Accounts payable balance as of March 31, 2026:</i>	\$ 859,458
<i>Uncleared checks & payments balance:</i>	891,719
<i>Sports & Event payables balance:</i>	1,268,715
<i>Total Open Payables transactions:</i>	\$ 3,019,892

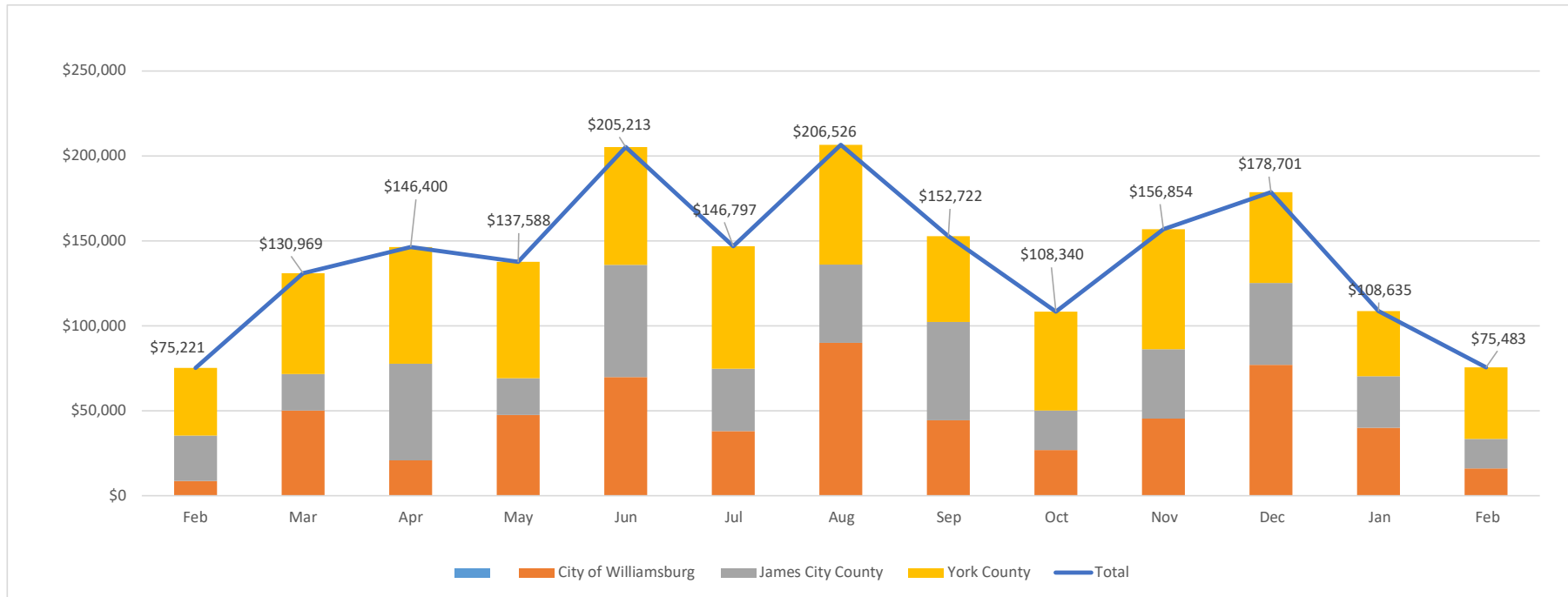
Cash Net of Payables	\$ 5,901,806	\$ 5,803,289	\$ 98,517
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SOURCE: York County, Office of the Commissioner of Revenue



