

Williamsburg Tourism Council

BOARD MEETING

November 18, 2025



Today's Agenda

- I. Roll Call
- II. Public Comment
- III. Roundtable Discussion
- IV. Approve Minutes
- V. Chair Report
- VI. Treasurer's Report
- VII. CEO Report
- VIII. Sales Update
 - I. Greg Kavanaugh, Brittany Alger, Morgan Cordle
- IX. New Business
- X. Old Business
- XI. Adjournment



Treasurer's Report

Revenue / Expenses September 2025

	Month		
	Actual	Budget	Variance
REVENUE			
Sales Tax (58.1-603.2)	1,399,935	1,426,520	(26,585)
\$1 Transient Tax	146,799	143,608	3,191
Maintenance of Effort Funds	0	0	0
Other	19,881	11,448	8,433
Unrestricted Reserves	0	0	0
Total Revenue	1,566,615	1,581,576	(14,961)
EXPENSES			
Marketing Activities	678,772	1,214,590	535,818
Employee Expenses	42,697	49,541	6,844
Total Destination Marketing	721,469	1,264,131	542,662
Sales Activities	141,998	223,240	81,242
Employee Expenses	67,283	83,313	16,031
Total Sales & Other Marketing	209,281	306,553	97,272
Administrative Services	52,835	37,150	(15,685)
Admin Employee Expenses	70,408	67,510	(2,898)
Total Administration	123,243	104,660	(18,583)
Total Expenses	1,053,992	1,675,344	621,352
Net Revenue Expense by Month	512,622	(93,768)	606,390

Treasurer's Report

Revenue / Expenses
Fiscal YTD as of September 2025

	FY 2026		
	Actual	Budget	Variance
REVENUE			
Sales Tax (58.1-603.2)	4,168,586	4,170,862	(2,276)
\$1 Transient Tax	489,600	475,203	14,397
Maintenance of Effort Funds	38,666	38,666	(0)
Other	78,232	28,095	50,137
Unrestricted Reserves	0	0	0
Total Revenue	4,775,084	4,712,826	62,258
EXPENSES			
Marketing Activities	1,966,986	2,963,917	996,931
Employee Expenses	136,993	157,353	20,360
Total Destination Marketing	2,103,980	3,121,270	1,017,290
Sales Activities	543,273	651,170	107,897
Employee Expenses	203,859	259,104	55,245
Total Sales & Other Marketing	747,132	910,274	163,142
Administrative Services	101,947	111,099	9,152
Admin Employee Expenses	212,771	202,123	(10,648)
Total Administration	314,718	313,222	(1,496)
Total Expenses	3,165,830	4,344,766	1,178,936
Net Revenue Expense by Month	1,609,254	368,060	1,241,194

Net Position - Beginning of Year	3,580,461	3,580,461	0
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Net Position - Current YTD	5,189,715	3,948,521	1,241,194
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Budget Remaining	Percent Remaining
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11,416,338	73.3%
1,122,755	69.6%
87,934	69.5%
50,815	
1,150,000	100.0%
13,827,842	74.3%

10,972,098	84.8%
546,906	80.0%
11,519,003	84.6%
1,786,786	76.7%
915,280	81.8%
2,702,066	78.3%
505,106	83.2%
710,921	77.0%
1,216,027	79.4%
15,437,096	83.0%

Treasurer's Report

Cash on Hand
September 2025

Operating Cash

Cash Balances	Jul-25		
	Actual	Budget	Variance
Bank Account Balances: operations			
BB&T Reserve Checking	\$ -	\$ -	\$ -
BB&T ICS Investment Fund	\$ -	\$ -	\$ -
Ches Bank Checking	\$ 7,230,328	\$ 4,919,085	\$ 2,311,243
Ches Bank Payroll	\$ 1,000	\$ -	\$ 1,000
Ches Bank CD	\$ 790,786	\$ -	\$ 790,786
Total Cash on Hand	\$ 8,022,114	\$ 4,919,085	\$ 3,103,029

Aug-25		
Actual	Budget	Variance
\$ -	\$ -	\$ -
\$ -	\$ -	\$ -
\$ 6,936,227	\$ 5,362,154	\$ 1,574,073
\$ 1,000	\$ -	\$ 1,000
\$ 790,786	\$ -	\$ 790,786
\$ 7,728,013	\$ 5,362,154	\$ 2,365,859

Sep-25		
Actual	Budget	Variance
\$ -	\$ -	\$ -
\$ -	\$ -	\$ -
\$ 7,956,115	\$ 5,336,872	\$ 2,619,243
\$ 1,000	\$ -	\$ 1,000
\$ 793,103	\$ -	\$ 793,103
\$ 8,750,218	\$ 5,336,872	\$ 3,413,346

Key Sources of Funds	Jul-25		
	Actual	Budget	Variance
State Disbursement	\$ 1,482,403	\$ 1,463,953	\$ 18,450
Total Gov't Sources	\$ 1,482,403	\$ 1,463,953	\$ 18,450

Aug-25		
Actual	Budget	Variance
\$ 1,629,050	\$ 1,611,984	\$ 17,066
\$ 1,629,050	\$ 1,611,984	\$ 17,066

Sep-25		
Actual	Budget	Variance
\$ 1,546,733	\$ 1,570,128	\$ (23,395)
\$ 1,546,733	\$ 1,570,128	\$ (23,395)

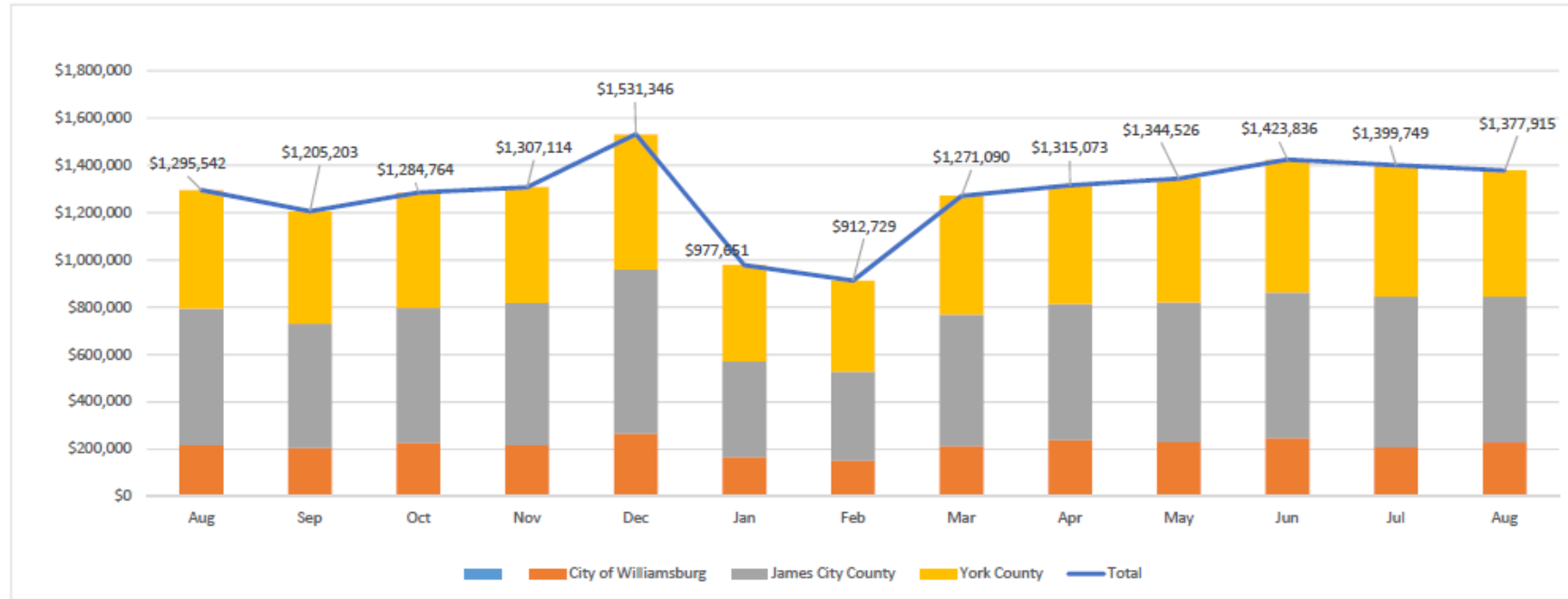
Interest Earned:			
State Interest Paid	\$ -	\$ -	\$ -
BB&T Reserve Checking	\$ -	\$ -	\$ -
BB&T ICS Investment Fund	\$ -	\$ -	\$ -
Ches Bank Checking	\$ 17,516	\$ 7,282	\$ 10,234
Ches Bank CD	\$ 2,310	\$ -	\$ 2,310
Total Interest Earned	\$ 19,826	\$ 7,282	\$ 12,544

\$ 18,446	\$ -	\$ 18,446
\$ -	\$ -	\$ -
\$ -	\$ -	\$ -
\$ 17,767	\$ 9,365	\$ 8,402
\$ 2,310	\$ -	\$ 2,310
\$ 38,524	\$ 9,365	\$ 29,159

\$ -	\$ -	\$ -
\$ -	\$ -	\$ -
\$ -	\$ -	\$ -
\$ 17,564	\$ 11,448	\$ 6,116
\$ 2,317	\$ -	\$ 2,317
\$ 19,881	\$ 11,448	\$ 8,433

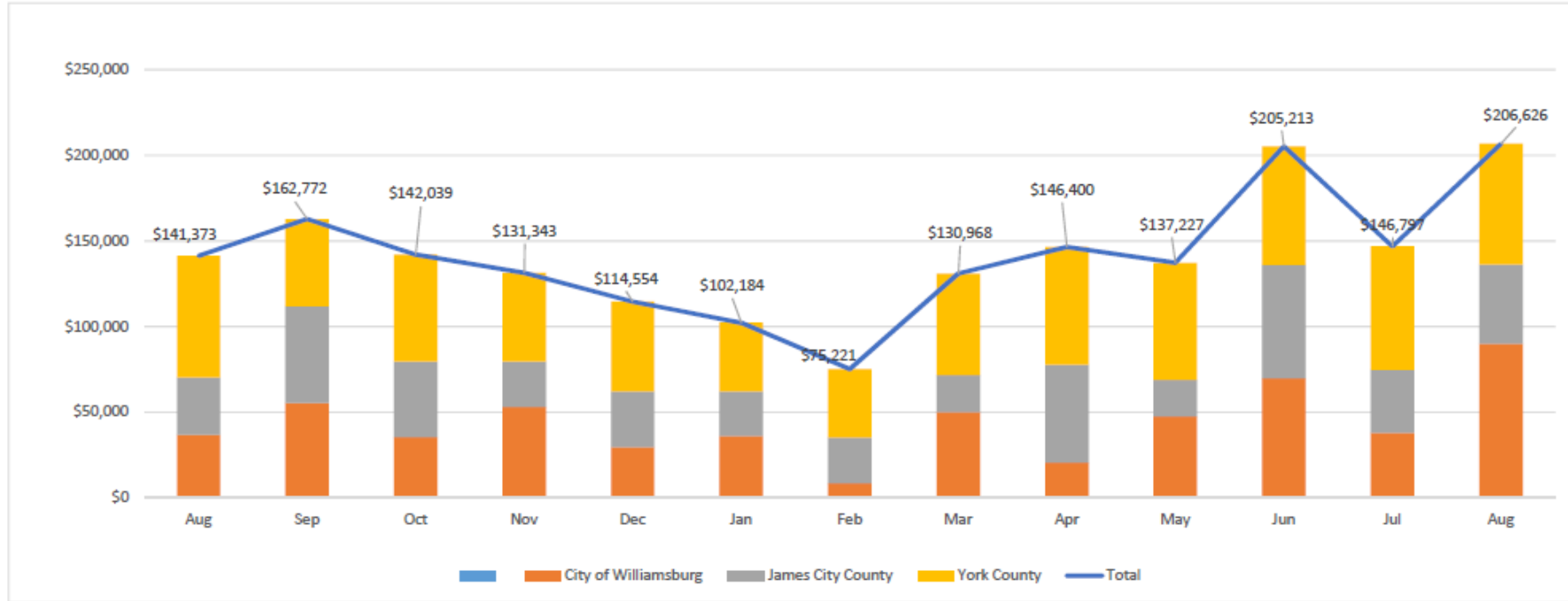
Accounts payable balance as of August 31, 2025:	\$ 1,094,099
Uncleared checks & payments balance:	646,185
Sports & Event payables balance:	774,305
Total Open Payables transactions:	\$ 2,514,589

