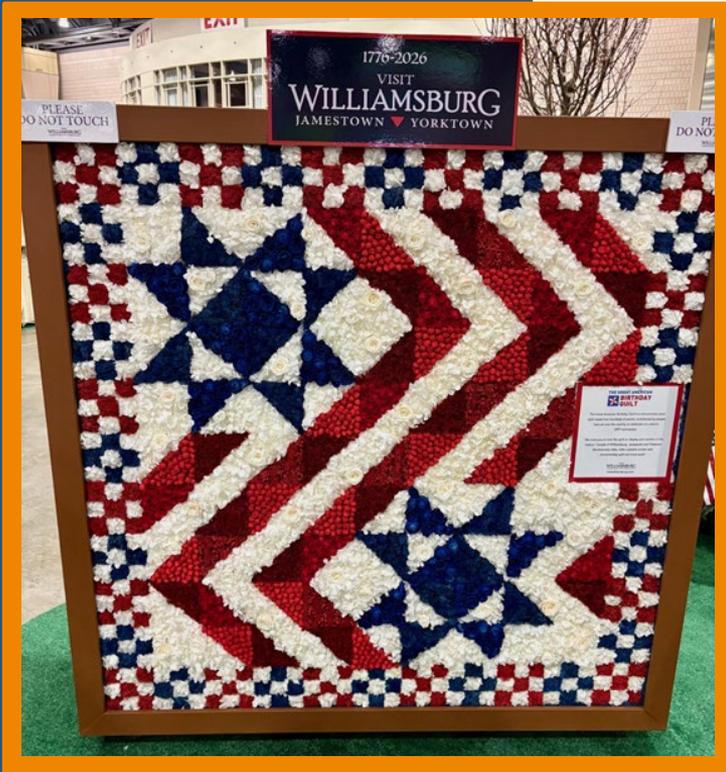


Williamsburg Tourism Council

BOARD MEETING
March 10, 2026



Today's Agenda



- I. Roll Call
- II. Chair Report
- III. Public Comment
- IV. Roundtable Discussion
- V. Approve Minutes
- VI. Treasurer's Report
- VII. CEO Report
- VIII. Strategic Plan

Tina Valdecanas, *Clarity of Place*

Hailey Post, *Clarity of Place*

Chris Basic, *Kimely-Horn*

Matt Williams, *Brand Federation*

- IX. New Business
- XI. Old Business
- XII. Adjournment



Chair Report

Roll Call

**James City County
City of Williamsburg**

**Jamestown Rediscovery Foundation
Busch Gardens/Water Country USA
Williamsburg Hotel & Motel Association
Williamsburg Area Restaurant Association
York County**

Ex-Officio

Greater Williamsburg Chamber of Commerce

**Ruth Larson, Chair
Doug Pons, Treasurer**

**Dr. Todd Arrington
Kevin Lembke
Ron Kirkland
Michael Claar
Sheila Noll**

Adria Vanhoozier

WILLIAMSBURG
250 ★
JAMESTOWN ▼ YORKTOWN

Public Comment



Roundtable Discussion



Approve Minutes



Vote

James City County
City of Williamsburg

Ruth Larson, Chair
Doug Pons, Treasurer

Jamestown Rediscovery Foundation
Busch Gardens/Water Country USA
Williamsburg Hotel & Motel Association
Williamsburg Area Restaurant Association
York County

Dr. Todd Arrington
Kevin Lembke
Ron Kirkland
Michael Claar
Sheila Noll

A family of four is walking through a grassy field. The father is carrying the son on his shoulders, and the son is holding a large American flag. The mother and daughter are walking alongside them. The scene is set in a rural area with trees in the background.

Treasurer's Report

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

(Meeting packet pg. 9)

Treasurer's Report

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

	FY 2026			Budget	Percent
	Actual	Budget	Variance	Remaining	Remaining
REVENUE					
Sales Tax (58.1-603.2)	9,480,773	9,403,037	77,736	6,104,151	39.2%
\$1 Transient Tax	1,110,860	1,064,275	46,585	501,495	31.1%
Maintenance of Effort Funds	101,966	101,966	(0)	24,634	19.5%
Other	198,163	80,139	118,024	(69,116)	
Unrestricted Reserves	1,000,000	1,000,000	0	150,000	13.0%
Total Revenue	11,891,762	11,649,417	242,345	6,711,164	36.1%
EXPENSES					
Marketing Activities	6,565,411	6,782,109	216,698	6,373,673	49.3%
Employee Expenses	339,723	362,515	22,792	344,176	50.3%
Total Destination Marketing	6,905,134	7,144,624	239,490	6,717,849	49.3%
Sales Activities	1,243,520	1,222,914	(20,606)	1,086,539	46.6%
Employee Expenses	534,004	603,137	69,133	585,135	52.3%
Total Sales & Other Marketing	1,777,524	1,826,051	48,527	1,671,674	48.5%
Administrative Services	222,786	249,644	26,858	384,267	63.3%
Admin Employee Expenses	495,039	479,360	(15,679)	428,653	46.4%
Total Administration	717,825	729,004	11,179	812,920	53.1%
Total Expenses	9,400,483	9,699,679	299,196	9,202,442	49.5%
Net Revenue Expense by Month	2,491,279	1,949,738	541,541		
Net Position - Beginning of Year	3,580,461	3,580,461	0		
Net Position - Current YTD	6,071,740	5,530,199	541,541		