§§ 58.1-603.2 1/2 of 1%													
CY 2025/2026	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Total
City of Williamsburg	\$212,669	\$239,626	\$230,344	\$247,996	\$209,194	\$228,829	\$225,203	\$250,776	\$243,173	\$275,950	\$162,152	\$157,849	\$2,683,761
James City County	\$556,313	\$573,465	\$589,691	\$614,553	\$637,526	\$618,169	\$560,234	\$580,139	\$624,929	\$760,474	\$417,780	\$423,773	\$6,957,047
York County	\$502,108	\$501,981	\$524,491	\$561,287	\$553,029	\$530,917	\$478,531	\$479,676	\$491,421	\$565,214	\$414,739	\$407,352	\$6,010,745
Total	\$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	\$994,671	\$988,974	\$15,651,553
Calendar YTD Total													\$1,983,645
CY 2024/2025	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Total
City of Williamsburg	\$205,256	\$220,784	\$225,388	\$247,564	\$224,996	\$217,995	\$205,427	\$228,284	\$217,692	\$266,141	\$167,800	\$152,131	\$2,579,459
James City County	\$511,176	\$540,740	\$567,007	\$580,550	\$592,979	\$577,012	\$525,458	\$568,215	\$601,388	\$692,950	\$405,348	\$376,020	\$6,538,843
York County	\$484,614	\$492,522	\$502,201	\$544,291	\$568,412	\$500,534	\$474,318	\$488,266	\$488,034	\$572,255	\$404,503	\$384,578	\$5,904,527
Total	\$1,201,046	\$1,254,046	\$1,294,596	\$1,372,405	\$1,386,388	\$1,295,542	\$1,205,203	\$1,284,764	\$1,054,706	\$1,531,346	\$977,651	\$912,729	\$14,770,421
Calendar YTD Total													\$1,890,380

SOURCE: York County, Office of the Commissioner of Revenue



Transient Tax \$1 of the \$2													
CY2025/2025	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Total
City of Williamsburg	\$50,132	\$20,733	\$47,483	\$69,882	\$37,995	\$90,059	\$44,375	\$26,778	\$45,450	\$76,995	\$39,961	\$16,094	\$565,937
James City County	\$21,595	\$56,932	\$21,651	\$65,958	\$36,751	\$46,078	\$57,900	\$23,354	\$40,797	\$48,181	\$30,397	\$17,211	\$466,805
York County	\$59,242	\$68,735	\$68,454	\$69,373	\$72,051	\$70,389	\$50,447	\$58,208	\$67,426	\$53,525	\$38,277	\$42,178	\$718,305
Total	\$130,969	\$146,400	\$137,588	\$205,213	\$146,797	\$206,526	\$152,722	\$108,340	\$153,673	\$178,701	\$108,635	\$75,483	\$1,751,047
Calendar YTD Total													\$184,118
CY2024/2024	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Total
City of Williamsburg	\$18,595	\$79,266	\$31,299	\$25,601	\$63,258	\$36,943	\$55,555	\$35,630	\$53,107	\$29,801	\$36,219	\$8,660	\$473,934
James City County	\$32,557	\$40,469	\$25,431	\$27,535	\$72,671	\$33,323	\$56,196	\$43,992	\$26,600	\$32,345	\$25,924	\$26,698	\$443,741
York County	\$60,426	\$64,157	\$72,501	\$74,100	\$73,492	\$71,107	\$51,021	\$62,417	\$51,636	\$52,408	\$40,041	\$39,863	\$713,169
Total	\$111,578	\$183,892	\$129,231	\$127,236	\$209,421	\$141,373	\$162,772	\$142,039	\$131,343	\$114,554	\$102,184	\$75,221	\$1,630,844
Calendar YTD Total													\$177,405

Williamsburg Tourism Council

FY 2027 Budget Key Points

(The budget period for fiscal year 2027 runs from July 1, 2026, to June 30, 2027.)

Overview:

Significant investment has been made to promote the Historic Triangle as a premier destination for vacation travelers, sports tournaments, and group tours and meetings. The sales staff has grown from four in 2024 to seven in 2026. The marketing team has grown from three in 2024 to six in 2026 and will reach seven in 2027. New marketing and public relations agencies were onboarded in FY2025 to enhance our marketing strategies and presence in the marketplace while maintaining cost controls. New sales incentive programs have been established to increase the number of sports tournaments, association meetings, and group visits. With the 250th anniversary of the Declaration of Independence, we are seeing solid growth in visitation and bookings for the summer season of 2026.

The 2027 business strategy and budget are designed to sustain the momentum established over the past few years toward continued growth. The sales department will continue to have incentive funds available to attract sports tournaments and group business to the area. The sales department has been positioned to focus on all key segments that generate group travel opportunities to the area, including sports tourism, religious groups, student groups, corporate meetings, and associations. The marketing department continues to support both the leisure traveler and sales department in attracting groups, while working to insource marketing activities where possible to reduce costs and expand the reach of its messaging. These efforts should position the area's attractions for a successful 250th-anniversary summer, a successful inaugural year for the sports complex, and for maintaining positive momentum into the spring and summer of 2027.