SOURCE: York County, Office of the Commissioner of Revenue



§§ 58.1-603.2 1/2 of 1%

CY 2024/2025	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Total
City of Williamsburg	\$205,427	\$228,284	\$217,692	\$266,141	\$167,800	\$152,131	\$212,669	\$239,626	\$230,344	\$247,996	\$209,194	\$228,829	\$2,606,134
James City County	\$525,458	\$568,215	\$601,388	\$692,950	\$405,348	\$376,020	\$556,313	\$573,465	\$589,691	\$614,553	\$637,526	\$618,169	\$6,759,095
York County	\$474,318	\$488,266	\$488,034	\$572,255	\$404,503	\$384,578	\$502,108	\$501,981	\$524,491	\$561,287	\$553,029	\$530,917	\$5,985,766
Total	\$1,205,203	\$1,284,764	\$1,307,114	\$1,531,346	\$977,651	\$912,729	\$1,271,090	\$1,315,073	\$1,344,526	\$1,423,836	\$1,399,749	\$1,377,915	\$15,350,995
Calendar YTD Total													\$10,022,569
CY 2023/2024	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Total
City of Williamsburg	\$219,434	\$231,252	\$215,248	\$251,890	\$151,905	\$156,001	\$205,256	\$220,784	\$225,388	\$247,564	\$224,996	\$217,995	\$2,567,712
James City County	\$519,452	\$526,194	\$541,964	\$666,053	\$387,783	\$426,600	\$511,176	\$540,740	\$567,007	\$580,550	\$592,979	\$577,012	\$6,437,512
York County	\$468,981	\$460,830	\$480,182	\$538,830	\$406,530	\$449,044	\$484,614	\$492,522	\$502,201	\$544,291	\$568,412	\$500,534	\$5,896,971
Total	\$1,207,867	\$1,218,276	\$1,237,394	\$1,456,773	\$946,218	\$1,031,645	\$1,201,046	\$1,254,046	\$1,054,706	\$1,372,405	\$1,386,388	\$1,295,542	\$14,662,306
Calendar YTD Total													\$9,541,996

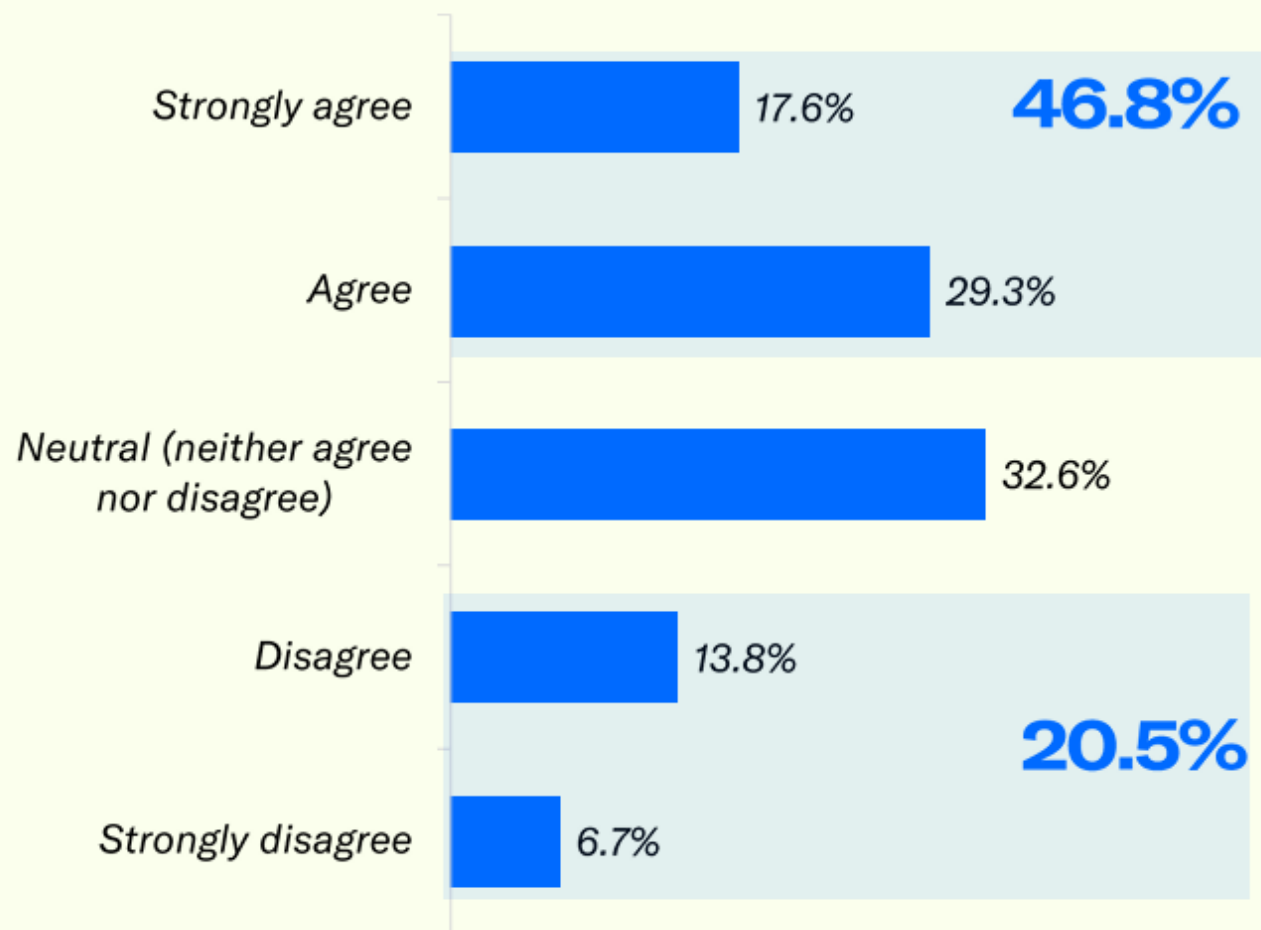


Transient Tax \$1 of the \$2													
CY2024/2025	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Total
City of Williamsburg	\$55,555	\$35,630	\$53,107	\$29,801	\$36,219	\$8,660	\$50,132	\$20,733	\$47,483	\$69,882	\$37,995	\$90,059	\$535,256
James City County	\$56,196	\$43,992	\$26,600	\$32,345	\$25,924	\$26,698	\$21,595	\$56,932	\$21,651	\$65,958	\$36,751	\$46,178	\$460,820
York County	\$51,021	\$62,417	\$51,636	\$52,408	\$40,041	\$39,863	\$59,242	\$68,735	\$68,454	\$69,373	\$72,051	\$70,389	\$705,630
Total	\$162,772	\$142,039	\$131,343	\$114,554	\$102,184	\$75,221	\$130,969	\$146,400	\$137,588	\$205,213	\$146,797	\$206,626	\$1,701,706
Calendar YTD Total												\$1,150,998	
CY2023/2024	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Total
City of Williamsburg	\$37,836	\$41,814	\$31,726	\$33,937	\$36,901	\$35,855	\$18,595	\$79,266	\$31,299	\$25,601	\$63,258	\$36,943	\$473,031
James City County	\$35,602	\$41,928	\$32,135	\$24,009	\$38,773	\$25,548	\$32,557	\$40,469	\$25,431	\$27,535	\$72,671	\$33,323	\$429,981
York County	\$54,061	\$51,203	\$46,505	\$53,418	\$41,665	\$41,277	\$60,426	\$64,157	\$72,501	\$74,100	\$73,492	\$71,107	\$703,912
Total	\$127,499	\$134,945	\$110,366	\$111,364	\$117,339	\$102,680	\$111,578	\$183,892	\$129,231	\$127,236	\$209,421	\$141,373	\$1,606,924
Calendar YTD Total												\$1,122,750	

46.8% of American Travelers Anticipate an Impending Recession

Statement Agreement:

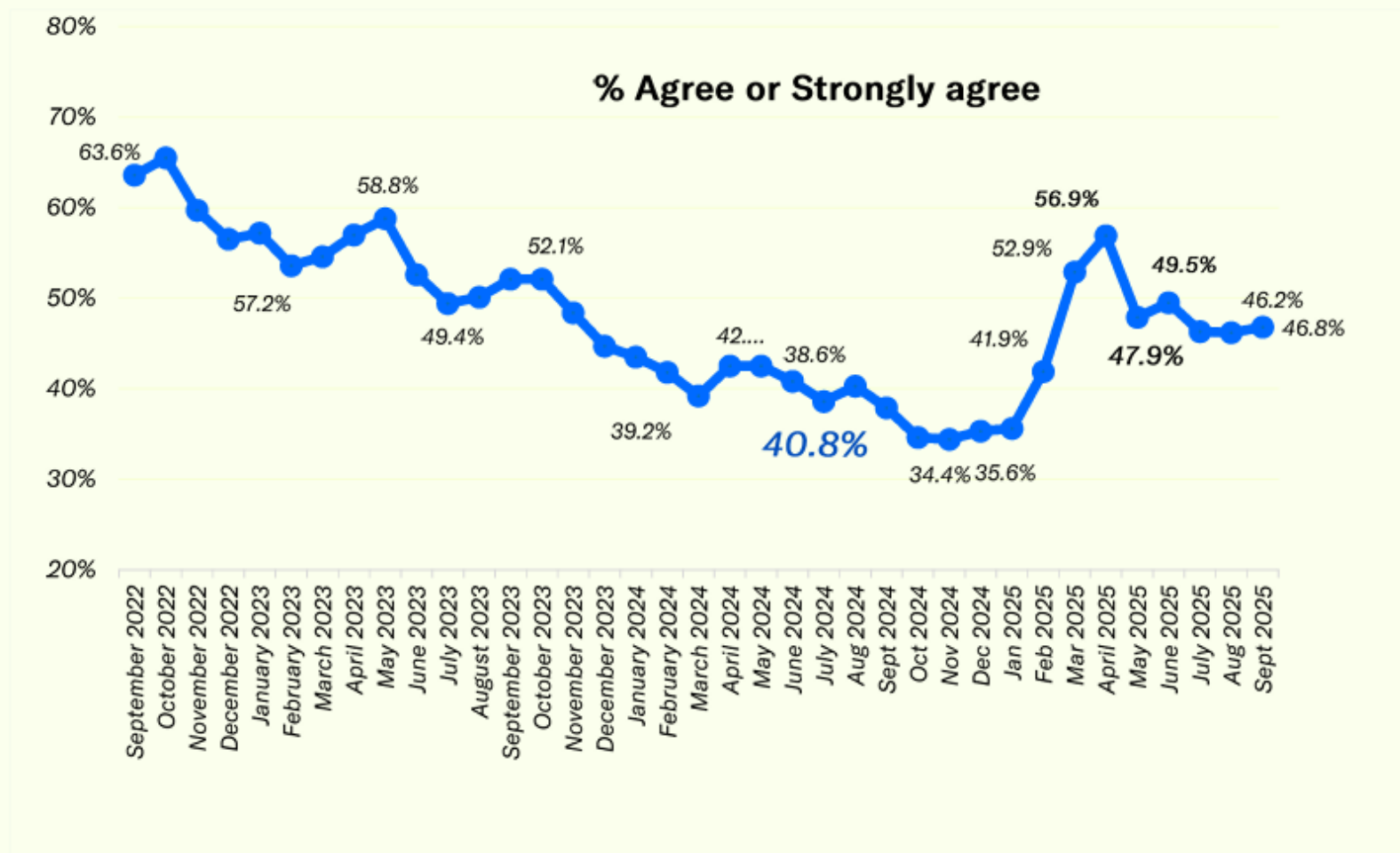
I expect the United States will enter an economic recession sometime in the NEXT SIX (6) MONTHS.