Treasurer's Report

**Cash on Hand
 January 2026**

Operating Cash

Cash Balances	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

Key Sources of Funds	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

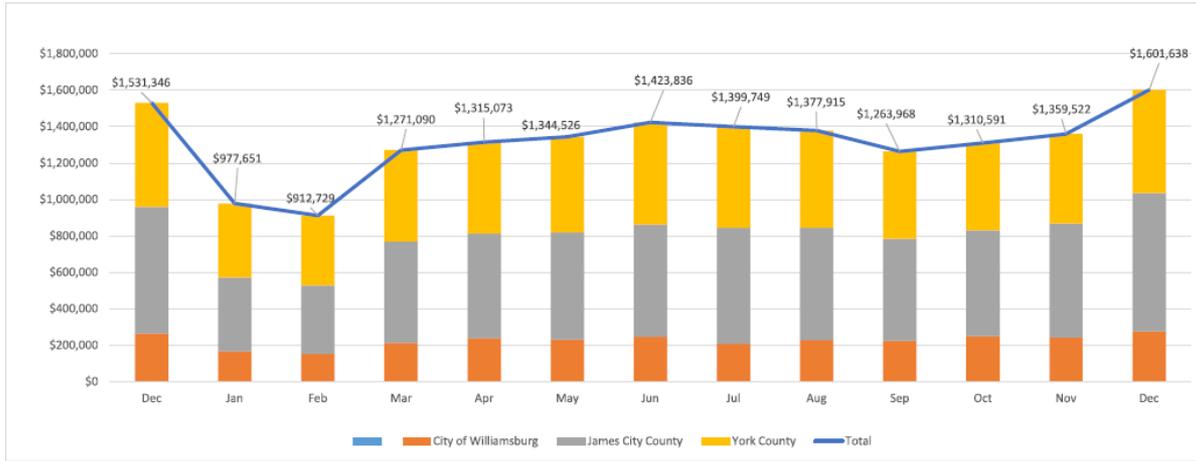
Interest Earned:			
	Actual	Budget	Variance
State Interest Paid	\$ 26,658	\$ -	\$ 26,658
BB&T Reserve Checking	\$ -	\$ -	\$ -
BB&T ICS Investment Fund	\$ -	\$ -	\$ -
Ches Bank Checking	\$ 18,399	\$ 13,532	\$ 4,867
Ches Bank CD	\$ 2,331	\$ -	\$ 2,331
Total Interest Earned	\$ 47,387	\$ 13,532	\$ 33,855

Dec-25		
Actual	Budget	Variance
\$ -	\$ -	\$ -
\$ -	\$ -	\$ -
\$ -	\$ -	\$ -
\$ 22,084	\$ 13,532	\$ 8,552
\$ 2,262	\$ -	\$ 2,262
\$ 24,345	\$ 13,532	\$ 10,813

Jan-26		
Actual	Budget	Variance
\$ -	\$ -	\$ -
\$ -	\$ -	\$ -
\$ -	\$ -	\$ -
\$ 23,384	\$ 13,532	\$ 9,852
\$ 1,712	\$ -	\$ 1,712
\$ 25,096	\$ 13,532	\$ 11,564