We are looking forward to a challenging but rewarding year ahead.

General assumptions for the FY 2027 budget:

- Consumer inflation will average approximately 2.2% for core items, excluding capital items and fuel costs. This inflation rate will directly affect the forecast of sales tax revenue.

- Advertising placement inflation has been increasing at a 9% growth rate, according to discussions with our advertising agency.
- Health insurance premiums increased by 16% over the prior year. With increased employee participation and other factors, employee benefit inflation is expected to increase by 25% for the 2027 budget period.
- Tax revenue generation precedes the reporting period in the budget by two months. For example, May 2026 business activity that generates sales tax revenue will be reported in July 2027 and will affect the 2027 budget. This timing will have a larger impact on 2027 revenues than usual, driven by the 250th celebration, which will increase visitation from May to August and affect tax reporting from July to October.

Revenue:

Revenue is budgeted to increase by 2.7% over the FY2026 forecast, excluding the \$1.15M in reserve transfers for the national television opportunity and the office renovation project. Revenue is budgeted at \$18.4M, a 3.5% decrease from the FY2026 forecast.

- Sales tax revenues are budgeted at \$16.3M, \$568K above the FY2026 projected sales tax revenues, representing a 3.6% increase. The increase is driven by a 2.2% inflation rate and 1.4% growth in local and visitor consumption.
- Transient occupancy tax revenues are budgeted at \$1.8M, a 4.5% increase over projected FY2026 revenues. We anticipate growth from the 250th celebration, a slowdown in the fall, and renewed growth from sports complex bookings starting mid-year.
- The Localities Maintenance of Effort (MOE) payments included in the operating budget total \$127K, consistent with the current Virginia Commonwealth statute.
- Other revenue is primarily interest earned on deposits and is budgeted at \$165K, a \$159K decrease from the FY2026 forecast due to less cash on hand and lower interest rates paid on deposits.

Expenses:

Expenses are budgeted at \$18.4M, down \$96K (-0.5%) from the FY2026 forecast.

- Destination Marketing is budgeted at \$13.8M, in line with FY2026 spending. In FY2026, Events was part of the Sales Department. Moving forward, Events will be a

component of marketing to improve alignment. The marketing budget components are:

- Advertising activities are budgeted at \$12.8M, in line with the FY2026 forecast
 - Advertising and promotion are budgeted to be \$11.6M in 2027, a 5.9% increase over the FY2026 forecast. This includes a \$250K budget for events in FY2027.
 - Marketing continues to shift components of the advertising strategy from third parties to internal resources, i.e., social media was moved in-house for fiscal year 2026. The 2027 Marketing plan includes adding a graphic designer to the staff to improve the timeliness of developing and deploying graphics. The cost of the graphic designer will be offset by savings on funds paid for third-party advertising and development.
 - Public Relations is budgeted at \$1.1M, in line with the FY2026 forecast. Public Relations is maintaining funding for visiting journalists, media events, expanded regional coverage, and heritage marketing opportunities.
- Marketing employee expenses are increasing by \$342K over the FY2026 forecast, reaching \$1.0M. The Events staff position and a new graphic design staff employee are the primary drivers of the increase in the FY2027 budget. Existing employee wages are also budgeted to increase by an average of 3.5% in 2027 to compensate for cost-of-living increases and performance.
- Sales activities are budgeted at \$3.0M, compared with the \$3.2M forecast for FY2026, a \$200K decrease. The budget components in sales are:
 - The Sports sales effort is budgeted at \$200K, a \$25K increase over the FY2026 forecast. In FY2027, Sports will focus on the tradeshow and events that were most effective at securing tournament bookings to maximize efforts and resources.
 - The Group, MICE, and International sales efforts are budgeted at \$1.2M, compared with a \$1.1M forecast for FY2026, an increase of \$100K.