Recession Concerns Among American Travelers Unchanged Again This Month but Up 9-Points YOY

Statement:

I expect the United States will enter an economic recession sometime in the NEXT SIX (6) MONTHS.

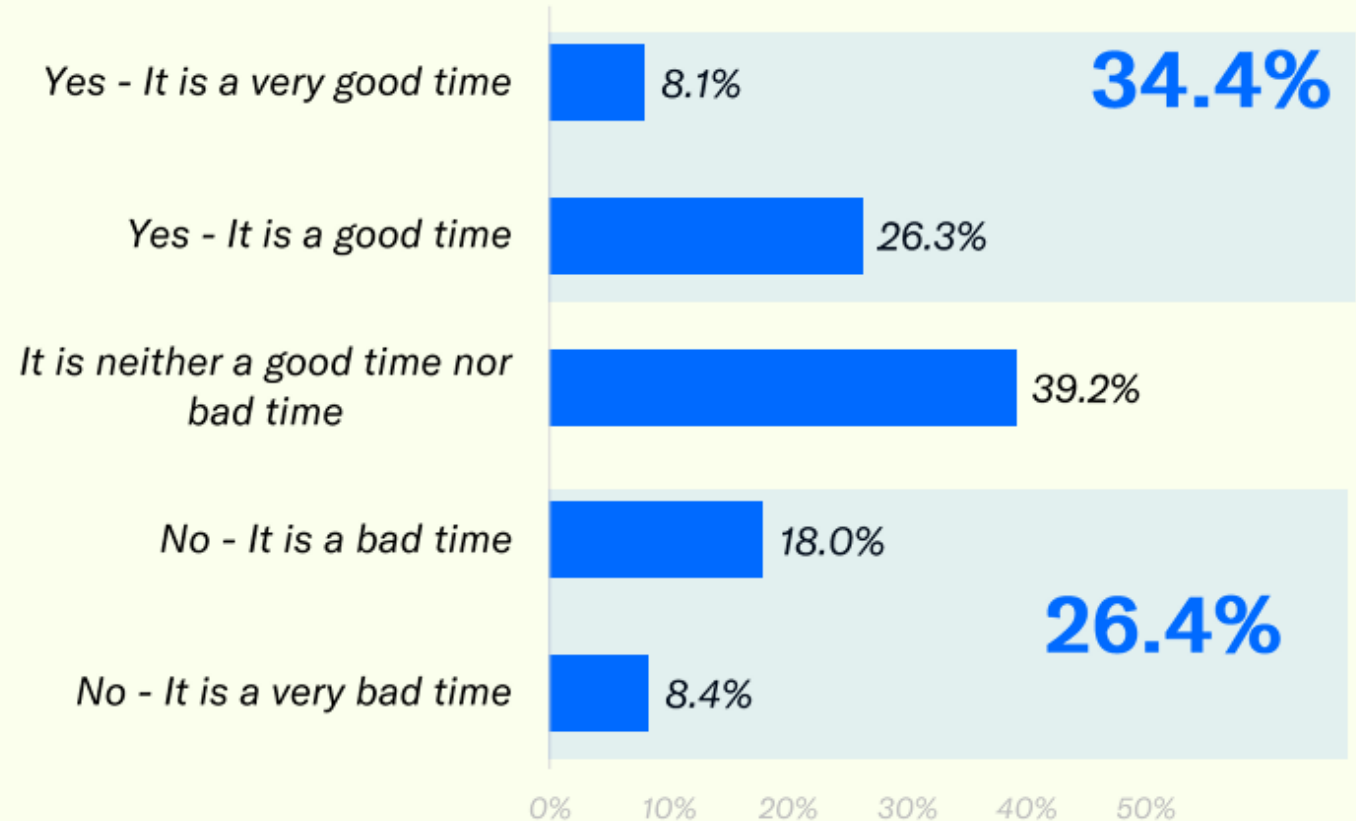


How are Americans adapting their travel given their current financial sentiment?

34.4% Believe that it's a Good Time to Spend on Travel

Question:

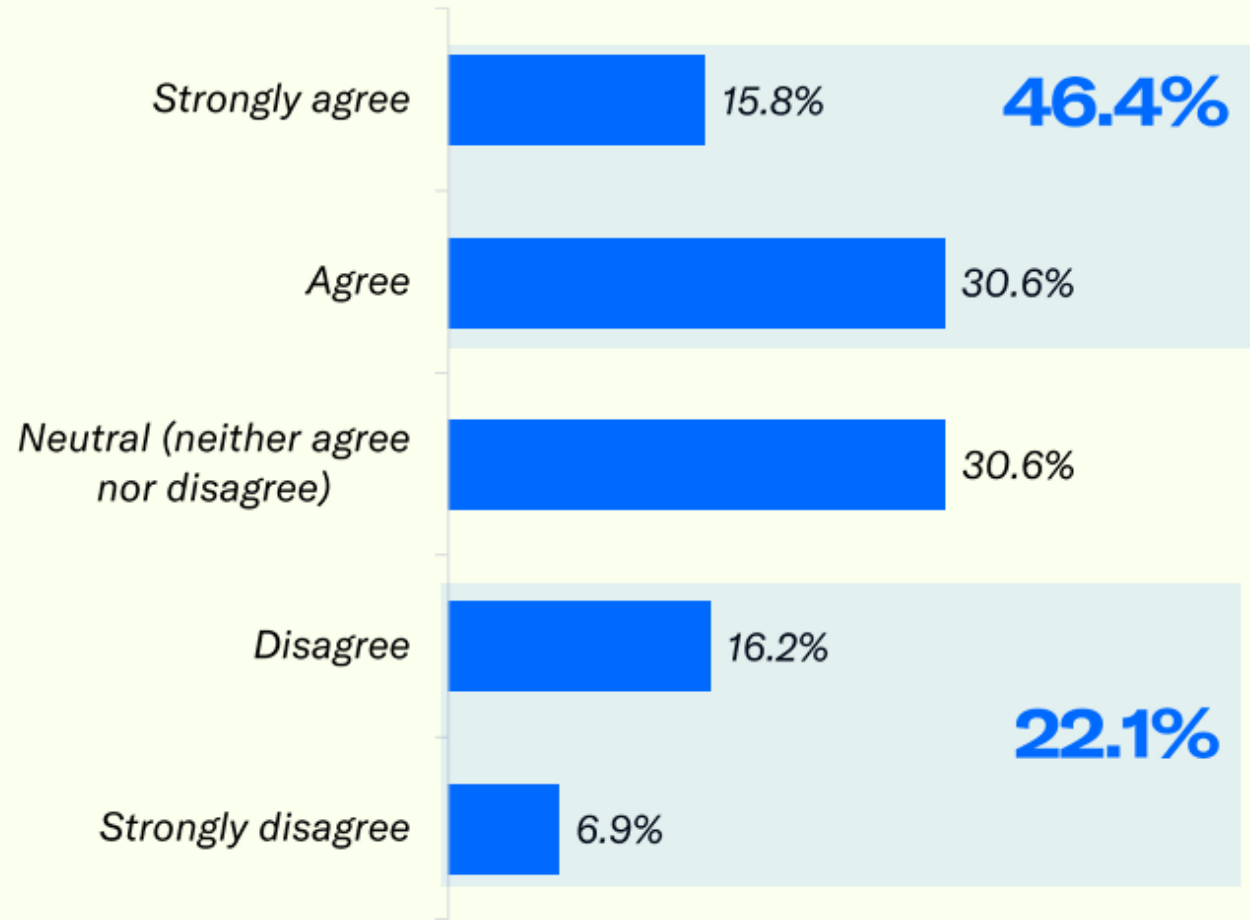
Thinking only of your household's finances, do you feel NOW is a good or bad time for you to spend money on leisure travel?



Nearly Half of Travelers Report Being More Cautious with Money Amid Economic Concerns

Question:

Right now, I am being careful with my money because I'm concerned about an upcoming recession.

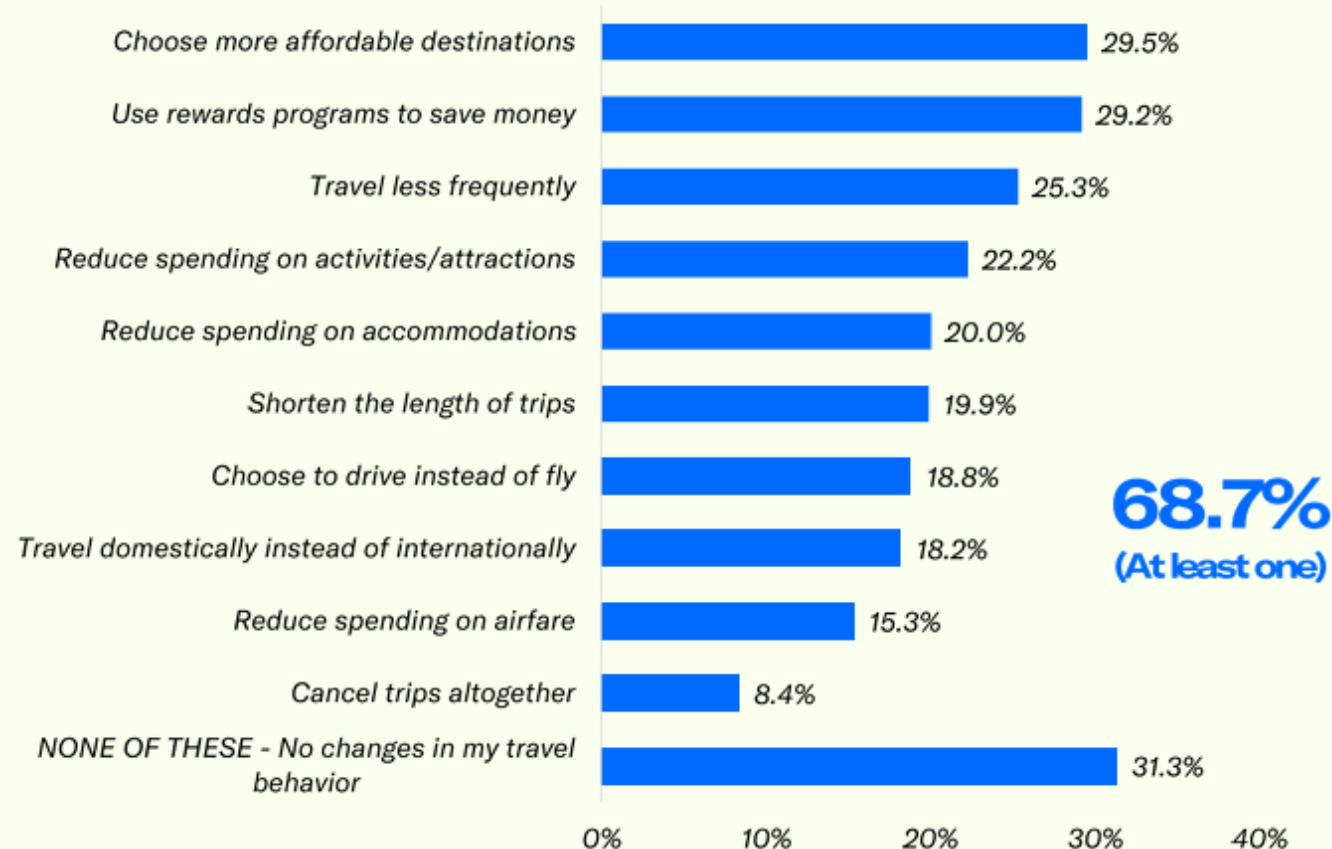


More than Two-Thirds of Travelers Plan to Adjust Behavior Due to Economic Concerns