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

Cash Net of Payables
 \$ 6,084,017 \$ 6,272,013 **\$ (187,996)**



§§ 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



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

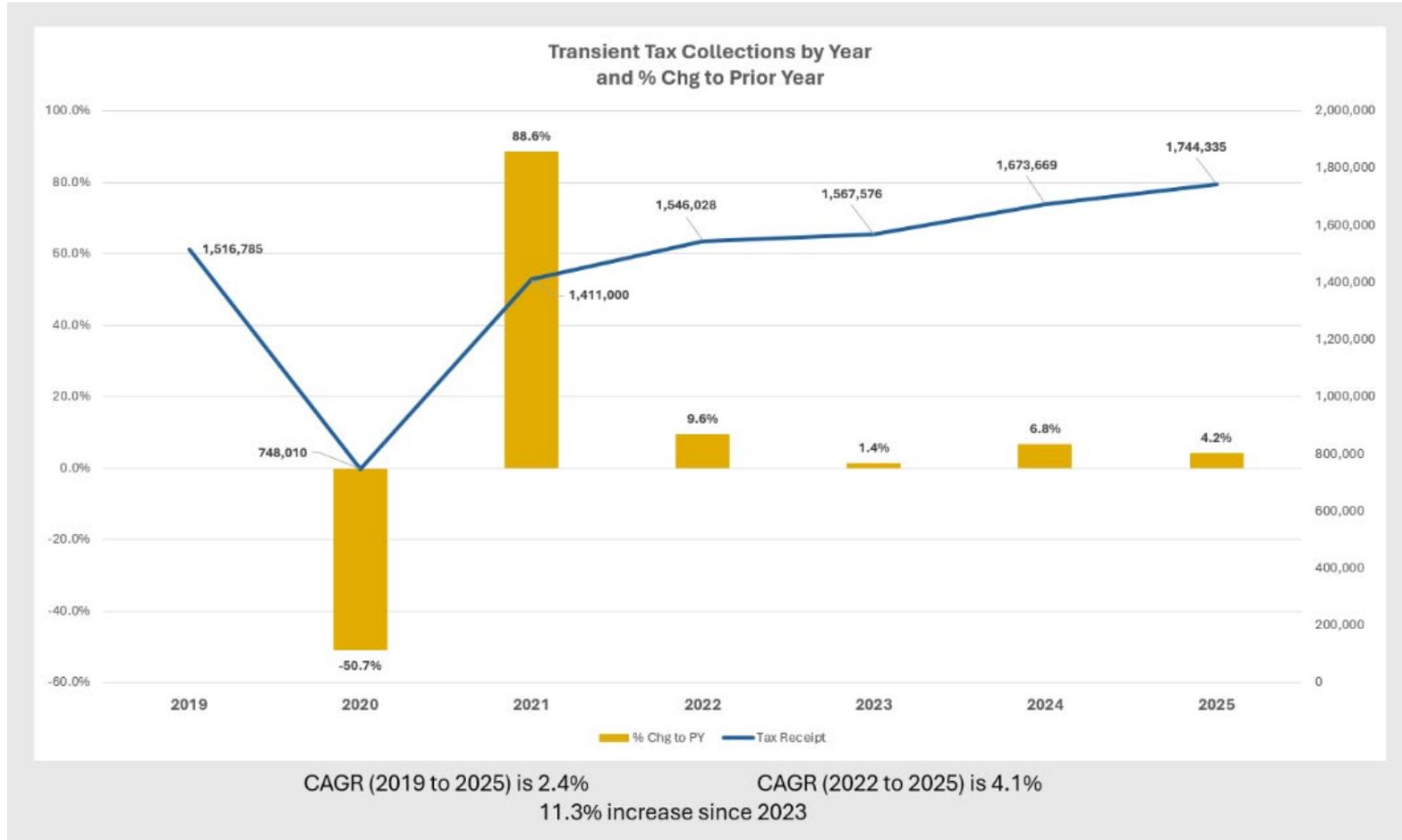
CEO Report



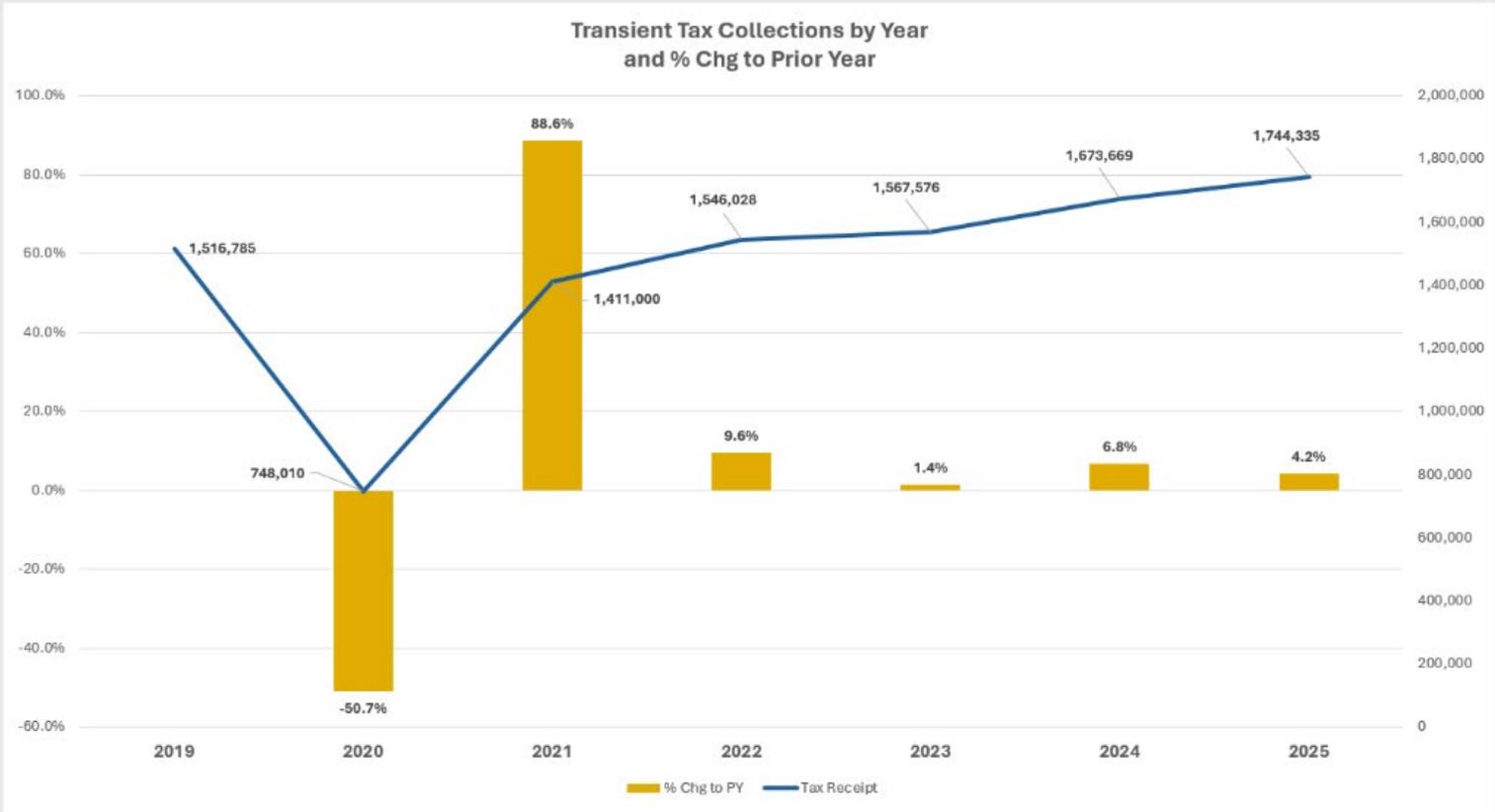
Performance



Transient Tax Recap



Transient Tax Recap



CAGR (2019 to 2025) is 2.4% CAGR (2022 to 2025) is 4.1%

11.3% increase since 2023

Recent Highlights

Samantha Brown's Places To Love Premiere



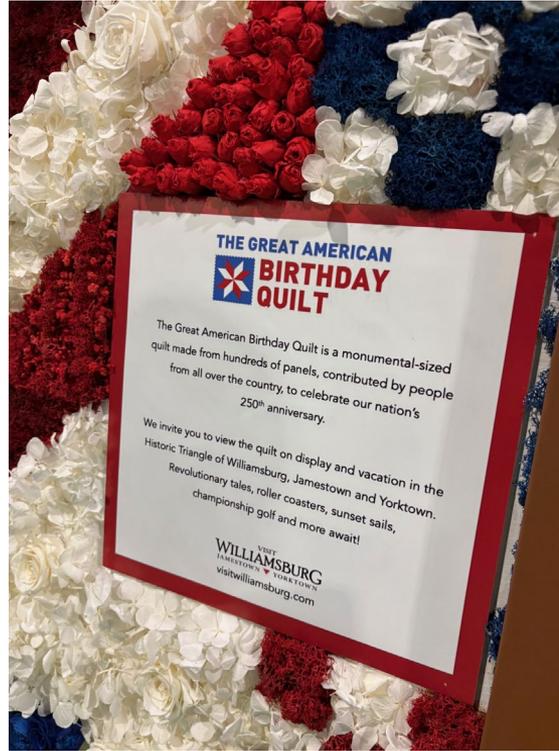
**SAMANTHA
BROWN'S**
**PLACES
TO LOVE** ♥

Virginia Black Film Festival









Amtrak Vacations “Stars & Stripes” 250th Anniversary Collection

- Amtrak Vacations rolled out a **special 250th anniversary travel promo** with **discounts on multi-night rail vacations**:
 - 👉 Example savings include:
 - ~\$75 off 3–6 night packages
 - ~\$200 off 7–9 night trips
 - ~\$250 off 10–14 night adventures
 - ~\$300 off 15+ night rail journeys
 - Plus an *additional ~\$100 per couple* off with a discount code



WIN A TRIP TO WILLIAMSBURG



Scan for your chance to win a two-night stay at Kingsmill Resort and Amtrak Virginia Transportation to and from Williamsburg, Virginia. No purchase necessary. Terms and conditions apply.

WILLIAMSBURG
250
JAMESTOWN ▼ YORKTOWN

Community



WARA Annual Meeting



Yorktown Admirals Night



WILLIAMSBURG

250



JAMESTOWN ▼ YORKTOWN

APRIL



VISIT
WILLIAMSBURG
JAMESTOWN ▼ YORKTOWN

**YOU ARE INVITED TO
THE GREAT AMERICAN
BIRTHDAY
QUILT REVEAL**

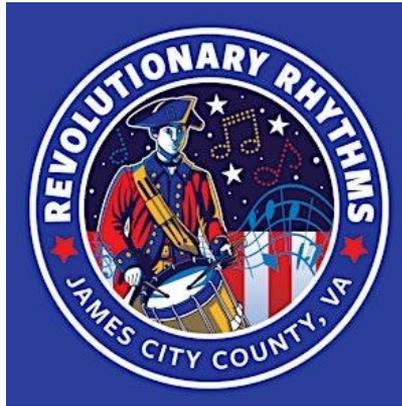
Because of **YOU**, the Great American Birthday
