

# BOARD OF DIRECTORS MEETING

*April 27, 2026*



# AGENDA



- Call to Order
- Industry Presentation: CHO Airport
- CHO Letter of Support
- Consent Agenda:
  - Approval of previous meeting minutes
  - Financial report
- For Board Discussion
  - Executive Director Performance Review Process – Jessica Rice, HR Director
  - CACVB Board Member Job Description
  - FY2027 Budget Finalization
- Directors Report
- Public Comment
- Board Announcements
- Adjourn

**INDUSTRY PRESENTER: JASON BURCH, CHARLOTTESVILLE**

**ALBEMARLE AIRPORT**



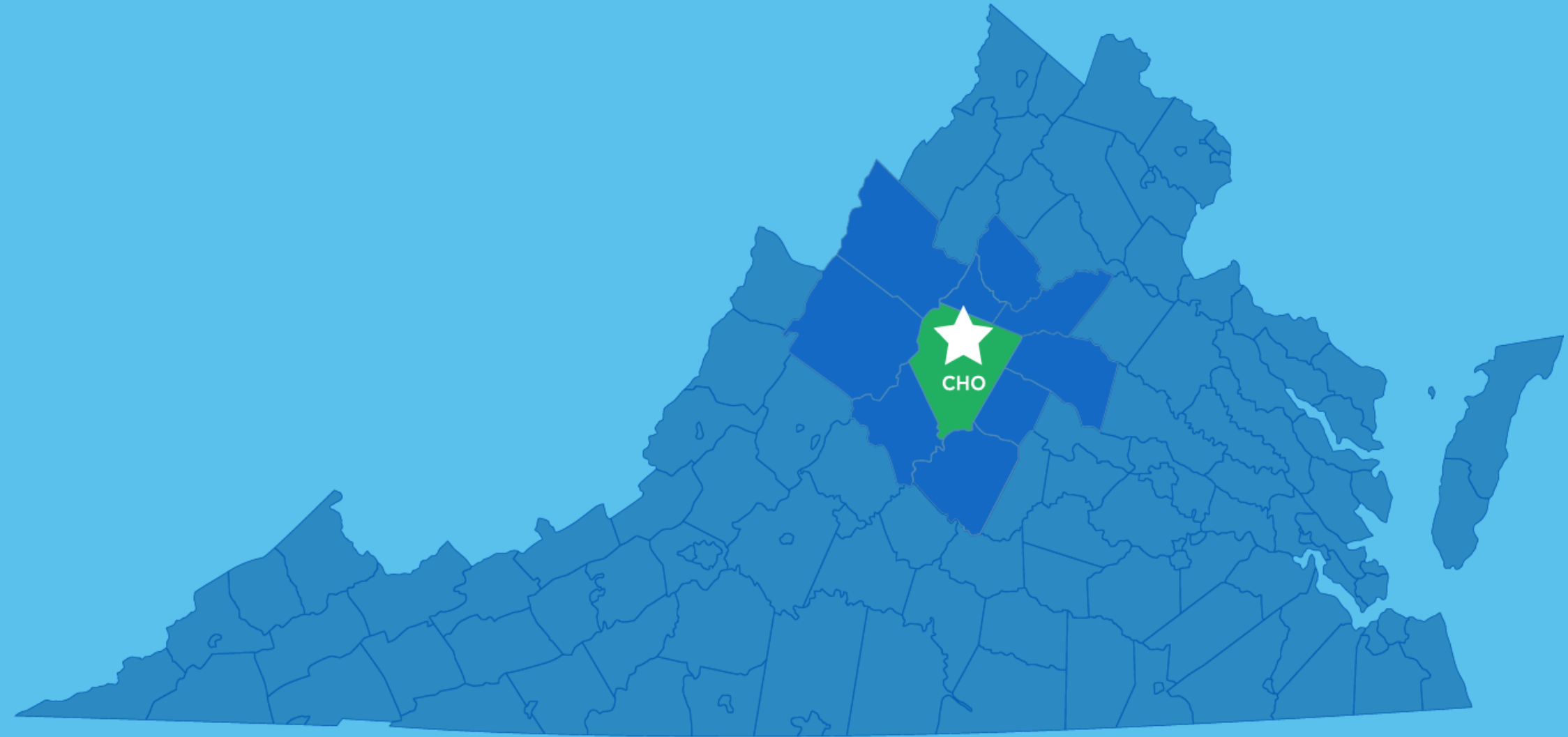


A CHO AIRPORT UPDATE BY JASON BURCH, CHIEF EXECUTIVE OFFICER





709,570





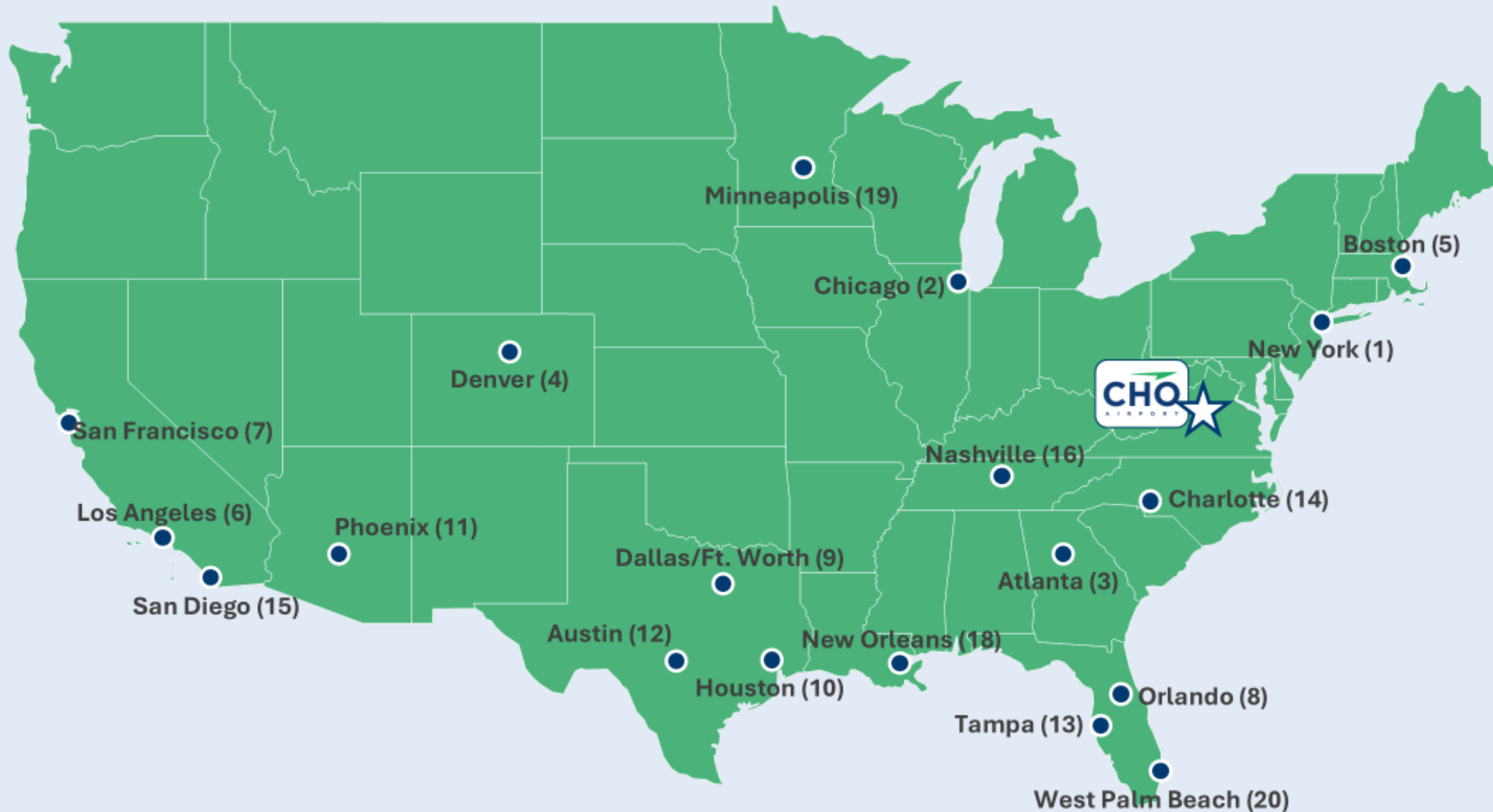
American Airlines



DELTA UNITED



# Top 20 CHO Passenger Demand Markets



Rank	Airport	O&D Psgrs
1	New York	90,022
2	Chicago	43,851
3	Atlanta	40,095
4	Denver	18,099
5	<b>Boston</b>	<b>17,173</b>
6	Los Angeles	16,185
7	San Francisco	15,580
8	Orlando	15,345
9	Dallas/Fort Worth	13,760
10	Houston	13,589
11	Phoenix	12,775
12	Austin	12,630
13	Tampa	12,174
14	Charlotte	11,670
15	San Diego	10,184
16	Nashville	9,451
17	Las Vegas	8,954
18	New Orleans	8,844
19	Minneapolis	8,703
20	West Palm Beach	8,577



**370 Daily Operations**





# CHO: 163rd Busiest Airport (Out of 580)



# What is CHO's Economic Impact to the Region?



CHO contributed the following impacts to the Commonwealth's economy



**2,857**

Jobs



**\$174M**

in Wages



**\$501M**

in Economic Activity

The Airport Authority is self-sufficient and receives no local tax revenues for operating expenses