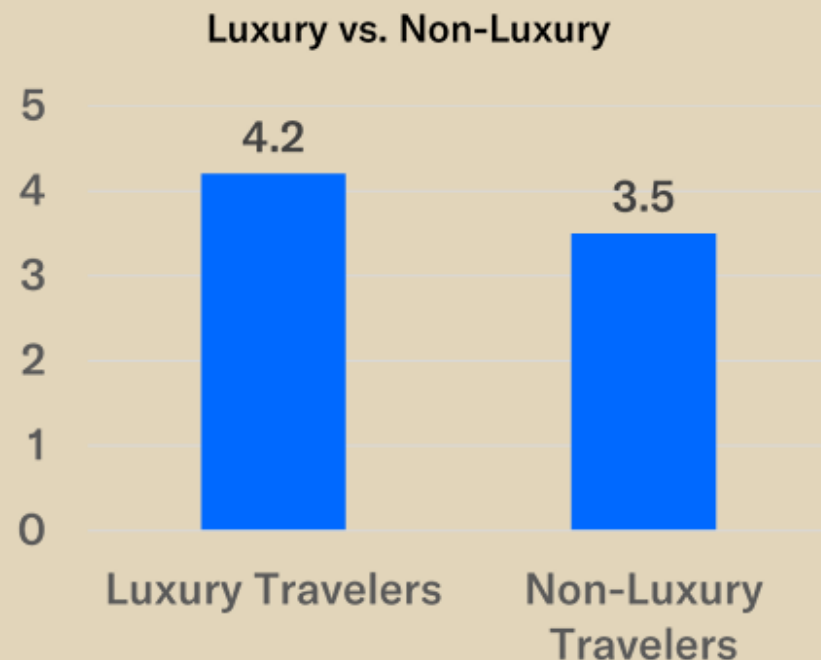
Question:

Have concerns about the economy led you to change your thinking about travel or travel plans for the NEXT SIX (6) MONTHS? If so, please describe how below.

Due specifically to concerns about the economy, I expect to



Luxury Travelers Expect to Take More Trips in the Next 12 Months



Question: IN TOTAL, how many leisure trips (of 50 miles or more from your home) do you expect to take in NEXT TWELVE (12) MONTHS?



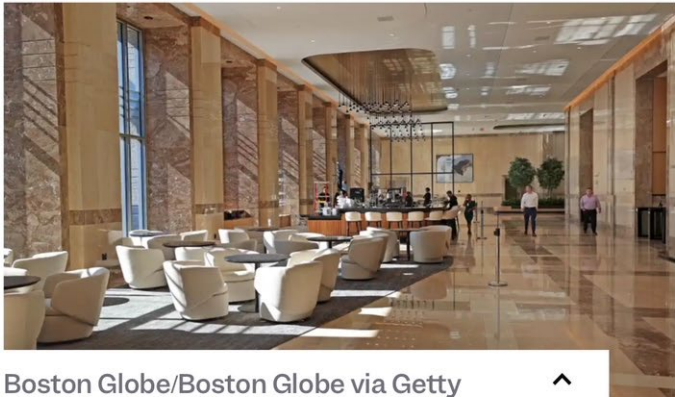
NASDAQ ▲ +0.06% S&P 500 ▼ -0.05% AAPL ▲ +0.11%

ECONOMY

America's hotels are feeling the sting as the shutdown keeps rooms empty

By [Thibault Spirlet](#)

+ Follow



Boston Globe/Boston Globe via Getty Images

Nov 11, 2025, 11:24 AM ET



Reporting the Pulse of Global Tourism!



U.S. Government Shutdown Enters Day 31: Tourism Sector Faces Mounting Losses Amid Closures and Uncertainty

PUBLISHED OCTOBER 31, 2025 BY
TOURISMREPORTER.COM STAFF



US Capitol Building, Washington DC, USA

As the U.S. federal government shutdown stretches into its 31st day—with no



Last Updated:
Oct 24, 2025

Share



US Hotels Lose \$650M, Urge the Government to End Shutdown

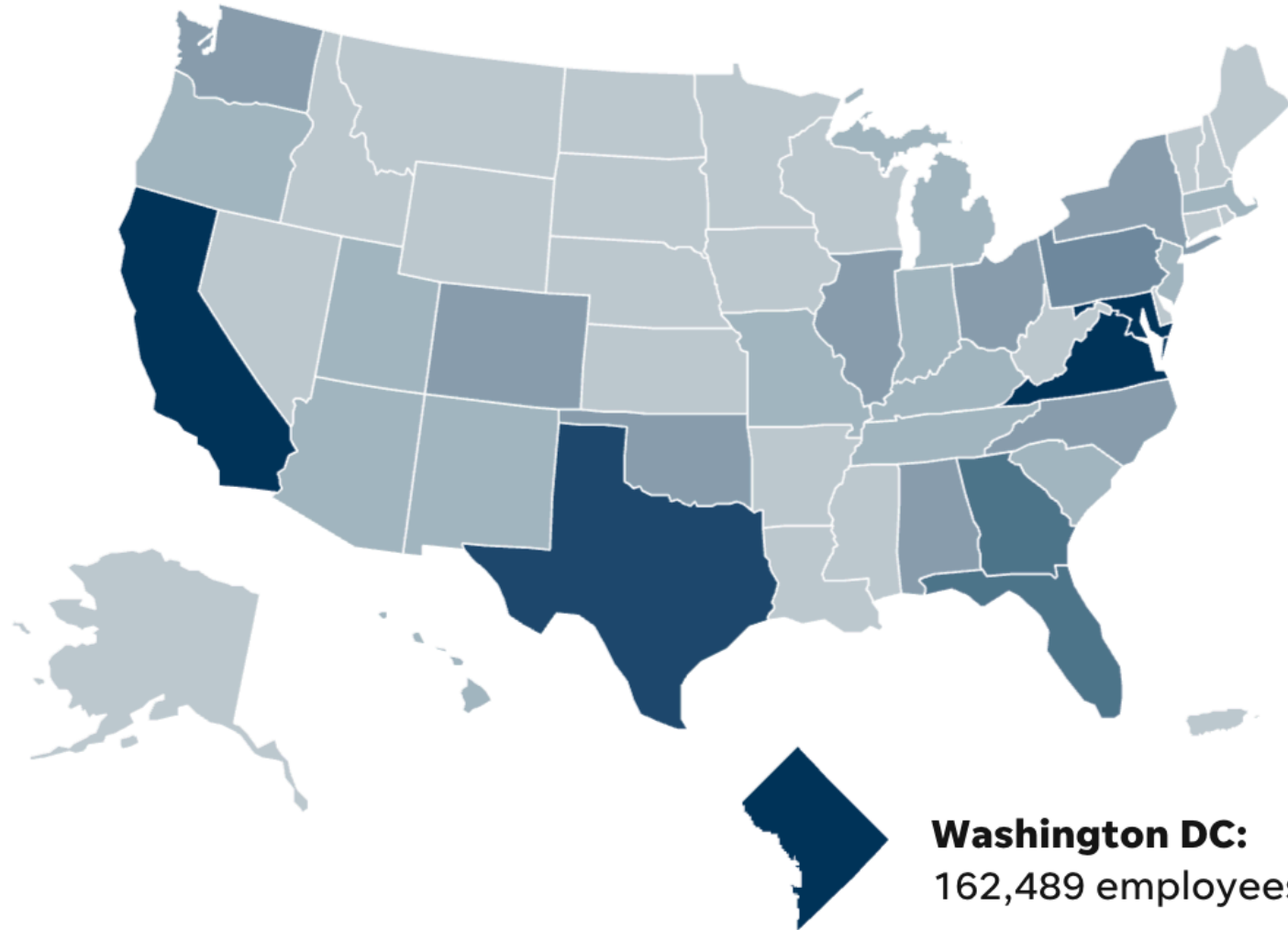


As the [US government shutdown](#) stretched into its fourth week on October 22, 2025, more than 30 hotel and lodging associations across the country joined forces to demand action from Congress.

Led by the American Hotel & Lodging Association (AHLA), along with the Asian American Hotel Owners Association and

The 2025 U.S. federal government shutdown began on **October 1, 2025** and ended on **November 12.**

Number of federal civilian employees by state



SOURCE Congress.gov, 2024 data

U.S. hotel performance for September 2025

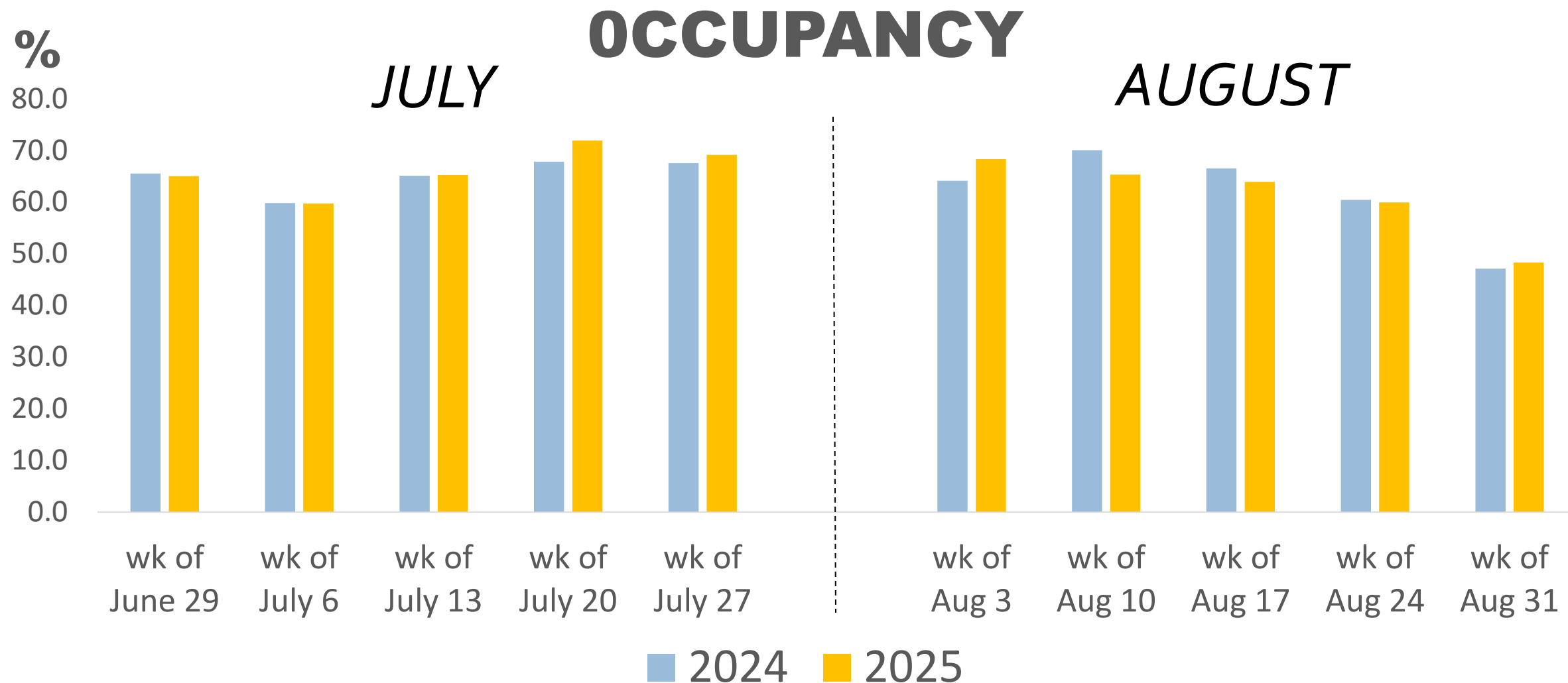
🕒 20 October 2025 📁 Monthly

- **September Hotel Occupancy:** *Fell year-over-year for the 7th consecutive month. -1.9%*
- **September 2025 RevPAR:** *Fell for the sixth consecutive month. Weakest month on record outside of recessionary and pandemic periods. -2.1%*