Quilt has become something truly
extraordinary and now it's time to see it all
come together!

11
APRIL

**SATURDAY
AT 1:00 PM**

**AT MERCHANTS SQUARE
134 N. HENRY STREET
WILLIAMSBURG, VA**

RSVP if you are interested in participating in the reveal
[VisitWilliamsburg.com/birthday-quilt-reveal-rsvp/](https://www.visitwilliamsburg.com/birthday-quilt-reveal-rsvp/)



Revolutionary Rhythms

- **Date:** April 17–19, 2026
- **Location:** Jamestown Beach Event Park
- Multi-day festival featuring:
 - National music acts
 - Historical programming
 - Drone light show
 - VA250 mobile museum
 - Food vendors and family activities

Colonial Williamsburg



America. Made in Virginia. “series”

- **Date:** April 24–25, 2026
- **Location:** Colonial Williamsburg
- A convening of **Tribal Nations leadership** from across the country. Discussions of the historic and modern relationship between Tribal Nations and the United States.
- Event will focus on the inherent sovereignty of **Tribal Nations** and their historic relationship with the United States.

Colonial Williamsburg



The Flame of Revolution

250th Anniversary of the Fifth Virginia Convention

Date: May 15, 2026

Location: Colonial Williamsburg

- Commemorates the 1776 Fifth Virginia Convention, when Virginia leaders instructed delegates to propose independence from Britain.
- Reenactments, ceremonies, and interpretive programming.



June 12-14, 2026

Sail250 Virginia

- **Dates:** June 12–14, 2026
- **Location:** Yorktown
- An official SailVirginiaSM 2026 Affiliate Harbor event.
- Witness breathtaking tall ships and military vessels as they grace the York River.