# 40,100 BOS Passengers Drive Past CHO

Every year, tens of thousands of potential CHO passengers choose to drive to Richmond, Dulles, or National instead—adding travel time, parking costs, and frustration to their journey. A nonstop CHO-Boston route would recapture this demand and deliver the convenience our region deserves.

# Charlottesville-Boston: Significant Demand Leakage

**TRUE MARKET: 57,300**

Total Annual Passengers

**CHO  
PASSENGERS**

**17,200**

Annual  
Passengers



**ALTERNATE  
AIRPORTS**

**40,100**

Leaking  
Passengers



**1 : 2.3**

**For every 1  
CHO passenger,  
2.3 use alternate  
airports.**

## The Leakage Problem

Competing nonstop service at RIC, IAD, and DCA draws approximately 70% of CHO's Boston travelers to other airports.

- **True market size:** 57,300 annual passengers
- **Currently using CHO-BOS:** 17,200 passengers
- **Leaking to other airports:** 40,100 passengers

## The Opportunity

For every passenger currently using CHO for Boston travel, 2.3 passengers drive to competing airports. Capturing even a modest share of these leaked passengers would strengthen the case for successful nonstop CHO-BOS service.

# CHO 2026

## Strongest Candidates

### American Airlines

#3 at BOS

75-seat RJ fleet aligns well with CHO–BOS demand  
Established CHO operation strengthens partnership potential

### Delta Air Lines

#1 carrier at BOS

75-seat RJs well-matched to market size  
Existing CHO strengths support route viability

### Possible but Challenging jetBlue

#2 at BOS

Financial pressures may restrict growth  
Smallest aircraft (140-seat A220-300) likely oversizes the market for initial service



# The Economic Case: One Route, \$21 Million Annually

According to an Arthur D. Little economic impact study, a CHO-Boston route would deliver significant annual benefits to the regional economy.