- International is budgeted at \$133K, an increase of \$17K from the FY2026 forecast. International travel is expected to remain limited, so resources continue to be focused on the Group and MICE segments.
- MICE is budgeted at \$463K, an \$86K increase over the FY2026 forecast. The increase includes additional cooperative marketing, sales travel, and increased participation in trade shows and client events.
- The group budget is \$285K, a \$32K decrease from the FY2026 forecast. An emphasis on key, high-impact trade shows and events is resulting in savings compared with FY2026.
- Sales incentives remain at \$1M in the FY2027 budget, consistent with the FY2026 budget. The FY2027 allocation for sales incentives is \$700K for sports incentives and \$300K for groups and MICE events.
- The events function is being moved to Marketing to better align with the promotion of Williamsburg as a destination. This realignment transfers \$250K in budget to the Marketing group for events, one headcount, and related expenses.
- Sales employee expenses are \$138K lower than the FY2026 forecast. Wage increases for existing employees, averaging 3.5%, and higher health benefit costs are driving higher employee expenses, but these increases are being offset by the staff transfer to Marketing.
- Administrative expenses are budgeted to be \$1.6M in FY2027 versus \$1.5M forecast for FY2026.
 - Operations Staff expenses are budgeted at \$1.03M, compared with a \$932K forecast for FY2026, an increase of \$100K. Wage increases for existing employees, averaging 3.5%, and higher health benefit costs are driving the higher employee expenses. No additional headcount for Administration is expected in the FY2027 budget.
 - Administrative Services are budgeted at \$604K, an increase of \$25K over the FY2026 forecast
 - General office expenses are budgeted to increase with inflation expectations and the increase in staffing levels for FY2026. General

office expenses are budgeted at \$319K for FY2027, a \$53K increase over FY2026.

- Organization support/ Rent expense for the office is budgeted at \$182K, a \$58K increase over the FY2026 forecast. The office lease renewal includes an increase in total square footage and a commensurate \$27K rent increase for FY2027.
- The office renovation should start in FY2026 and will be completed over the summer. Funding the renovation will be an expense in 2026. A \$50K balance for furniture and a new office setup has been added to cover any ancillary renovation or furnishings that may arise after the renovations.

Cash Position:

Sports and Group Incentives are expected to have a \$1.3M deferred payout at the end of FY2026. These funds will have been expensed and committed but not disbursed by year-end. To this end, a restricted cash balance will be established for FY2026 to account for these commitments, thereby reducing the balance of unrestricted cash on hand. This balance is expected to grow to \$1.5M by the end of FY2027.

Cash available for operations (unrestricted cash) is forecast to be \$5.3M at the start of fiscal year 2027 and budgeted at \$5.5M at year-end, based on spending within the budget and the increase in restricted funds from the FY2027 sales incentive awards. This forecast assumes:

1. \$1.0M in open accounts payable at the end of FY2026 and FY2027, associated with advertising spend and open payables.
2. \$144K of net change between paid sales incentives from restricted cash and an additional \$1M in new incentive awards committed for FY2027.
3. Restricted cash is forecast to be \$1.5M at the end of FY2027, representing sales incentives pledged but not yet paid.

The final FY2027 unrestricted cash balance is forecast to be \$5.5M, with outstanding payables of \$1M and uncashed payables of \$500K, leaving free cash on hand of \$3.0M.

Williamsburg Tourism Council

FY 2027 Budget Comparison

July 1, 2026 to June 30, 2027

	FY 2026 Budget	FY 2026 Forecast	FY 2026 Variance	FY 2027 Budget	Net Change	% Chg
Revenue						
Sales Tax	15,584,924	15,727,047	142,123	16,294,890	567,843	3.6%
Transient Tax	1,612,355	1,723,748	111,393	1,801,520	77,772	4.5%
Localities (MOE)	126,600	126,600	0	126,600	(0)	0.0%
Other Income (Interest)	129,047	323,806	194,759	164,880	(158,926)	-49.1%
Unrestricted Reserves	1,150,000	1,150,000	-	-	(1,150,000)	
Total Revenue	18,602,926	19,051,201	448,275	18,387,890	(663,311)	-3.5%
Destination Marketing						
Advertising Activities	12,189,084	12,081,724	107,360	12,750,000	668,276	5.5%
Advertising: 250 Commemoration	1,000,000	1,033,248	(33,248)	-	(1,033,248)	-100.0%
Employee Expenses	683,899	659,320	24,579	1,001,000	341,680	
Total Destination Marketing	13,872,983	13,774,292	98,691	13,751,000	(23,292)	-0.2%
Sales & Other Marketing						
Sales Activities	1,080,059	983,227	96,832	1,080,000	96,773	9.8%
Sales Incentives	1,000,000	1,156,980	(156,980)	1,000,000	(156,980)	-13.6%
Employee Expenses	1,119,139	1,058,321	60,818	920,000	(138,321)	
Total Sales & Other Marketing	3,199,198	3,198,528	670	3,000,000	(198,528)	-6.2%
Administration						
Administrative Services	607,053	579,118	27,935	604,309	25,190	4.3%
Employee Expenses	923,692	931,569	(7,877)	1,032,581	101,012	10.8%
Total Administration	1,530,745	1,510,687	20,058	1,636,890	126,202	8.4%
Total Expenses	18,602,926	18,483,508	119,418	18,387,890	(95,618)	-0.5%
Net Position	-	567,694	567,694	-	(567,694)	-100.0%