America's Tapestry: 13 Colonies. 13 Stories. 1 Nation.

- **Dates:** June 19 – September 20
- **Location:** Williamsburg
- 13 hand-embroidered panels, one for each of the original colonies, America's Tapestry illustrates the diverse stories of individual contributions — many overlooked — that reveal each colony's struggle for independence.
- Stitched by artisans from New Hampshire to Georgia

JUNE

Williamsburg LIVE

THURSDAY, JUNE 25

**MELISSA ETHERIDGE
& WYNONNA JUDD**



FRIDAY, JUNE 26

**TROMBONE SHORTY
& ORLEANS AVENUE**

The Let's Go Get 'Em Tour
with special guest
DUMPSTAPHUNK



SATURDAY, JUNE 27

**ALISON KRAUSS
& UNION STATION**

featuring **JERRY DOUGLAS**
with special guest **THEO LAWRENCE**



SUNDAY, JUNE 28

GRACE POTTER



Colonial Williamsburg



VA250: July 4th in Colonial Williamsburg

- VA250 is producing a **live production** combining music, storytelling, and reflections on the American experiment.

VA250



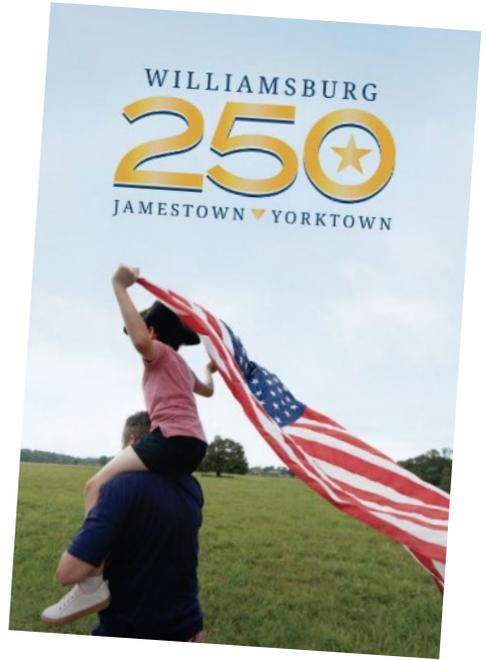
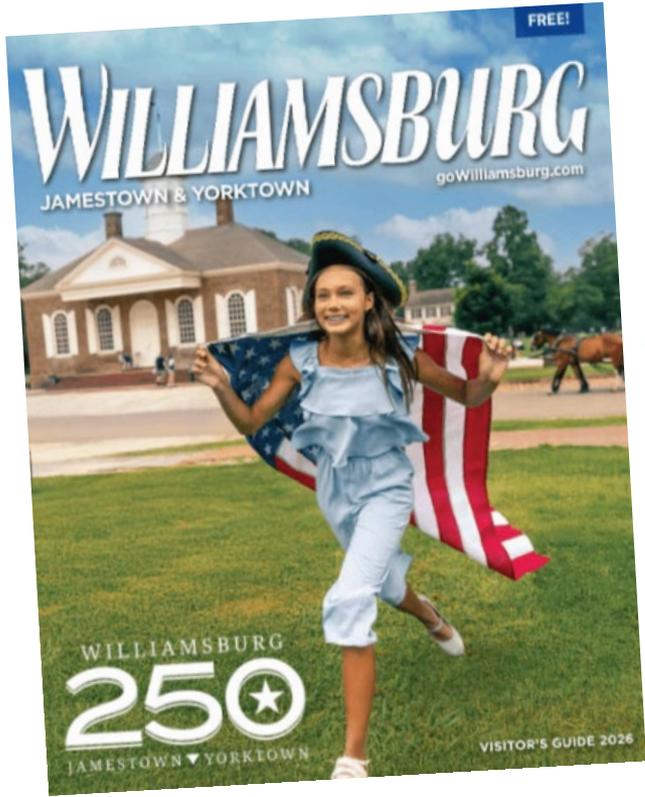
Get Your Passport:

Passports are available, free of charge and while supplies last, at Colonial Williamsburg, Jamestown-Yorktown Foundation, Monticello, Mount Vernon, Virginia Museum of History & Culture, VA250's [Mobile Museum](#), and Virginia Tourism's twelve [Welcome Centers](#) across the Commonwealth.

Use Your Passport:

Use your passport to receive a discount on admission to Passport Sites. Collect a unique stamp at each Passport Site. Once you collect at least five stamps, enter to win prizes!

[PREVIEW PASSPORT](#)



A group of six people are seated in a dark wooden carriage with large spoked wheels. A woman in a red vest and black hat stands in the carriage, waving. The background shows a large brick building with a central tower and statues. The entire image has a blue tint.

Group Sales Update

Where to Next?