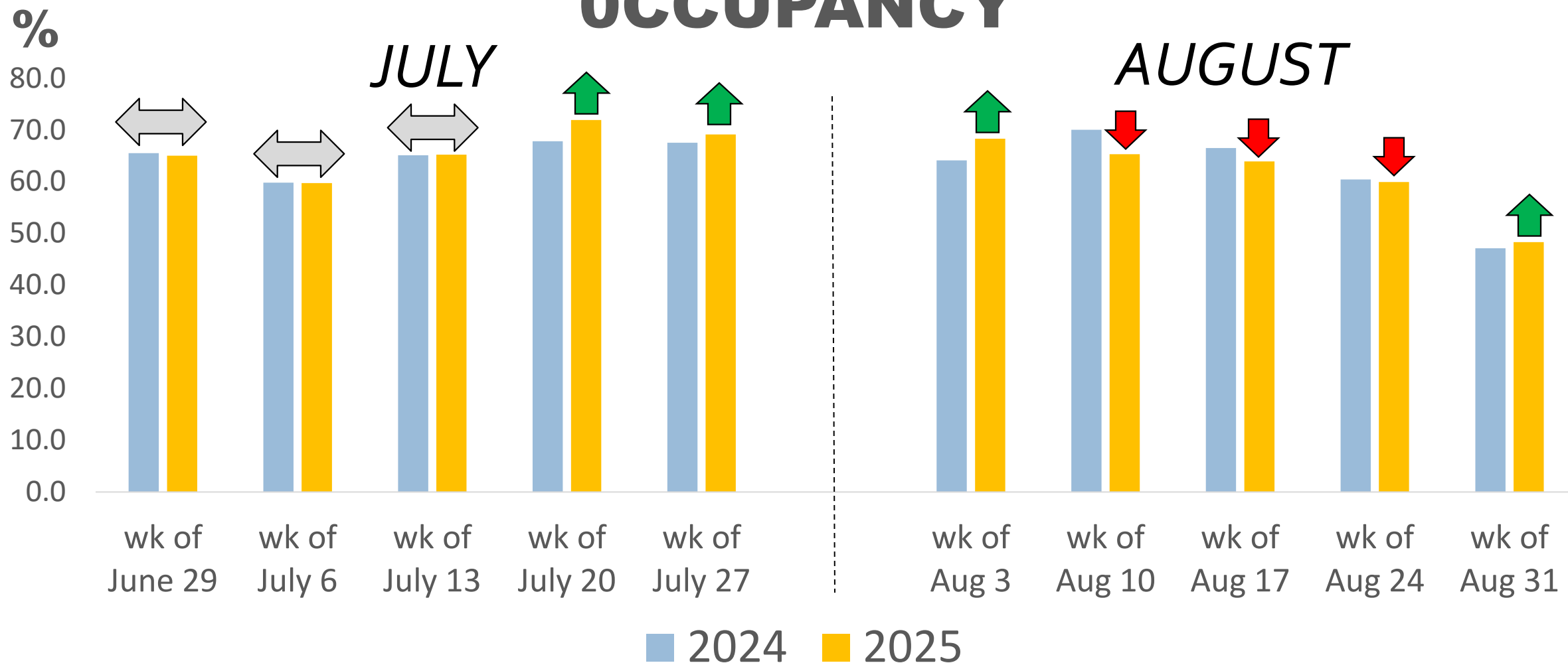
U.S. hotel performance for September 2025

🕒 20 October 2025 📁 Monthly

- The Q4 outlook remains challenged, with difficult YOY comps tied to the 2024 wildfires on the West Coast and hurricane impacts on the East Coast extending inland as far as Asheville, NC.
- Looking ahead, 2025 is shaping up as one of the most frequently downgraded forecast years in U.S. hotel history.



OCCUPANCY

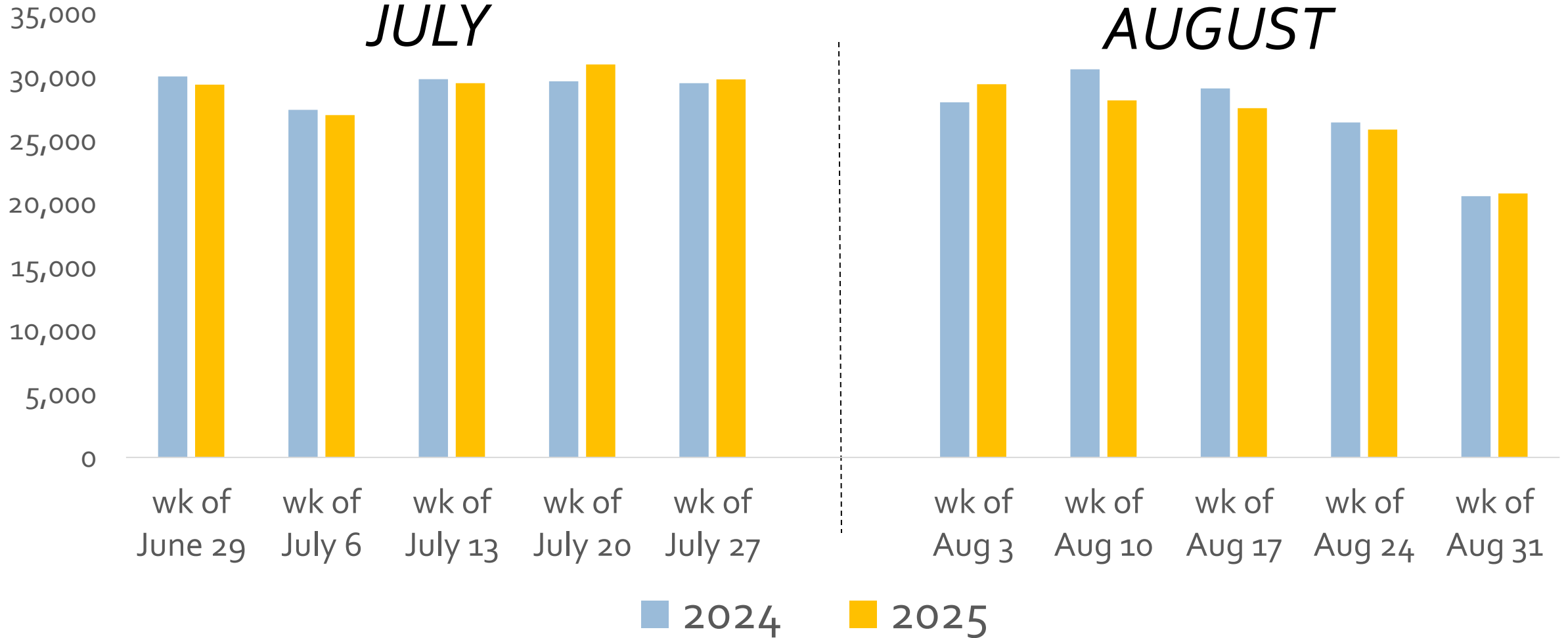


Rooms

DEMAND (Total Hotel Rooms Sold)