Department strategies (Marketing and Sales) can be found on pgs. 20-24.

Williamsburg Tourism Council
Cash Position Forecast (Unrestricted)
July 1, 2026 to June 30, 2027

Bank Balance Forecast		July 1 2026
Chesapeake Bank	WTC Operating Acct	4,527,328
Chesapeake Bank	WTC CD	809,339
		5,000
Total Cash On Hand		5,341,667
Forecast Balance: July 1, 2026		5,341,667

Net Month Activity	Starting Cash Position	Month Forecast	Ending Cash Position
Jul-26	5,341,667	(74,590)	5,267,077
Aug-26		322,139	5,589,216
Sep-26		(79,202)	5,510,014
Oct-26		44,713	5,554,727
Nov-26		77,246	5,631,973
Dec-26		155,900	5,787,874
Jan-27		269,631	6,057,505
Feb-27		445,517	6,503,021
Mar-27		(326,765)	6,176,257
Apr-27		(444,904)	5,731,353
May-27		12,496	5,743,849
Jun-27		(402,182)	5,341,667
Change in Restricted Funds		144,445	5,486,112
Balance June 30, 2027	5,341,667	144,445	5,486,112

Change in restricted cash:

2027 YE Long-term incentive funding: \$1,494,0000

FY 2027 Budget: Department Strategies

The FY 2027 budget continues the momentum that has been building across the Historic Triangle over the past several years, while also preparing the destination for the opportunities created by America 250 and the opening of the Greater Williamsburg Sports & Events Center. The sales and marketing strategies outlined below are focused on increasing overnight visitation, encouraging longer stays, strengthening midweek occupancy, and growing visitor spending throughout the region. Together, these efforts help ensure that Williamsburg remains well-positioned as a leading cultural, historical, sports, and experiential travel destination.

FY 2027 Budget: Destination Marketing Focus and Strategy

Marketing Strategy

The FY 2027 marketing strategy is focused on building on the national attention surrounding America 250 to drive overnight visitation, encourage longer stays, and increase visitor spending throughout the Historic Triangle. Marketing efforts will continue highlighting the experiences that make Williamsburg unique through thoughtful storytelling, targeted messaging, and strategic media investments that strengthen the destination's position as a leading cultural and experiential travel destination.

Strategic Priorities

Priorities for FY 2027 include:

- Increasing overnight visitation, visitor spending, and length of stay.
- Supporting multi-day travel experiences throughout Williamsburg, Jamestown, and Yorktown.
- Strengthening year-round demand.
- Supporting lower-season and shoulder-period visitation through seasonal campaigns and targeted programming.
- Expanding awareness of the Historic Triangle.
- Positioning the destination as a blend of immersive history, entertainment, outdoor recreation, and culinary experiences.
- Maximizing America 250 visibility.
- Reinforcing Williamsburg's role within the nation's origin story and patriotic travel market.

Audience & Brand Positioning

Marketing efforts will remain focused on heritage travelers, families, cultural weekend travelers, and America 250 visitors through customized messaging and targeted media placement.

The FY 2027 campaign platform continues positioning Williamsburg as the place “Where America Begins—and Comes to Life,” with an emphasis on immersive historical experiences, multi-day itineraries, and year-round visitation opportunities.

Media & Advertising Strategy

The FY 2027 media strategy continues utilizing a balanced mix of advertising, digital marketing, and strategic partnerships to support both destination awareness and overnight visitation conversion.

Primary investments include:

- Paid social and digital advertising.
- Using audience-specific messaging, itinerary storytelling, and conversion-focused campaigns.
- Connected television and streaming platforms.
- Sharing destination storytelling across key feeder markets.
- Paid search, retargeting, and digital conversion efforts.
- Encouraging trip planning and overnight bookings.
- Influencer and creator partnerships.
- Expanding awareness of the destination through trusted travel voices and creators.
- Travel and booking partnerships.
- Supporting package development and overnight visitation opportunities.