Upcoming Tradeshows

3/24-27/2026	Christian Meetings & Conventions Assn.	Florida
3/8-10/2026	NJ MPI MEETS	New Jersey
4/1-4/3/2026	Sports ETA Women's Summit	Arizona
4/13-4/16	eTourism Summit	Kentucky
4/20-4/22/2026	African American Travel Conference	Alabama
4/9-12/26	American Research Center in Egypt (ARCE)	Colorado
05/3-5/2026	Virginia Society Association Executives	Williamsburg, Va
05/17-21/2026	IPW	Florida
05/27-29/2026	Fraternal Executives Assn	Kentucky
6/9-6/11/2026	National Society of Government Meeting Planners Assn.	Williamsburg, VA
6/17-19/2026	IAGTO North America	Mexico
6/18-22/2026	Military Reunion Network Educational Summit	Ohio
6/22-6/25/2026	Pennsylvania Bus Assn.	Pennsylvania



Visit Williamsburg Hosted The Select Traveler Conference

- 200 Tour Operators/Meeting Planners and Suppliers
- Buying Power on Avg. 3-5 Domestic Tours/Events per year with an average of 50-100 guests per event
- Visit Williamsburg completed over 30, 1:1 Meetings to represent the Destination



SPORTS



SPORTS Tradeshows

Recent Tradeshows Attended:

- August 24-28: CONNECT
- September 8-11: S.P.O.R.T.S The Relationship Conference
- September 15-16: NCAA Bid Symposium
- October 12-16: TEAMS
- January 12-16: SPORTS EXPRESS

Upcoming Tradeshows:

April 20-23: SPORTS ETA SYMPOSIUM



S.P.O.R.T.S.
The Relationship Conference



SportsTravel presents
TEAMS **SPORTS** EXPRESS

New Sports Business

Center Court Events: Girls Volleyball Tournament

- 2 Year Contract: 2028 & 2029
- 3,000 Room Nights per event
- MLK Weekend (January “need period”)



CENTERCOURTEVENTS



Sales Extranet Webinar | Virtual

Join Us for a Visit Williamsburg Extranet Webinar for lodging partners.

 **Thursday, March 12 at 2:00 PM**

 **Virtual**

This session is designed to help lodging partners make the most of the Visit Williamsburg Extranet platform and their sales efforts. Whether you're new to the system or looking to sharpen your skills, this is a great opportunity to:

-  **Learn How to Navigate the Extranet**
-  **Discover Best Practices for Respond to Leads**
-  **Explore Tools to Maximize Your Visibility and Engagement**

3-Year Strategic Planning



CLARITY
OF PLACE





STRATEGIC PLAN

IMPLEMENTATION ROADMAP

Board Session

March 10, 2026



Today's Flow

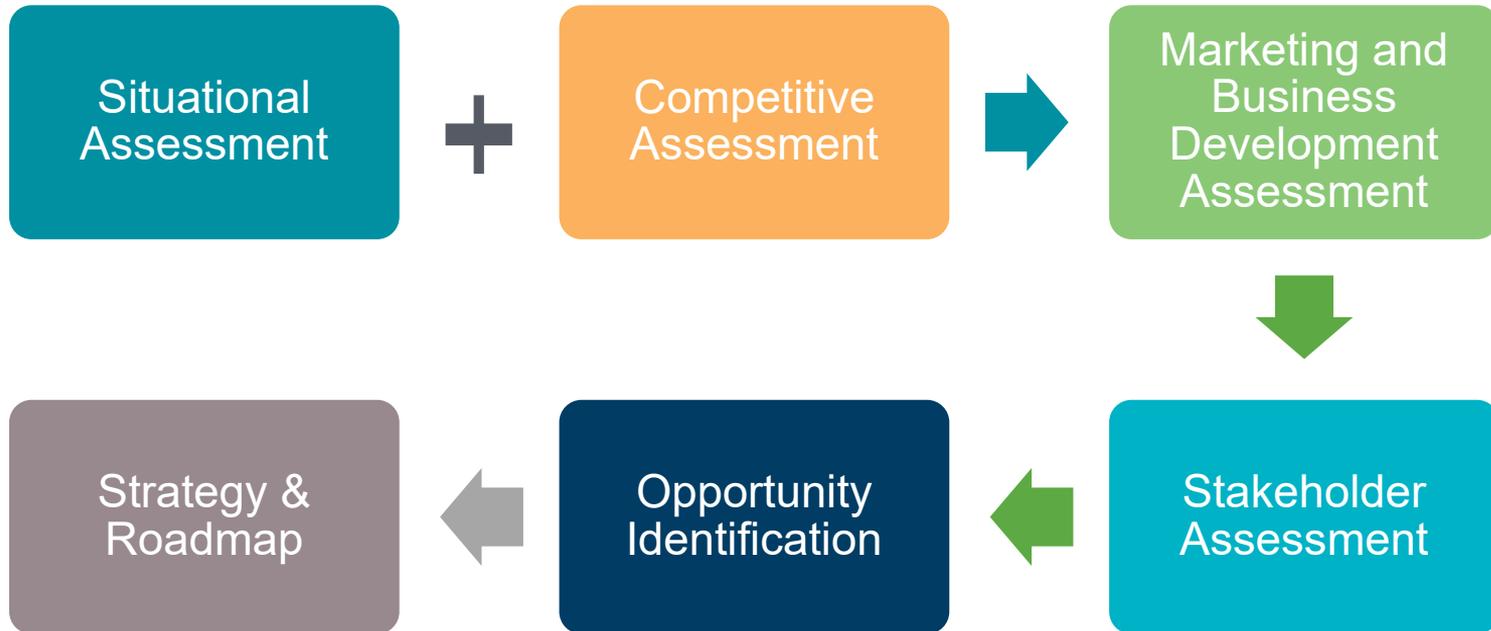
1. Welcome and Overview
2. Visit Williamsburg's Mandate & Role
3. Competitive Position & Key Constraints
4. Refine the Shared Destination Goal
5. Next Steps