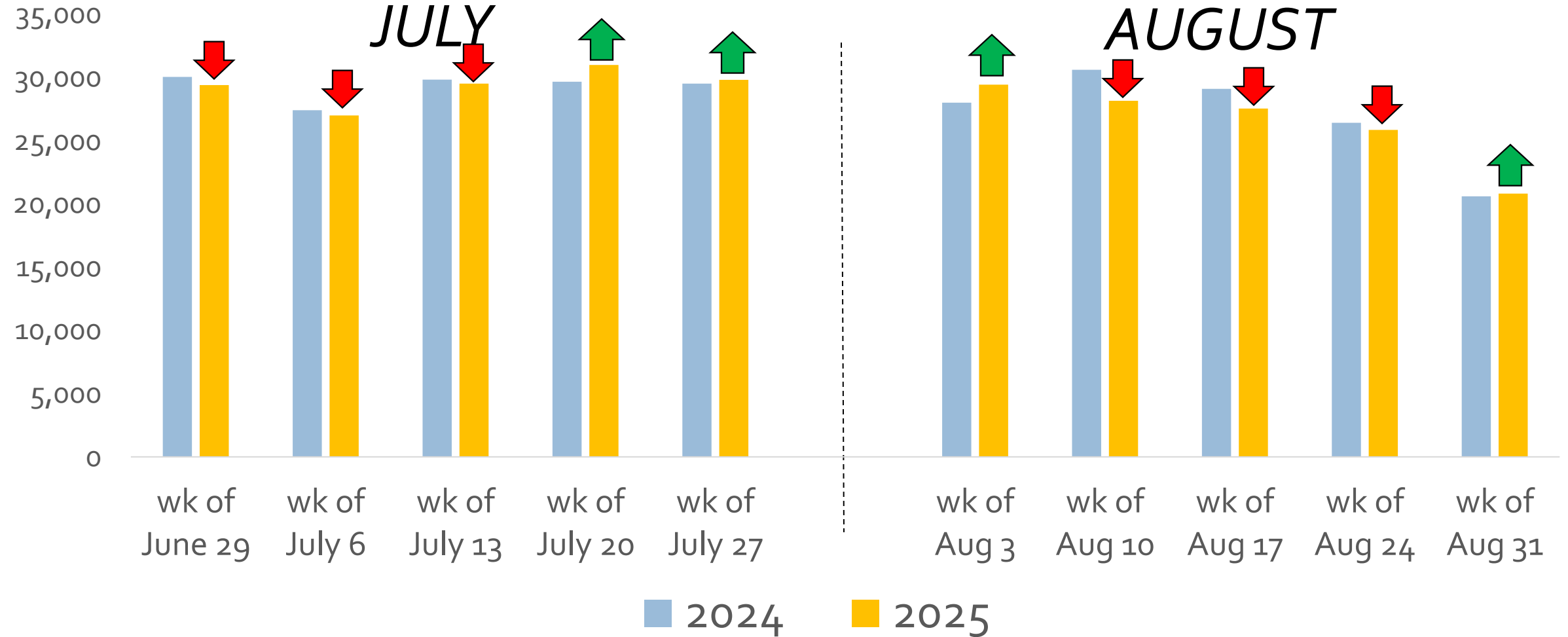
JULY

AUGUST



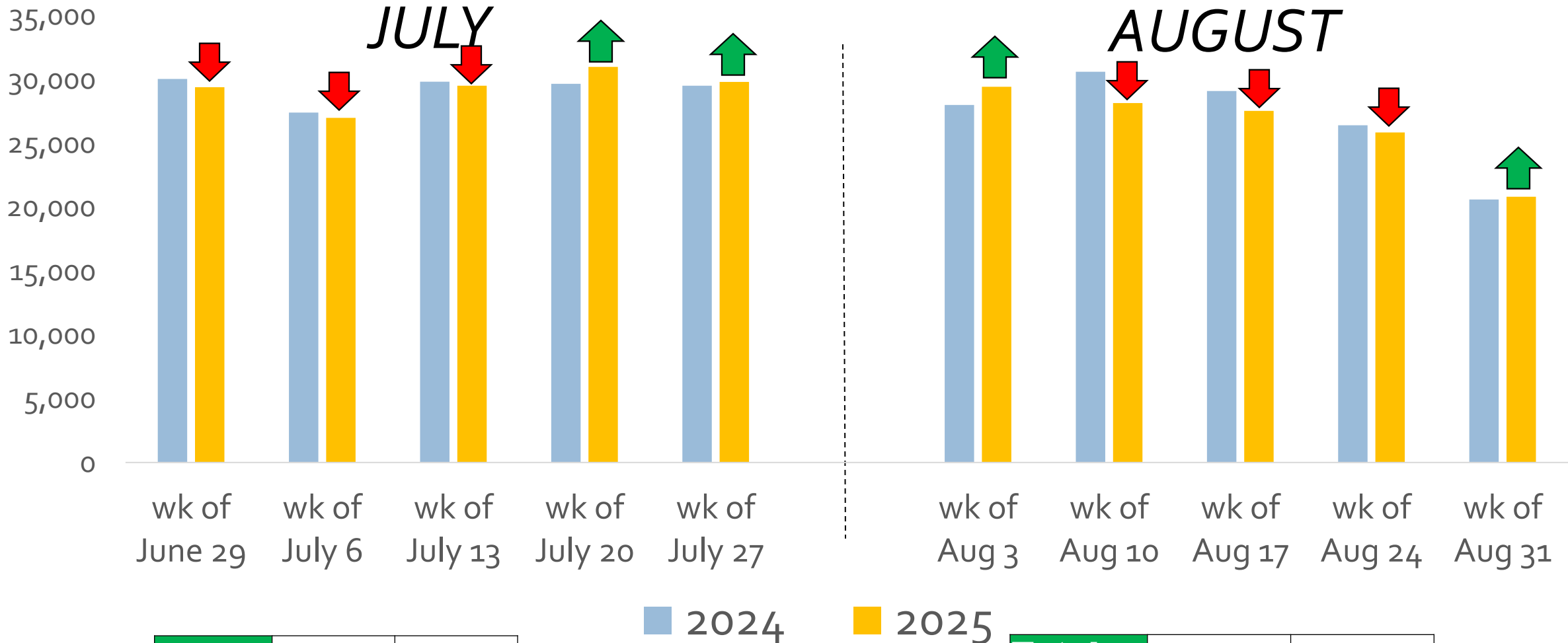
DEMAND (Total Hotel Rooms Sold)

Rooms



DEMAND (Total Hotel Rooms Sold)

Rooms

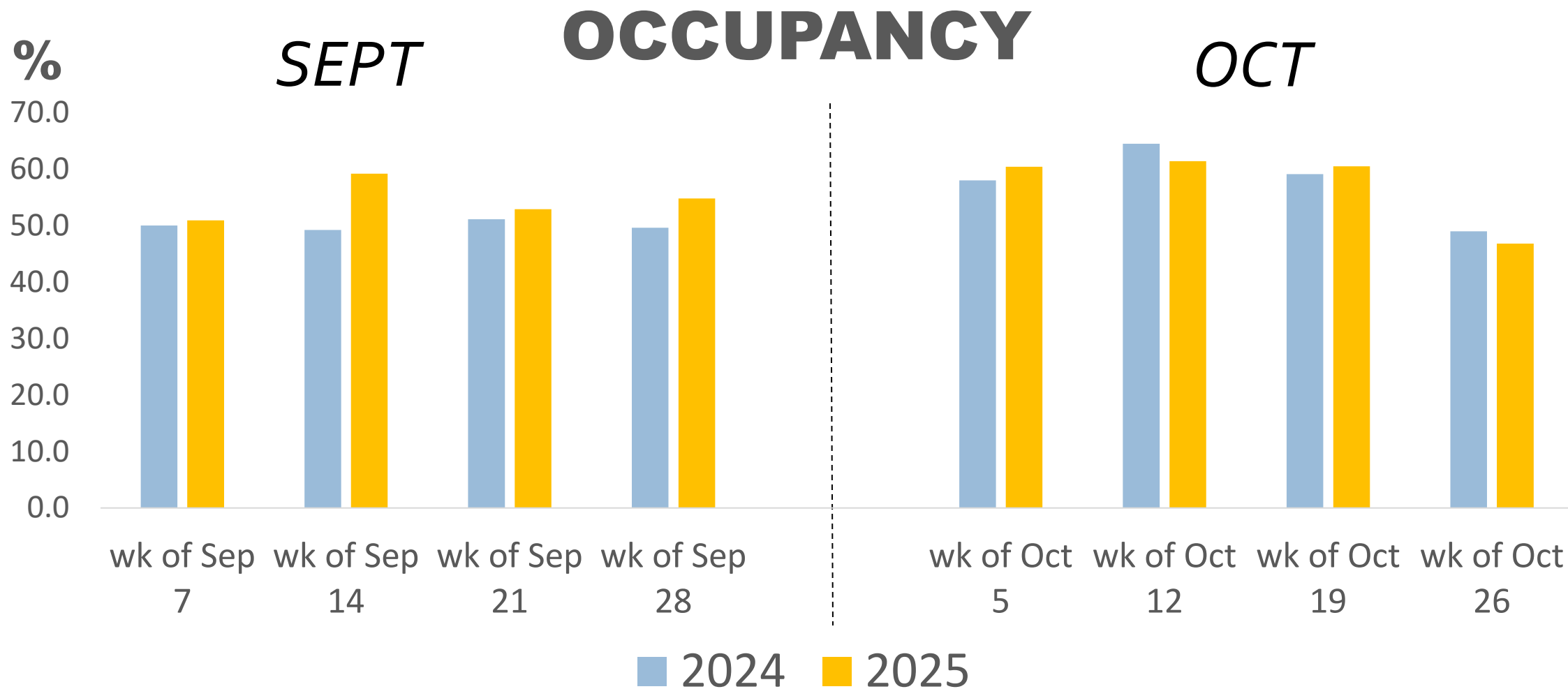


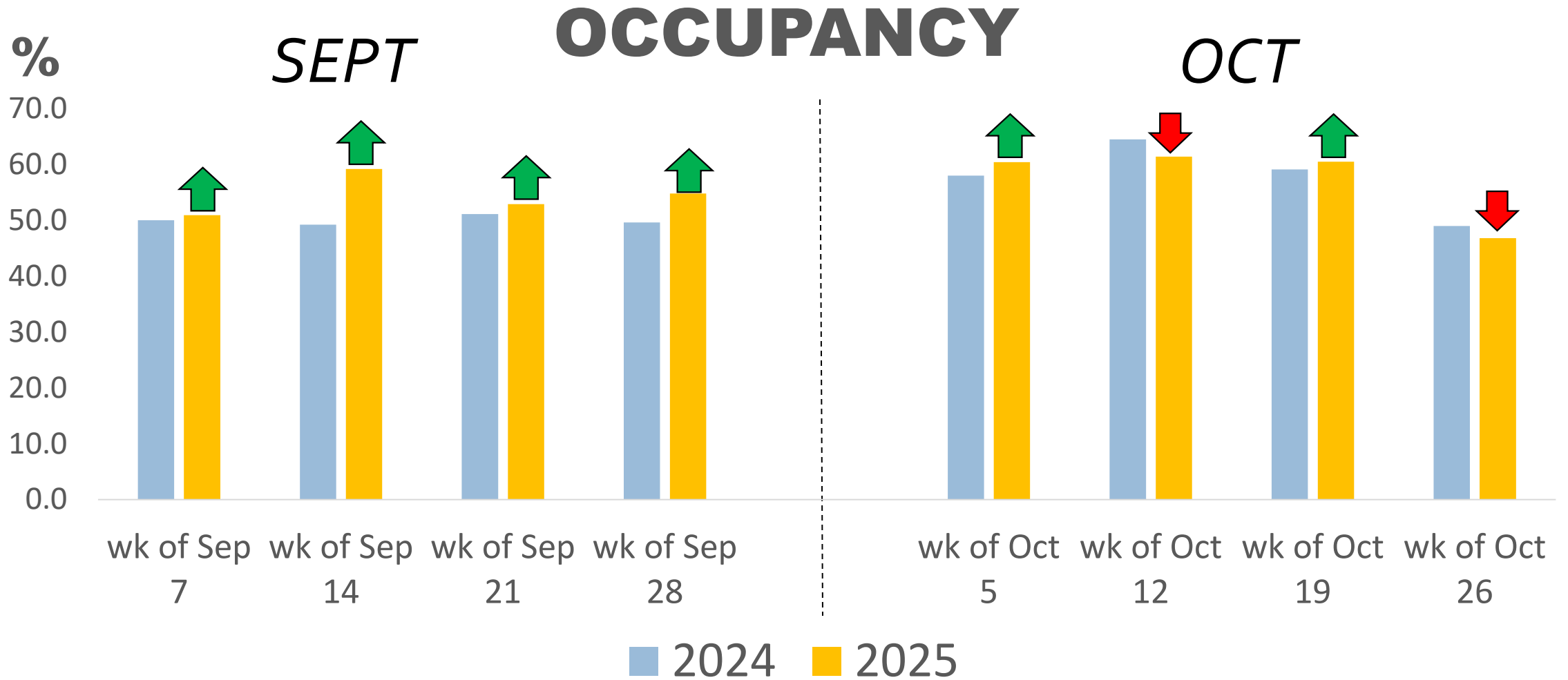
Total	2024	2025
JULY	146,419	146,678

0.2%

Total	2024	2025
AUGUST	134,708	131,785

- 2.1%





DEMAND (Total Hotel Rooms Sold)

Rooms

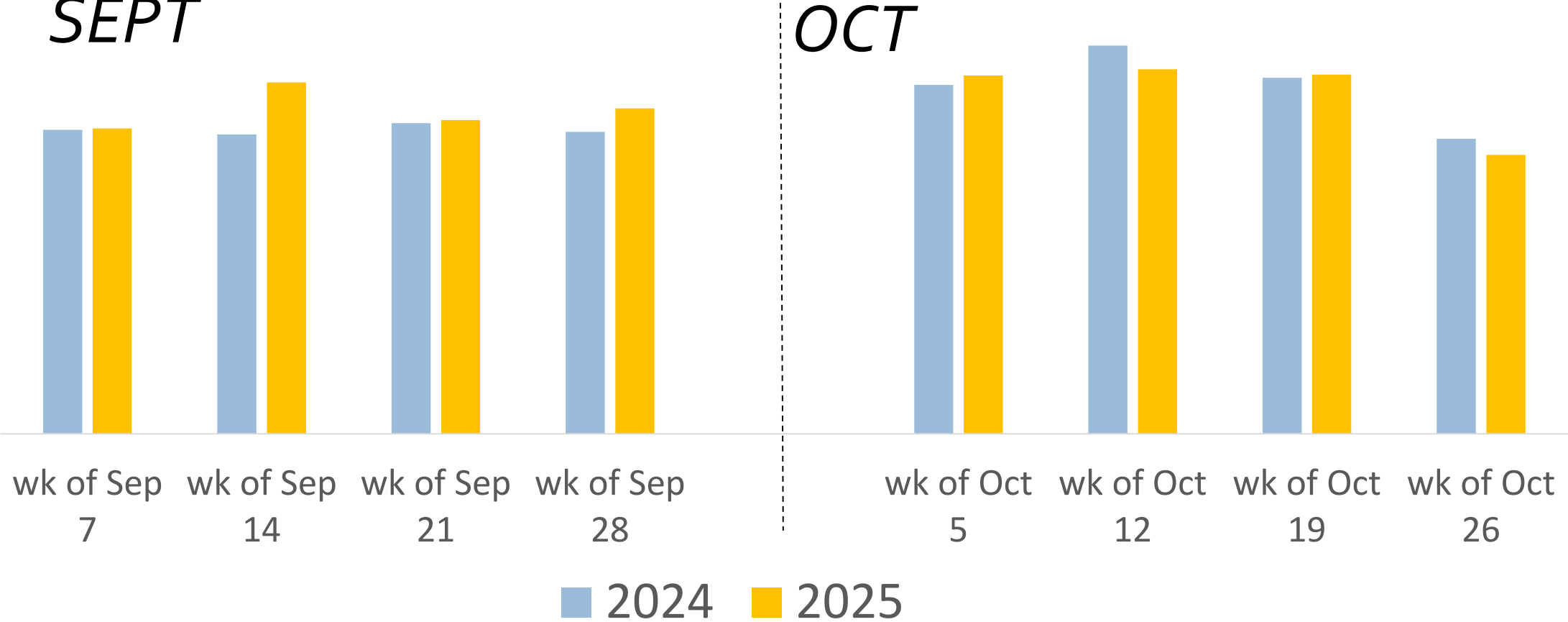
30,000
25,000
20,000
15,000
10,000
5,000
0