**\$21.3M**

Annual Economic Impact

**\$16.8M**

Visitor Spending

**\$465K**

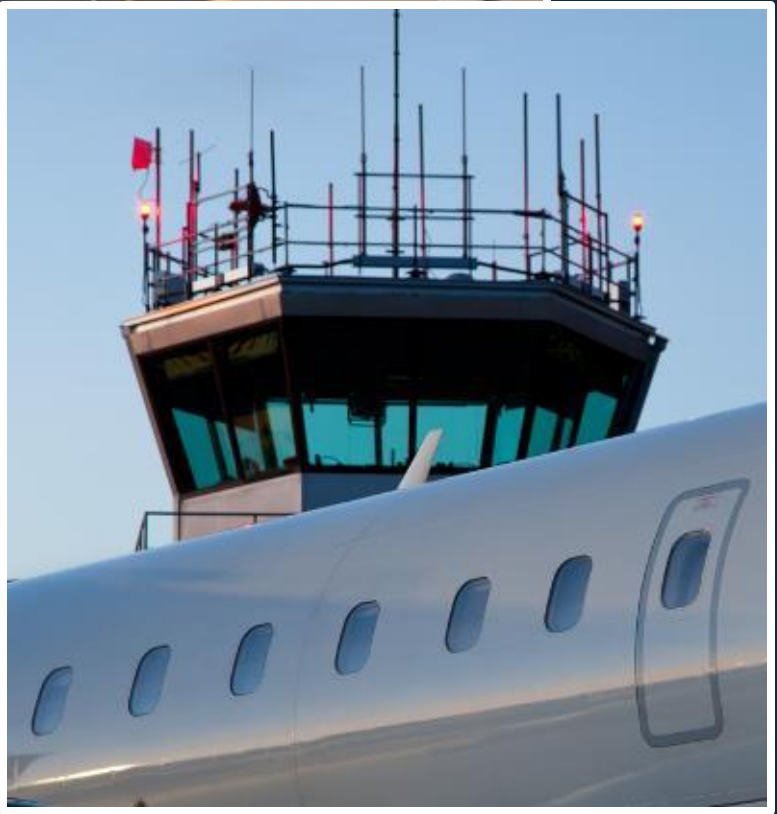
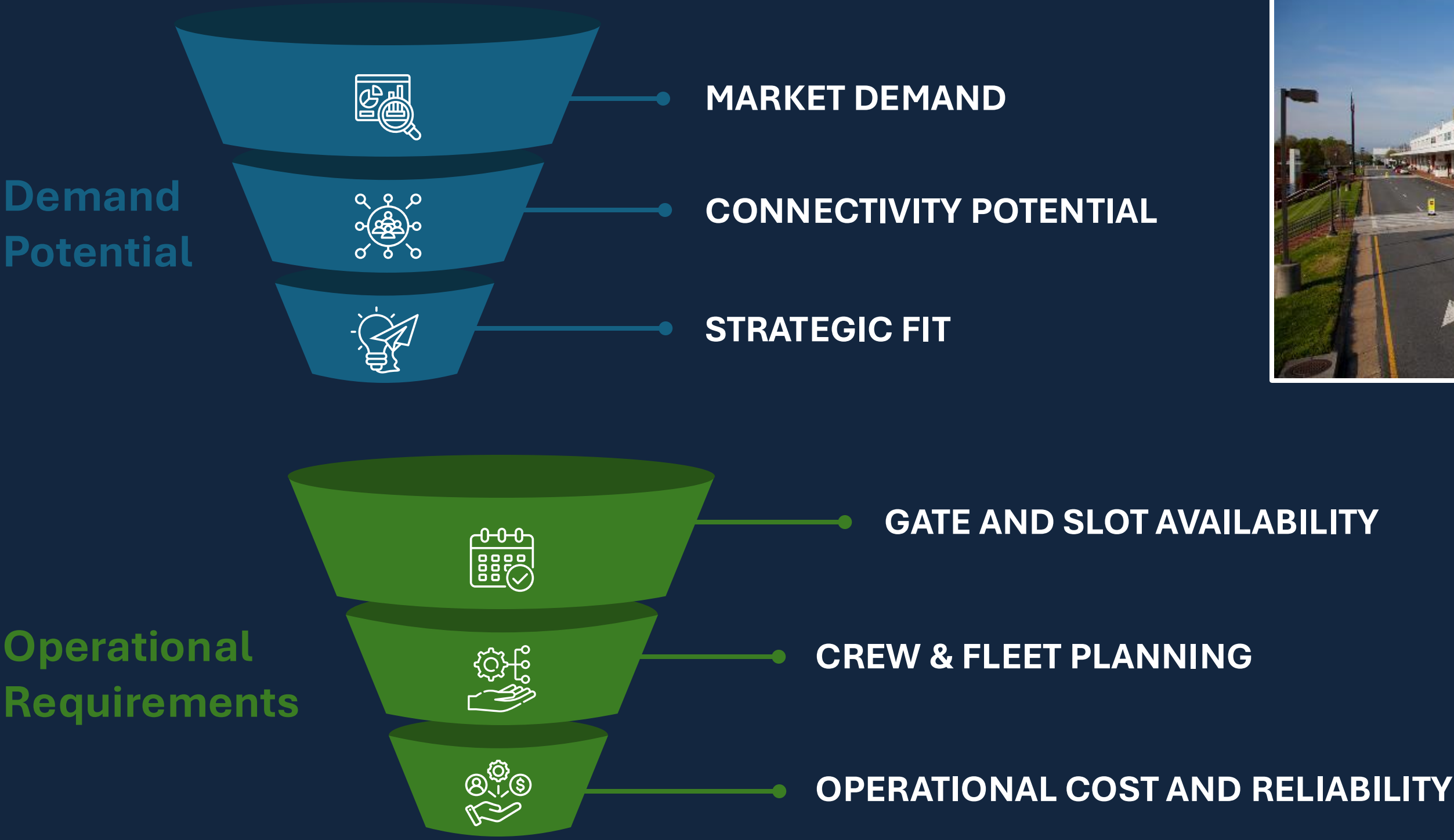
Local Tax Revenue

## Passenger Forecast

The study forecasts **55,480** annual passengers using a nonstop CHO-Boston service, driven by business travel, university connections, healthcare partnerships, and leisure demand.