Project Goal

Build a **STRATEGIC ROADMAP** to grow visitation, strengthen tourism assets, and position Greater Williamsburg for sustained competitiveness beyond America250—giving annual plans a unified, multi-year strategic foundation

Project Phases

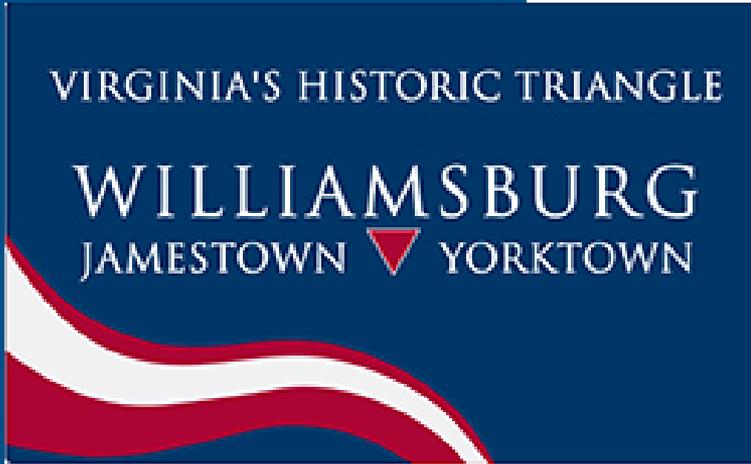


What Destination Organizations Do

VISIT
WILLIAMSBURG
JAMESTOWN ▼ YORKTOWN



Williamsburg, VA Tourism Council



Virginia Code §58.1-603.2

- ✓ Promote and market the Historic Triangle as a tourism destination
- ✓ Increase visitation, spending, and length of stay using Historic Triangle Marketing Fund revenues
- ✓ Plan and execute regional advertising and promotional campaigns highlighting historic and cultural assets
- ✓ Coordinate with participating localities to align marketing efforts

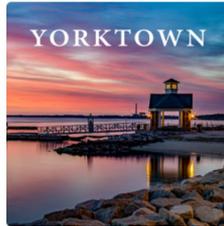
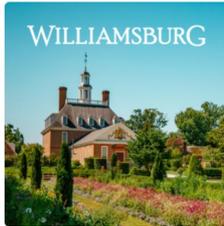
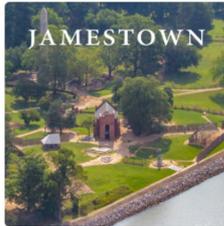
Visit Williamsburg's Role

- Perceptions and expectations of the visitor experience



Where America's Journey *Begins*

Explore Williamsburg, Jamestown, & Yorktown: Virginia's Historic Triangle



- Sharing applicable market intelligence and signals

Market and advertise the Historic Triangle as an overnight destination

Develop and execute regional destination marketing strategy

Coordinate cross-marketing among tourism partners

- Drive overnight visitation & length of stay

Conduct research & report results

Visit Williamsburg's Role

- Perceptions and expectations of the visitor experience
- Partner collaboration & alignment around messages
- How attractions / experiences connect or extend trips

Market and advertise the Historic Triangle as an overnight destination

Develop and execute regional destination marketing strategy

Coordinate cross-marketing among tourism partners

Drive overnight visitation and length of stay

- Sharing applicable market intelligence and signals

Conduct research & report results

Visit Williamsburg's Role

- Perceptions and expectations of the visitor experience
- Partner collaboration & alignment around messages
- How attractions / experiences connect or extend trips
- Sharing applicable market intelligence and signals



- Market and advertise the Historic Triangle as an overnight destination
- Develop and execute regional destination marketing strategy
- Coordinate cross-marketing among tourism partners
- Drive overnight visitation & length of stay
- Conduct research & report results



- Product, infrastructure, and public realm investments
- Regulatory framework and policies to strengthen tourism competitiveness
- Workforce to power excellent visitor experiences

Visit Williamsburg's Role

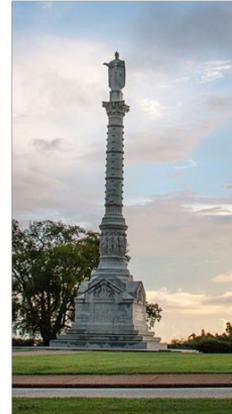
Initiatives,
collaboration, and
programming that
strengthen the
hospitality ecosystem

Visit Williamsburg's
Core Responsibility

Advocacy with Board Support

Where We Stand

- ✓ Strengths
- ✓ Externalities / Challenges
- ✓ Emerging Imperatives



Strengths

- Unique historical significance and authenticity
- Strong brand recognition in core markets
- Family-oriented
- Established attraction portfolio

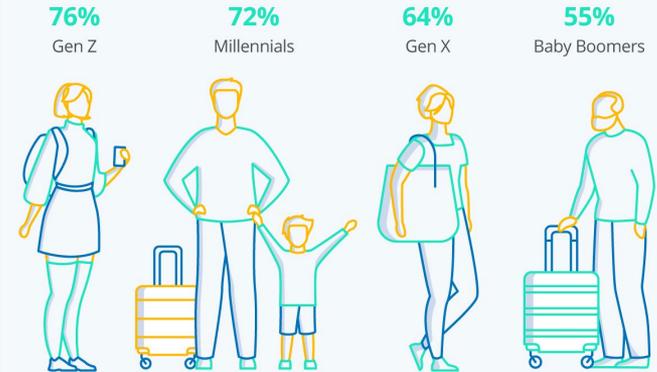


Externalities / Challenges

- Shifting travel preferences
- Competition for market share from emerging heritage destinations
- Attracting younger and more diverse audiences
- Off-peak and shoulder-season visitation
- Perception challenges
- Visitor experience gaps