SEPT

OCT

wk of Sep 7 wk of Sep 14 wk of Sep 21 wk of Sep 28 wk of Oct 5 wk of Oct 12 wk of Oct 19 wk of Oct 26

2024 2025



DEMAND (Total Hotel Rooms Sold)

Rooms

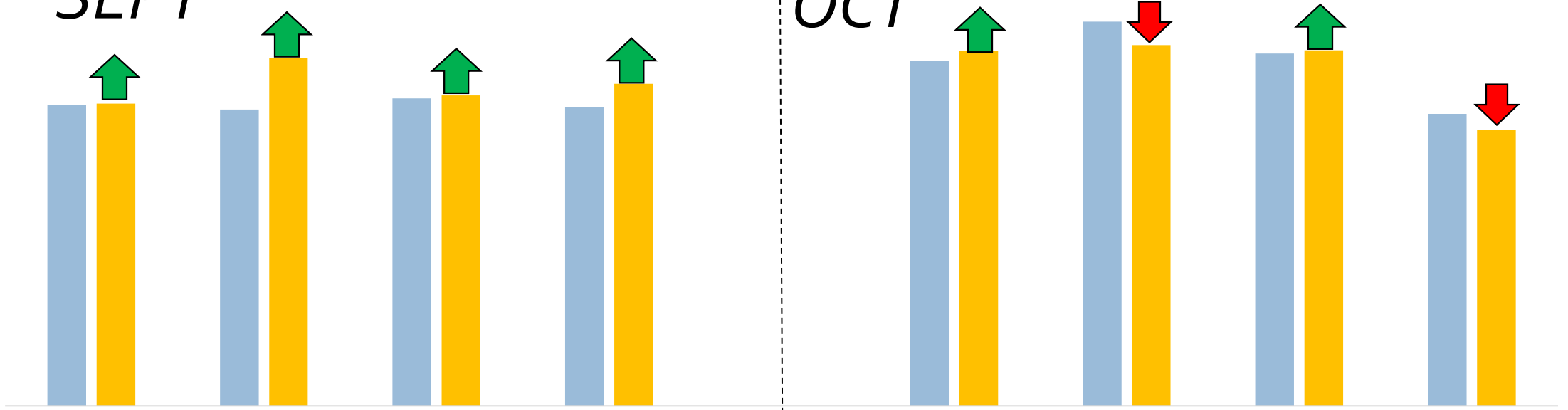
30,000
25,000
20,000
15,000
10,000
5,000
0

SEPT

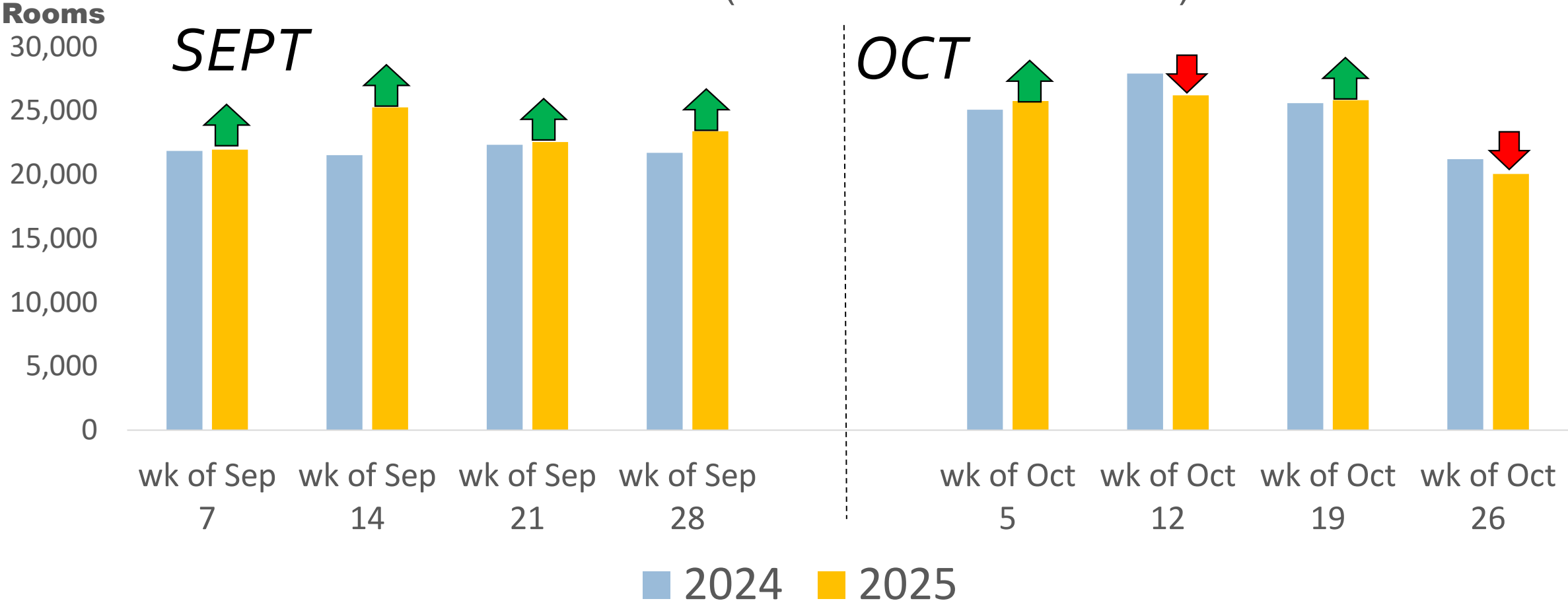
OCT

wk of Sep 7 wk of Sep 14 wk of Sep 21 wk of Sep 28 wk of Oct 5 wk of Oct 12 wk of Oct 19 wk of Oct 26

2024 2025



DEMAND (Total Hotel Rooms Sold)

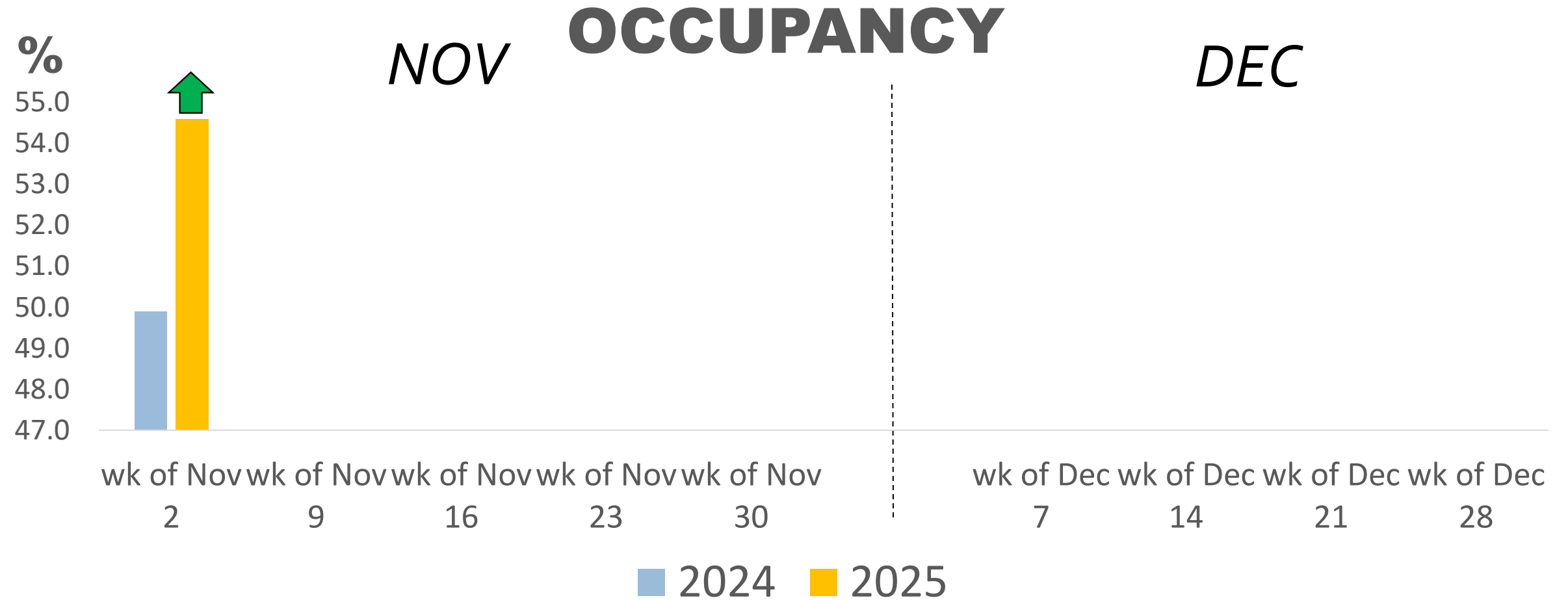


Total	2024	2025
SEPT	87,396	93,128

+6.5%

Total	2024	2025
OCT	99,772	97,818

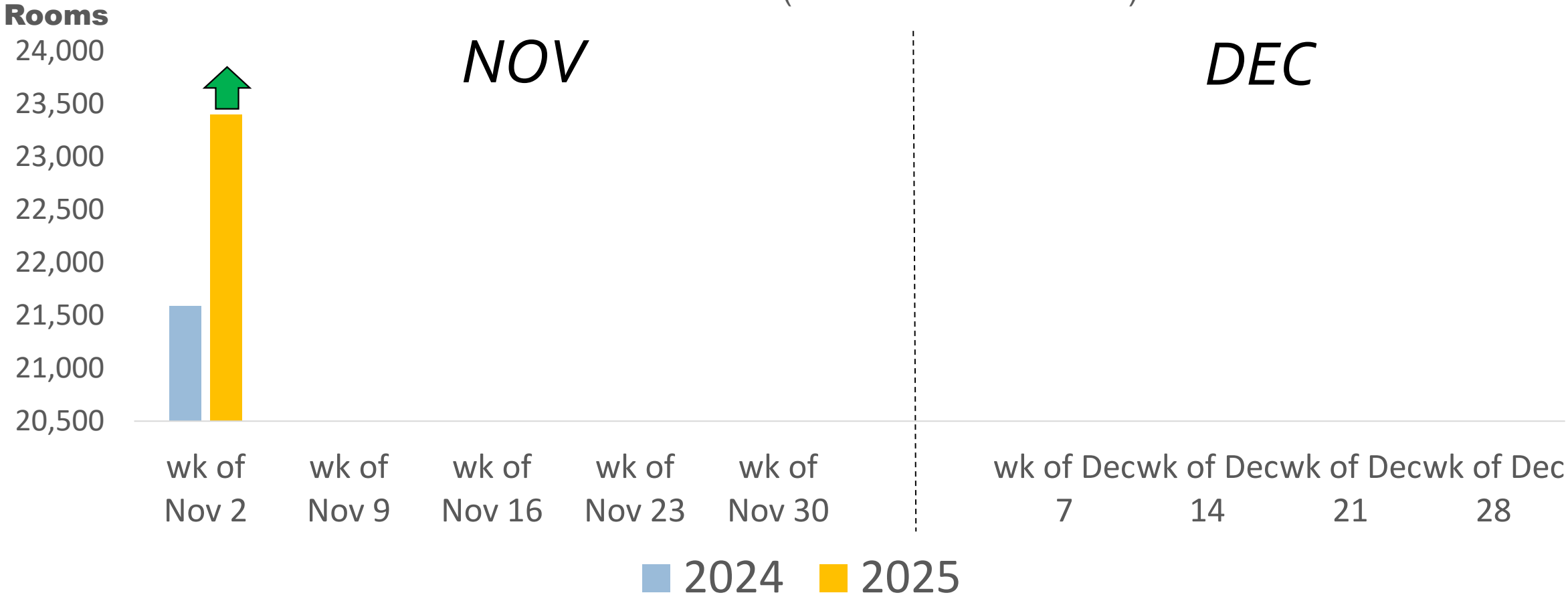
- 1.9%



DEMAND (Total Hotel Rooms Sold)