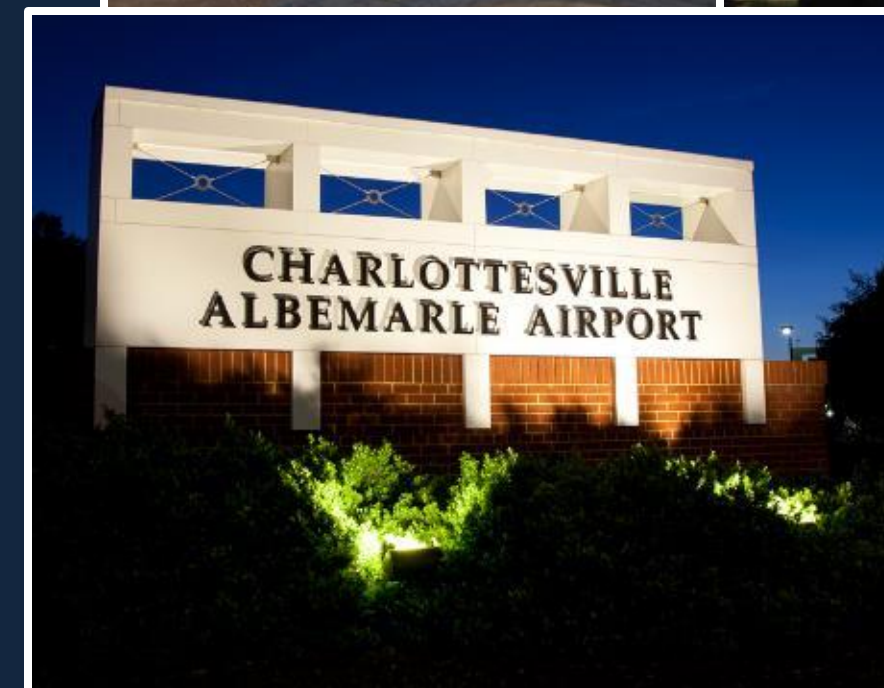
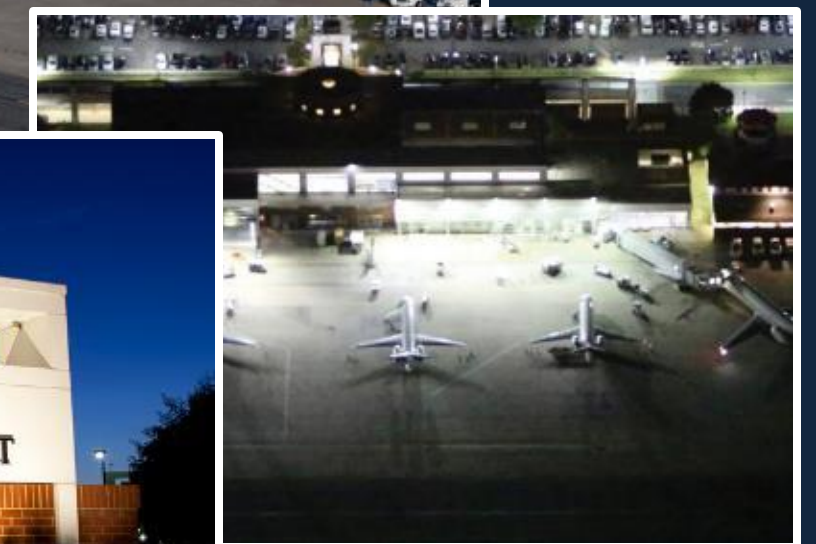
This single route represents a meaningful economic multiplier for the Charlottesville region.

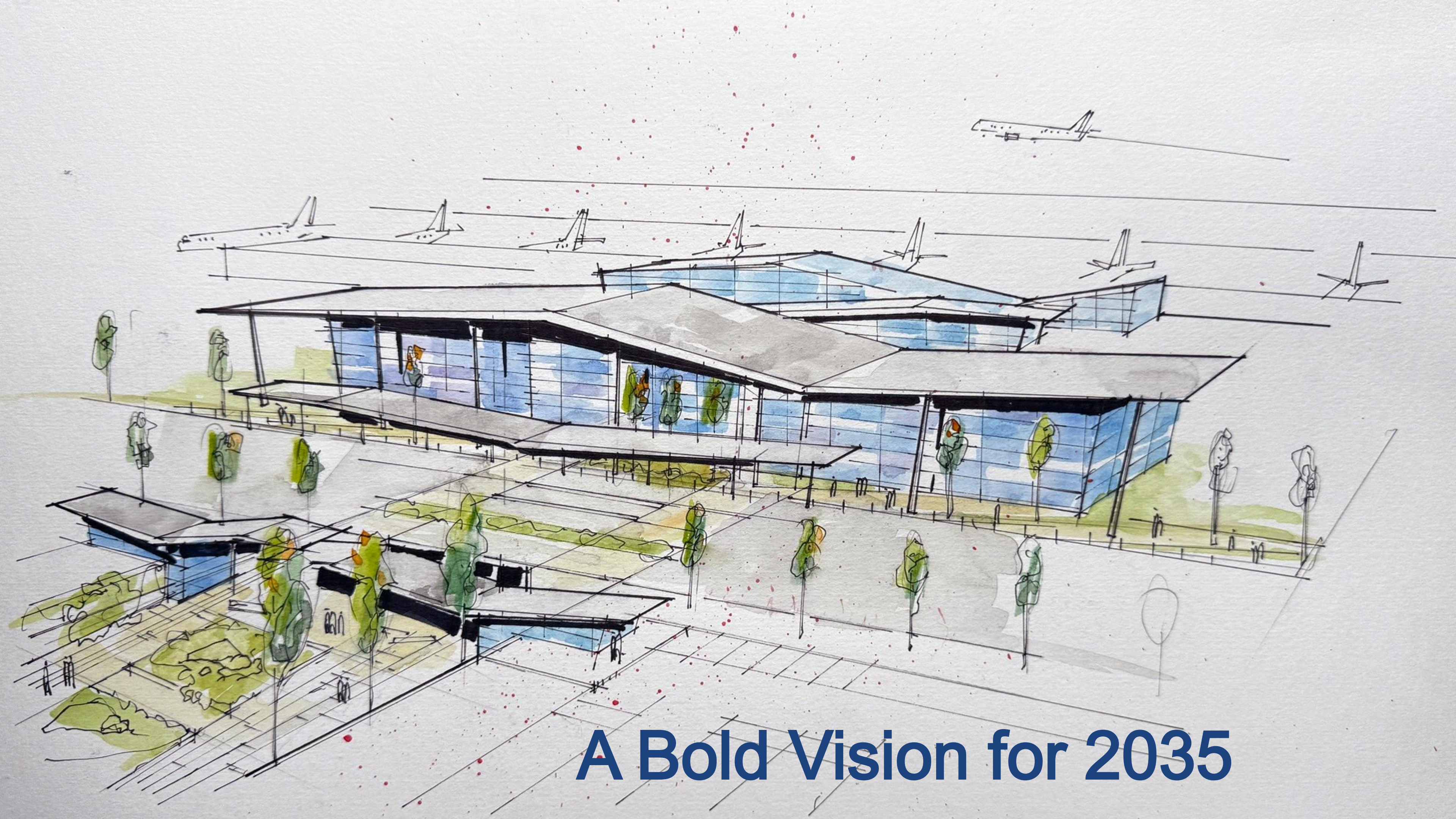
# How Airlines Assess New Routes: Aligning Demand with Operational Reality