GEN Z: THE MOST TRAVEL HUNGRY GENERATION

Share of respondents who agree with the statement: 'I am more interested in travel than I used to be'



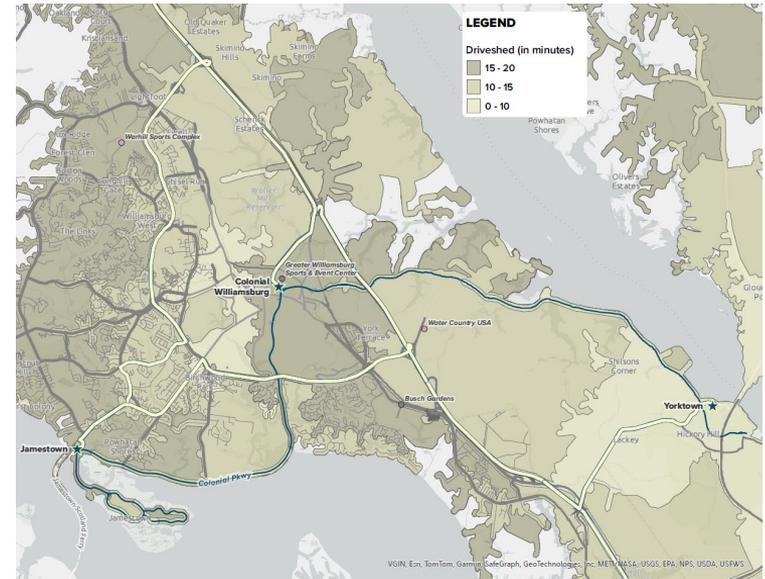
Source: McKinsey, 2024



statista

Emerging Imperatives

- Reimagine the Historic Story for modern audiences
- Connect the destination—from separate attractions to integrated experiences
- Address seasonality through audience diversification
- Strengthen infrastructure to ensure continued competitiveness
- Champion the value of tourism within the local community



Where We Stand

Strengths

- **Historical significance and authenticity**
- **Strong brand recognition**
- **Family-oriented**
- **Established attraction portfolio**

Externalities/ Challenges

- **Shifting travel preferences**
- **Market share**
- **Attracting younger and more diverse audiences**
- **Seasonality**
- **Perception challenges**
- **Visitor experience gaps**

Emerging Imperatives

- **Heritage Story Modernization**
- **Destination Connectivity & Integration**
- **Audience Diversification – balance seasonality**
- **Infrastructure Readiness**
- **Champion the Value of Tourism**

Shared Goal / Driver



Starting Points

"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."

"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."

"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 return, 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."

Components

Desired End State	Priorities	Guardrail
<ul style="list-style-type: none"> • Thriving • Year-round • Overnight visitors • Longer stays 	<ul style="list-style-type: none"> ▪ Inspire visitors to experience multiple attractions ▪ Strengthen shoulder and off-peak visitation ▪ Reaching additional travel audiences ▪ Develop and curate experiences that appeal to today's travelers 	<ul style="list-style-type: none"> ○ Protect region's historic character ○ Manage growth so as not to outpace capacity
<ul style="list-style-type: none"> • Premier multi-faceted destination • Distinctive historic core • Extended stays • Explore across Triangle 	<ul style="list-style-type: none"> ▪ Connect mix of attractions ▪ Evolve mix of attractions ▪ Improve visitors' movement ▪ Improve visitor experience within region ▪ Drive repeat visitation across seasons 	<ul style="list-style-type: none"> ○ Ensure that tourism growth remains sustainable ○ Ensure that tourism growth is community-supported
<ul style="list-style-type: none"> • Reimagined and elevated • Core historic story • Visitors of all ages discover • Visitors of all ages return 	<ul style="list-style-type: none"> ▪ Refresh & diversify how history is interpreted ▪ Connect historic sites with contemporary cultural and recreational experiences ▪ Create reasons to visit across life stages and seasons 	<ul style="list-style-type: none"> ○ Honor region's authenticity / heritage ○ Ensure evolved storytelling is inclusive, accurate, and respectful

Shared End-Goal

By 2035, Greater Williamsburg will [desired end-state],
by focusing on _____, _____, & _____ [2–3 priorities], while
_____ [guardrail(s)].

Desired End-State

Priorities

Guardrails

By 2035, Greater Williamsburg will...

Desired End-State	Priorities	Guardrails

Next Steps

Jan 2026	Feb 2026	Mar 2026	Apr 2026	May 2026	Jun 2026
Project Launch & Data Gathering Project confirmation call, data compilation; timeline and check-in call schedule established;	Situational Assessment Asset inventory, infrastructure review, transportation assessment, competitive assessment; Board interviews	Current Conditions Synthesis Complete product assessments; Board Session (March Board Meeting), begin stakeholder interviews	Marketing & Organizational Assessment Stakeholder focus groups; market opportunity analysis, organizational structure review, begin building prioritization framework and interviews.	Plan Synthesis & Development Complete qualitative data analysis; SWOT Analysis development, opportunity identification; present draft to Board for input	Final Plan Completion Complete Strategic Plan document and recommended strategies

THANK YOU!

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Desired End State	Priorities	Guardrails
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