NOV

DEC



FY 2026 PERFORMANCE

YTD

TOTAL ROOMS SOLD

	2024	2025
<i>JULY</i>	146,419	146,678
<i>AUGUST</i>	134,708	131,785
<i>SEPTEMBER</i>	87,396	93,128
<i>OCTOBER</i>	99,772	97,818
<i>NOVEMBER</i>	21,588	23,395
	489,883	492,804

FY 2026 PERFORMANCE

YTD

TOTAL ROOMS SOLD

	2024	2025
<i>JULY</i>	146,419	146,678
<i>AUGUST</i>	134,708	131,785
<i>SEPTEMBER</i>	87,396	93,128
<i>OCTOBER</i>	99,772	97,818
<i>NOVEMBER</i>	21,588	23,395

489,883

492,804

0.59%

**** We've lost hotel rooms in our market this year as a few properties are converting to apartments.**

VISIT
WILLIAMSBURG
JAMESTOWN ▼ YORKTOWN

- Howl-O-Scream
- Burg Quest
- Pancake Festival
- Yorktown Folk Festival
- Yorktown Art Stroll
- Yorktown Wine Festival
- Yorktown Day
- Yorktoberfest
- Williamsburg Fall Festival
- 250th Yorktown Tea Party Anniversary
- Let Freedom Ring Gala
- Yorktown Maritime Heritage & Sea Shanty Festival
- Virginia Cat Festival
- Veteran's Day Commem. at American Rev Museum
- Foods & Feasts of Colonial Virginia
- Winter Lantern Festival
- Williamsburg Christmas Market
- Busch Gardens Christmas Town
- Williamsburg Symphony
- Grand Illumination Weekends
- Greater Williamsburg Chamber of Christmas Parade
- Yorktown Christmas Tree Lighting
- Yorktown Lighted Boat Parade
- Christmas Market On Main in Yorktown
- Yorktown Viking Yuletide Celebration
- An Audience With King Henry VIII (Jamestown)
- Williamsburg Players
- Wreaths Across America
- A Candlelight Christmas
- Christmastide in Virginia



WILLIAMSBURG
250
JAMESTOWN ▼ YORKTOWN

APRIL



Revolutionary Rhythms
4/17-4/19

MAY



Flame of Revolution
5/15-5/16

JUNE

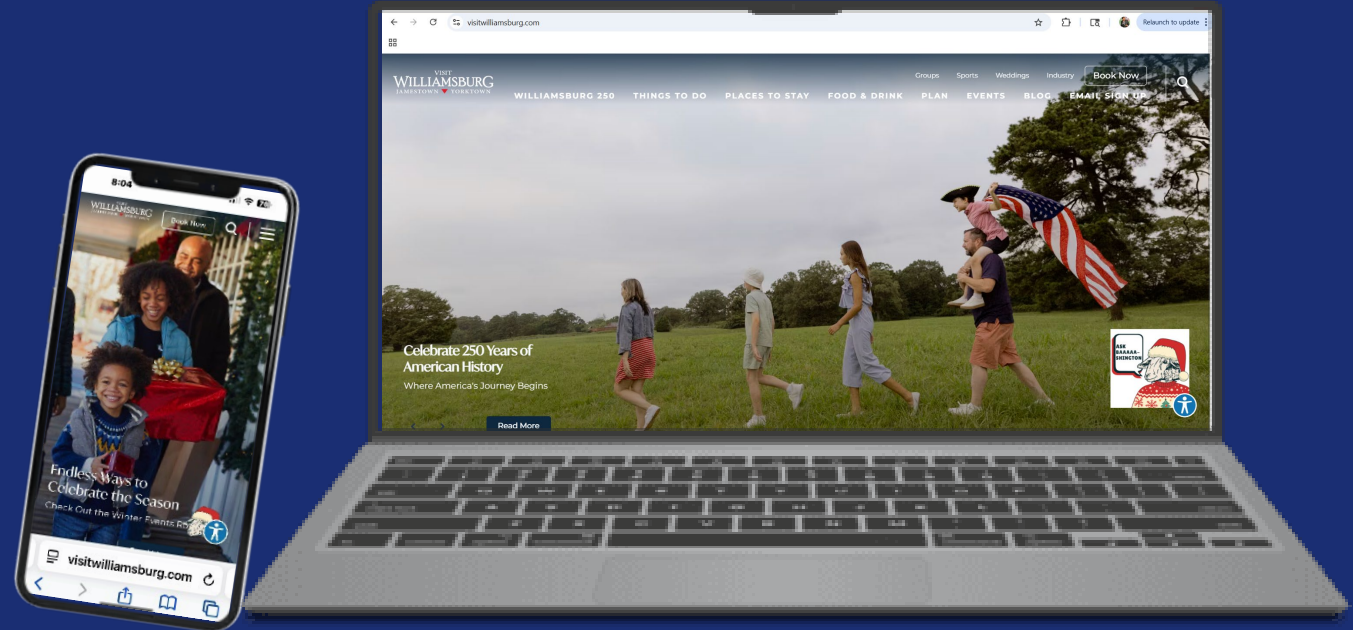


Sail Yorktown Festival
6/12-6/14

VisitWilliamsburg.com

Most Viewed Pages YTD

1. Museums and Attractions
2. Events
3. Places to Stay
4. Restaurants
5. Cool Summer Savings
6. Things to Do
7. Kids and Families
8. Juneteenth
9. Live Music
10. Food and Drink



Email Campaigns

2025 Highlights

- “Discover Holiday Magic Right Here”
- “Count Down to a Colorful Fall Escape”
- “Blissful Fall Escapes Await”
- “Make Epic Memories for Less in Williamsburg, VA”
- “Spring Thrills in Williamsburg, VA”
- “Plan Your Spring Getaway to Williamsburg, VA”
- “The Best Spring Break for Families in Williamsburg, VA”
- “Book Your Spring Escape to Williamsburg, VA!”
- ““Spring in Full Bloom & Summer Fun on the Horizon”
- “Make Us a Part of Your Summer Plans”
- ““Summer Happenings in The Historic Triangle”
- “Summer Fun Lives Here”



Emails have driven **259,359** visitors to VisitWilliamsburg.com YTD (2025 calendar)

HISTORIC HOLIDAY PASS

VISIT
WILLIAMSBURG
JAMESTOWN ▼ YORKTOWN



greater williamsburg
CHAMBER OF COMMERCE



Busch Gardens
CHRISTMAS TOWN™



THE WILLIAMSBURG
SYMPHONY ORCHESTRA





NATIONAL CAMPAIGN

THE GREAT AMERICAN BIRTHDAY QUILT

First
WILLIAMSBURG
AMERICAN • 1781-1783

MM
GY





WILLIAMSBURG
250
JAMESTOWN ▼ YORKTOWN





SALES Update

- Greg Kavanagh
- Brittany Alger
- Morgan Cordle

- **Reinvigorate awareness as a meetings destination, focusing on regional conferences, corporate and association board meetings, planning sessions, and retreats, from accounts in the Mid-Atlantic.**

- Attend MPI and related events in Washington, DC, and Philadelphia
- Virginia Society of Association Executives
- Association Executives of North Carolina
- LinkedIn posts customization program targeting this audience with meetings-focused messages weekly
- New destination meeting planner guide, including non-hotel venues and GWSEC
- Amtrak route from DC to Williamsburg

- **New target markets and direct sales efforts**

- Fraternal (FEA, PFA)
- Hobby (quilters, scrapbookers, antiques, collector cars)
- Emerging tour markets in India, Italy, and Ireland to build more awareness with VTC
- Continued presence at major trade shows in 2026

- **Increase communications with hotel community with DOS and GM meetings**

- Encouraging participation in package promotion
- Marketing opportunities
- Lead response





Colonial Williamsburg®



HISTORIC HOTELS *of* AMERICA

National Trust *for* Historic Preservation®

October 12-16, 2026

VISIT
WILLIAMSBURG
JAMESTOWN ▼ YORKTOWN

Tradeshows

Events Attended:

- **Group Travel:** *SYTA Annual Conference*
- **MICE:** *MPI Virginia Annual Conference*
- **Group Travel:** *National Association of Motorcoach Operators Conference*
- **Group Travel:** *NCMA – Virginia Motorcoach Regional Meeting*
- **MICE:** *Small Market Meetings Conference*
- **Association:** *Virginia Society of Association Executives Fall Expo*
- **Corporate / Business Travel:** *Virginia Business Travel Association Education Day*
- **Group Travel:** *MMA Travel Leader Showcase (Maryland Motorcoach Association)*

Hosted:

SMART Meetings FAM Tour, World Strides FAM Tour, and Viajes A Plus FAM Tour FAM Tour



Tradeshows



Events Attended/ Attending in Q2:

- **Association:** AENC Annual Meeting
- **Travel Trade:** World Strides Vendor Expo
- **Group Travel:** SYTA Youth Foundation Golf Event
- **Travel Trade:** National Tour Association (NTA) Travel Exchange
- **Travel Trade:** AAA Travepaloozaaa
- **Events Industry:** Experience Lab
- **Travel Trade / International:** Travel South International
- **International:** Brand USA Travel Week UK/Europe
- **MICE:** IMEX America
- **Association:** AENC Fall Conference
- **MICE:** Connect Winter Marketplace

Hosted/Hosting:

Viajes A Plus FAM Tour FAM Tour and Group Family Travel FAM Tour

Looking Ahead to 2026

Confirmed 2026 Conference Locations:

- Select Traveler Conference
- VSAE Annual Conference
- SGMP National Education Conference (NEC)

SPORTS WILLIAMSBURG

Recent Tradeshows Attended:

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

Upcoming Tradeshows:

- January 12-16th: SPORTS EXPRESS

Recent Site Visits:

- 9/23/25- 9/24/25: Phenom Hoops
- 9/25/25-9/26/25: FCA Cheer
- 9/27/25-9/29/25: Gladiator Gladiatrix - COMBAT SERIES
- 10/14/25-10/15/25: Atlantic Coast Events (Volleyball)

New Staff Member (starting 11-18-25):

- Triston Lambert - Sports Service Manager



SPORTS WILLIAMSBURG

Recent Bookings:

- **Williamsburg Boat Club: Collegiate Spring Training**
March 16th - March 20th, 2026 (115 Room Nights)
- **United Flag Football**
June 27th - June 28th, 2026 (1200 Room Nights)
- **LG Productions**
February 4th - 7th, 2027 | February 5th - 8th, 2028 (1100 Room Nights Per Year)
- **Gladiator/Gladiatrix Combat Series**
March 3rd - 7th, 2027 | March 1st - 5th, 2028 | February 28 - March 4th, 2029
(4,000 Room Nights Per Year)

Prospects:

- **GFNY**
Cycling Marathon | 2026 | 2027
- **US Rowing**
Beach Sprint Rowing | 2026 | 2027 | 2028
- **MUD GIRL RUN**
5k Run | 2027 |



ON THE HORIZON

ON THE HORIZON

- **Annual Audit**
- **250th Mobile Pass**
- **3-Year Strategy Development**
- **FY2027 Budget Priorities**



THANK YOU

Next Meeting: January 20, 2026