# Minimum Revenue Guarantees (MRG's) Have Become Increasingly Popular

- The airline is guaranteed it will generate a specified amount of revenue from ticket sales associated with the new service.
- Airport-sponsored incentives cannot use airport revenue to provide direct subsidies (including revenue guarantees) to carriers.
- MRGs are typically funded by non-airport revenues (e.g., community/municipality funds, state economic-development funds, tourism dollars).



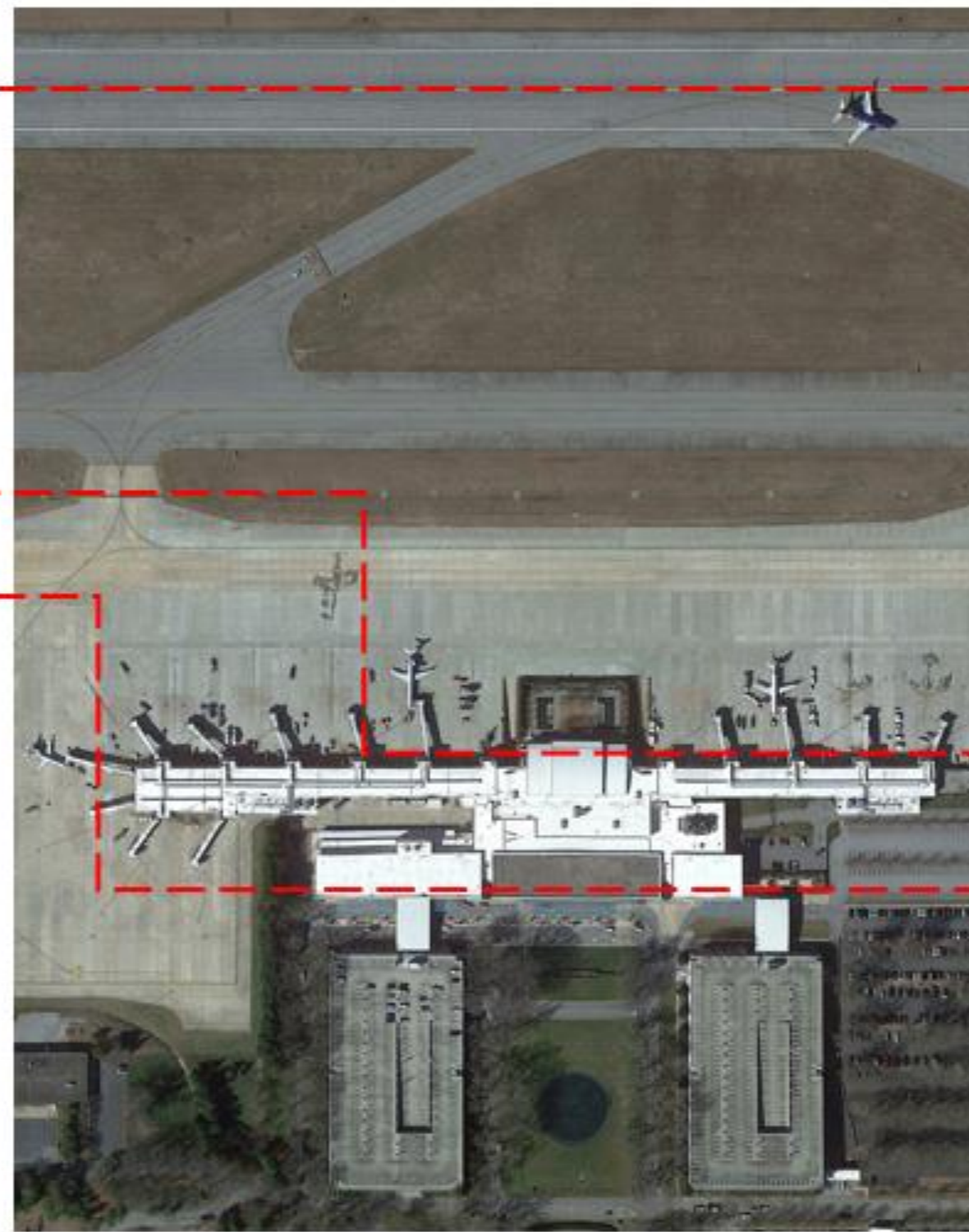


**A Bold Vision for 2035**

# Considerations for expanding our vision



**CHO (Today)**

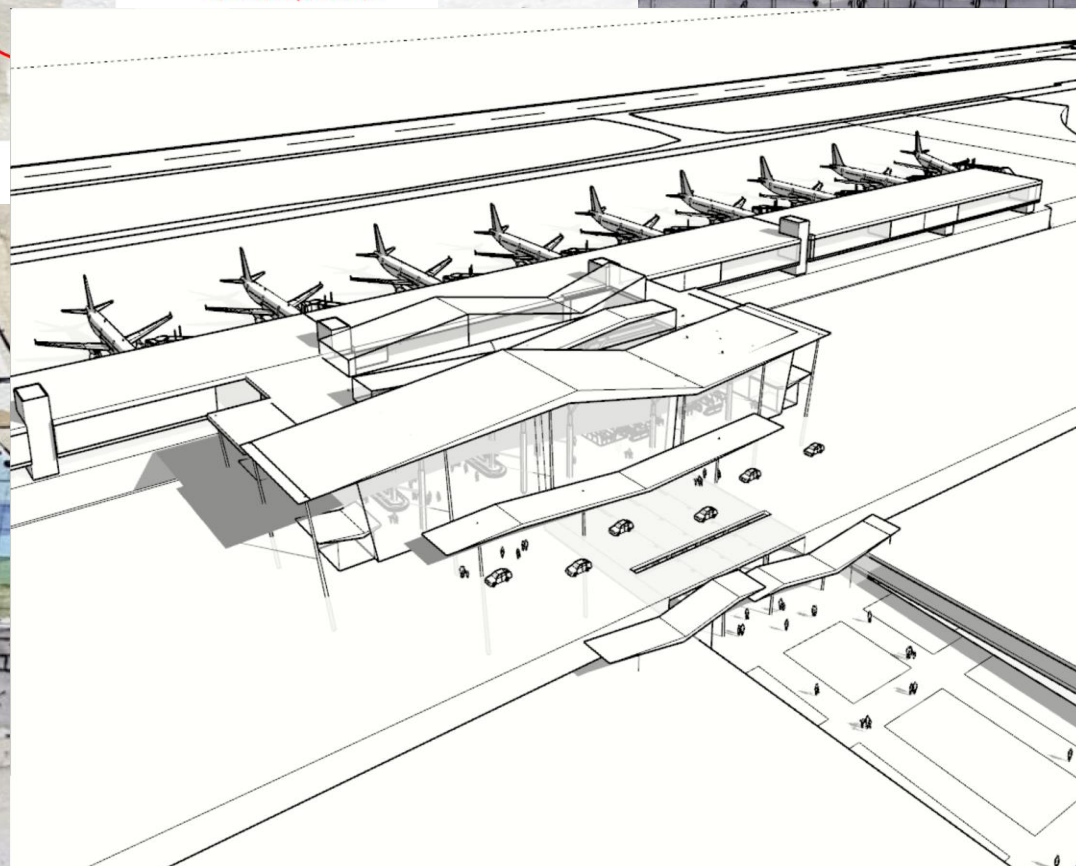
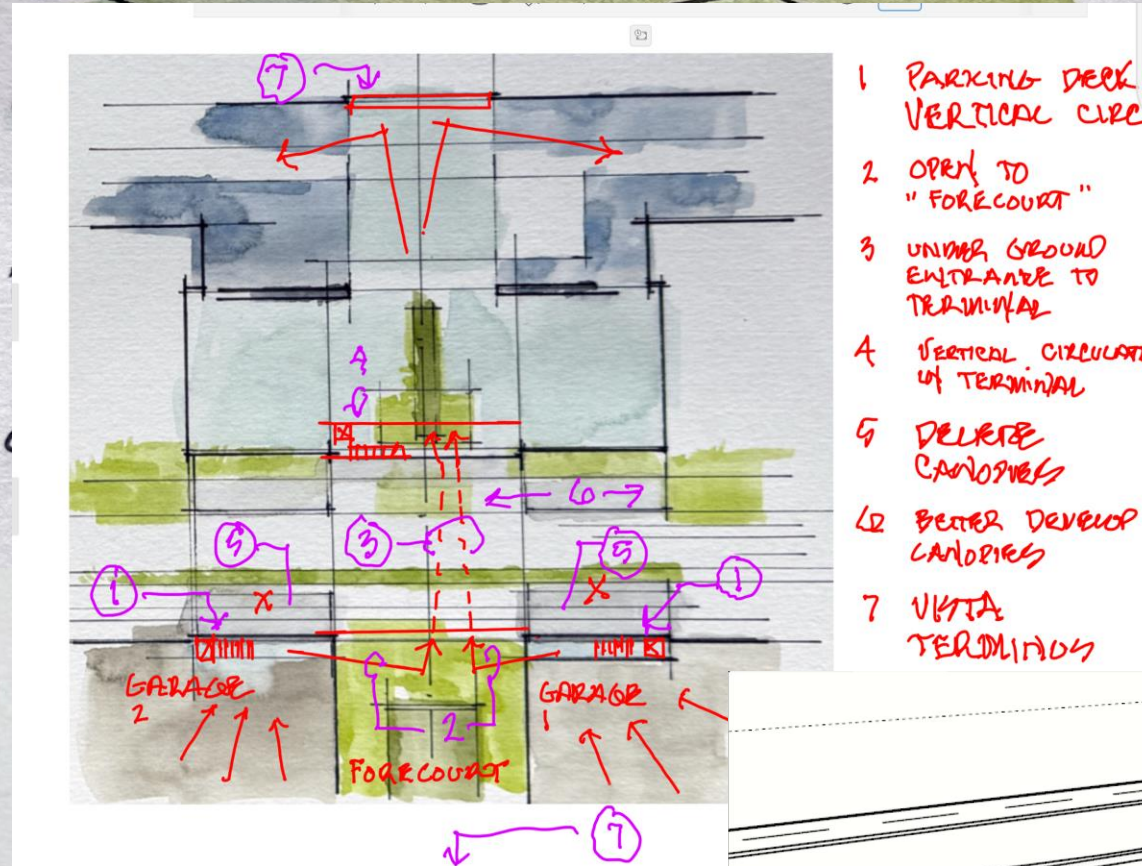
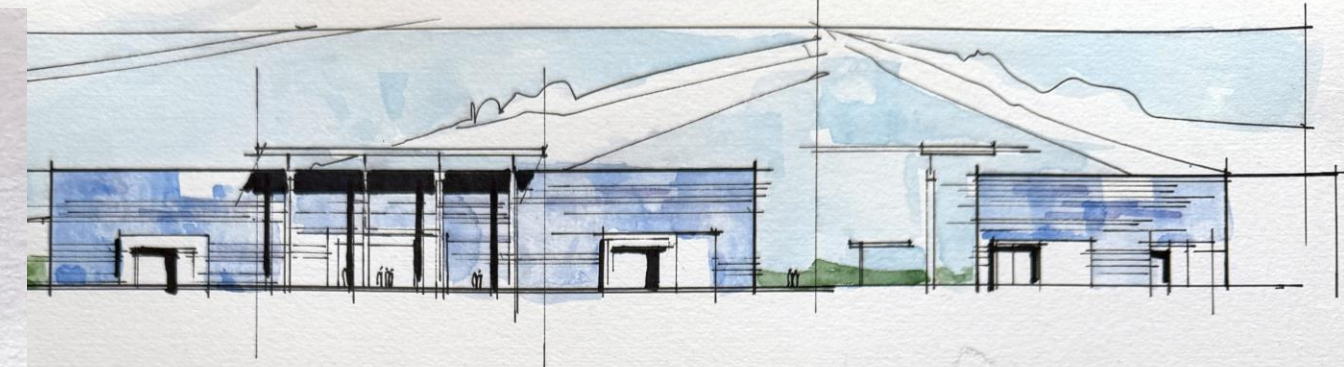