Content, Conversion & Measurement

Content development will continue highlighting multi-day itineraries, America 250 storytelling, seasonal events, and family-friendly experiences throughout the Historic Triangle.

Marketing efforts will also focus on strengthening conversion strategies through destination packaging, digital optimization, and performance measurement.

Primary evaluation areas include:

- Media efficiency and return on investment.
- Audience segmentation performance.
- Booking attribution and conversion.
- Geographic market performance.

Overall, the FY 2027 marketing strategy is intended to strengthen visitation and economic impact while helping build long-term momentum for the Historic Triangle beyond the America 250 celebration.

FY 2027 Budget: Sales Group Focus and Strategy

Sales Strategy

The FY 2027 sales strategy is focused on building on the visitation growth generated by America 250 and the opening of the Greater Williamsburg Sports & Events Center while continuing to strengthen midweek occupancy, increase hotel room demand, and encourage longer stays throughout the Historic Triangle.

Sales efforts remain focused on five primary market segments: MICE, tour and travel, international, SMERF, and sports tourism. Across each segment, the team will continue emphasizing relationship-building, strategic partnerships, and opportunities that generate overnight visitation and economic impact for the destination.

Group Sales – MICE

The meetings and conventions strategy continues to prioritize corporate and association business from Virginia, North Carolina, Washington, DC, Maryland, and Pennsylvania, with a particular focus on midweek occupancy.

In FY 2027, the team will continue focusing on:

- Expanding direct engagement with meeting planners and corporate decision makers.
- Participating in targeted industry events, trade shows, and relationship-building opportunities.
- Positioning Williamsburg as a flexible meetings destination.
- Promoting hotels, attractions, museums, educational venues, and the Greater Williamsburg Sports & Events Center as integrated meeting assets.

Group Sales – Tour & Travel

Tour and travel efforts will continue emphasizing student travel, motorcoach tours, and specialty group experiences that help support lower-season and shoulder-period visitation.

In FY 2027, the team will continue focusing on:

- Expanding educational and experiential travel opportunities.
- Promoting STEM programming, archaeology initiatives, and immersive historical experiences.
- Strengthening relationships with domestic tour operators.
- Maintaining visibility through key trade organizations and industry conferences.

Group Sales – International

International efforts will continue increasing Williamsburg’s visibility through statewide and national tourism partnerships tied to America 250 and long-term destination awareness.

In FY 2027, the team will continue focusing on:

- Supporting participation in international tourism initiatives.
- Partnering with organizations such as Virginia Tourism Corporation, Brand USA, and U.S. Travel Association.
- Building relationships with tour operators and travel media.
- Hosting familiarization tours and participating in targeted sales missions.

Group Sales – SMERF

Williamsburg’s historic character, educational assets, and central location continue to position the destination well for SMERF-related travel.

In FY 2027, the team will continue focusing on:

- Expanding outreach to military, educational, religious, and affinity-based organizations.
- Developing targeted collateral and participating in specialized trade events.
- Driving low-season group opportunities.
- Working with hospitality partners to develop value-added incentives and packages.

Group Sales – Sports

The opening of the Greater Williamsburg Sports & Events Center represents one of the most significant opportunities for tourism growth and year-round visitation in recent years.

In FY 2027, the team will continue focusing on:

- Launching and promoting the Greater Williamsburg Sports & Events Center.
- Supporting direct sales, event recruitment, trade show participation, and site visits.
- Diversifying sports tourism opportunities.
- Targeting both traditional tournaments and emerging niche sports markets.
- Williamsburg will continue working with golf and hospitality partners to re-establish the Historic Triangle as a golf destination and support additional overnight visitation opportunities.

Incentive Strategy

The FY 2027 budget continues support for tourism incentives tied to measurable hotel room night production and economic impact.

- Incentive funding will continue supporting sports and group business opportunities.
- The proposed allocation prioritizes approximately 70% toward sports tourism and 30% toward group and MICE business.

Overall, the FY 2027 sales strategy is intended to strengthen occupancy, extend visitor stays, and continue building long-term tourism growth for Williamsburg and the Historic Triangle.