**GSP (Benchmark)**



**CHO (Future)**

# CHO 2035



MOUNTAIN GAP  
CHO RS + H 2025 11 13





GO CHO!

# CONSENT AGENDA



- Approval of Previous Meeting Minutes
- Financial Statement

# BOARD DISCUSSION AND DIRECTION



- Executive Director Performance Review Process – Jessica Rice, HR Director
- CACVB Board Member Job Description
- FY2027 CACVB Budget



# MOTIONS



I move that the Board adopt the CACVB Board Member Position Description, as presented in the Board packet.

I move that the Board adopt the fiscal year 2027 CACVB budget, as presented in the Board packet.



# DIRECTOR'S REPORT

# HIGHLIGHTS



- Tourism for All Conference: Feb. 24
- ACPS Winter Community Partners Breakfast
- CHO: Going to Boston & Future of CHO
- Sent Board and Elected Bodies the Charlottesville Albemarle Convention and Visitors Bureau (CACVB) Operating and Impact Report for FY2027
- Attended City Council downtown mall 50<sup>th</sup> presentation and gave City Council presentation on local VA250 efforts
- Guest speaker for two George Washington University classes
- Attended Mobility Summit
- Attended Destinations International Professional Development committee meeting
- Finalized and announced new Virginia Tourism Corporation region: Piedmont Region, which is the same footprint at GO Virginia Region 9
- Arts Steering Committee final meeting
- CACVB staff retreat and leadership retreat to advance and prep for strategic plan year 2
- Destination 20+45: From Interest to Itinerary – Sales Essentials, followed by a planning session with accommodations' Directors of Sales and General Managers
- Founders Day prep with Friends of Charlottesville Downtown and Monticello
- VADMO Spring Symposium
- April 15 Virginia Tourism strategic plan unveiling

# COMING SOON



- Public Service Recognition Week
- Performance reviews
- Charlottesville Regional Chamber trip to Chapel Hill, NC, for regional education May 27-29
- Final preparation for VA250/Downtown Mall 50<sup>th</sup> activities July 3 – 5
- Board meeting June 22 with in-depth presentation on Strategic Plan Year 1





# STRATEGIC PLAN PROGRESS: YEAR 1

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# STRATEGIC PLAN PROGRESS: YEAR 1



- Amplify Visitor Experiences
  - Rebranding
- Fostering a Welcoming Community
  - Accessibility
  - Tourism for All
- Strengthen Community Partnerships
  - Food & Beverage Campaign
  - VA250
- Enhance local quality of life
  - Crisis Communications Plan
- Boost Sustainable Economic Growth
  - Mid-Week Business
  - Downtown Mall's 50th
- Critical Business Imperatives
  - Work that continues regardless of strategic plan goals

VISIT  
**CHARLOTTESVILLE**  
ALBEMARLE COUNTY

**AMPLIFY VISITOR EXPERIENCES**

# AMPLIFY VISITOR EXPERIENCES



- New brand visual elements completed; new Mobile Visitor Centers are on the streets!
- Board rebrand messaging document
  - Elevator Pitch Card on CACVB
- Rebrand Rollout
  - “Find Yourself” (evolution of Find Your Reason) advertising campaign is live
  - New branding on CACVB team uniforms and promo
  - Exterior signage for CACVB building in manufacturing stage
- Positive Community Feedback
  - Random Row would like to add the logo to their t-shirts (we are happy to do this for them and other partners!)
  - Representatives from Monticello, Downtown Mall and Albemarle County community all remarked that they’d seen the Mobile Visitor Centers on the road

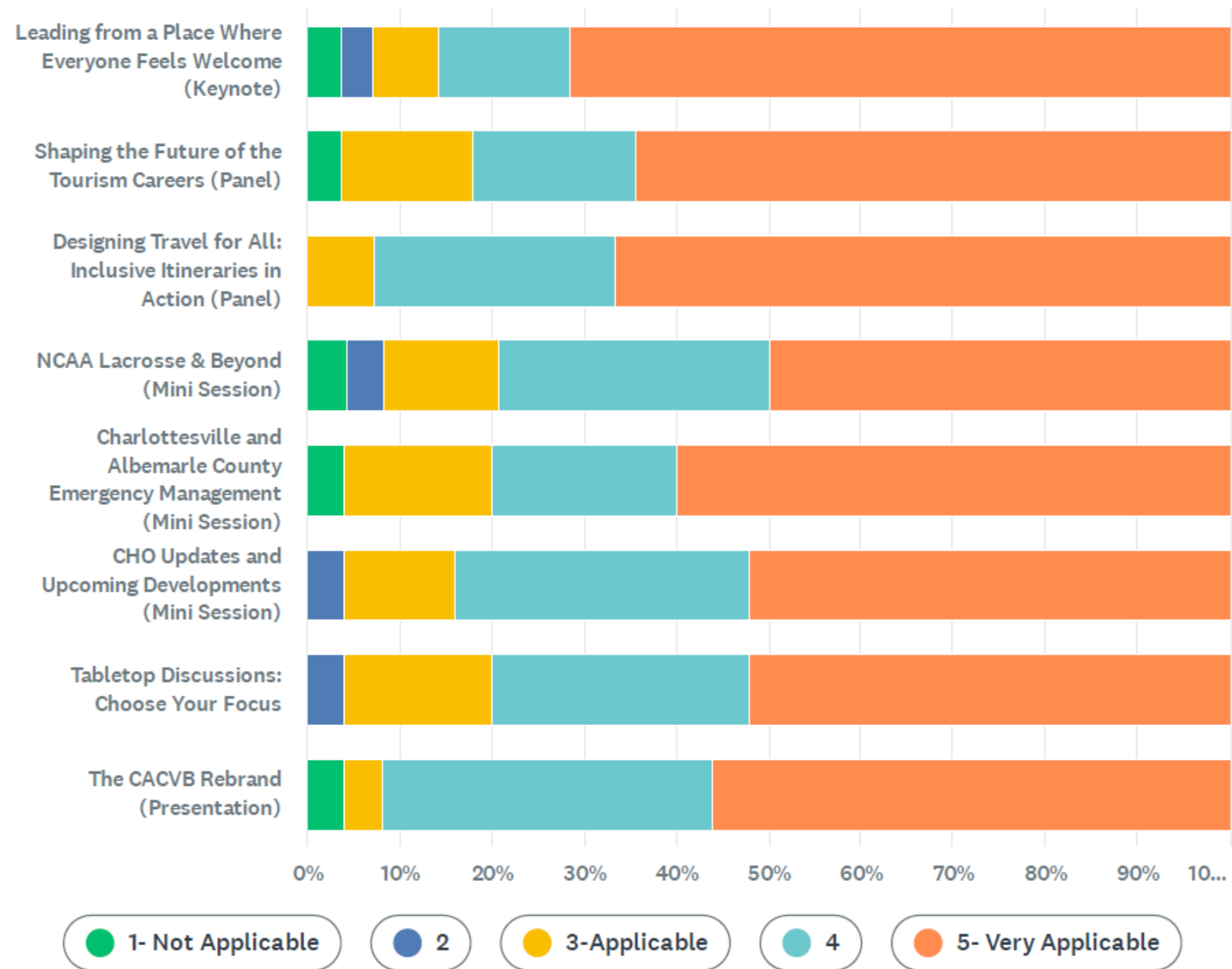
VISIT  
**CHARLOTTESVILLE**  
ALBEMARLE COUNTY

**FOSTER A WELCOMING COMMUNITY**

# FOSTER A WELCOMING COMMUNITY



Q2 How would you rate the content of the Tourism for All sessions?



## Tourism for All

- Conference held at Hillsdale on Tues., Feb. 24.
- 89 industry partners in attendance
- Graduated 8 Tourism for All cohort members
- Highlighted 15 businesses through speakers and services

“All the speakers were very engaging, and I thoroughly enjoyed my time! Not sure if this was intentional but the speaker line up on the mini sessions was very well thought out. A lot of people at my table were most excited to hear the UVA updates, then you followed with a more technical session, then closed with a strong and energetic speaker. I appreciated that a lot.”

# FOSTER A WELCOMING COMMUNITY





# FOSTER A WELCOMING COMMUNITY



## Accessibility

DRIVE Tourism+ Outcomes with Downs & Towns:

- Experimental/ On-the-ground Tactics:
  - 3-day Familiarization (FAM) tour with site visits to 20+ partners
  - Partner engagement and coordination pre-, during and post-tour
- Content Creation Channels:
  - Professional photography and video with Downs & Towns
  - Blog content featuring accessible experiences
  - Downloadable itinerary for visitors
  - Social media content highlighting the tour and experiences
  - Visitor Guide (digital and print)
- Education/Industry Channels:
  - Training materials developed for the Tourism for All cohort
  - Accessibility Photography SOP– Best Practices for Photographing and Featuring People with Disabilities in Ads
  - Presentations at Tourism for All Conference and at the Virginia Association of Museums' Annual Conference



VISIT  
**CHARLOTTESVILLE**  
ALBEMARLE COUNTY

**STRENGTHEN COMMUNITY PARTNERSHIPS**

# STRENGTHEN COMMUNITY PARTNERSHIPS



## VA250th

- All 10 podcasts episodes of Founding Footprints have been released. Total listens are at 925+.
- Episode with most listens “From Tobacco Fields to Richmond Markets: James River Batteau Company.”
- Number of partners featured in accompanying itineraries: 170. Total views of itineraries: 2,440.
- Number of total shares on social media 247, number of total saves: 168. Total impressions 187, 622.
- The Mobile Museum visited the Downtown Mall Apr. 13-15 for Jefferson's Birthday and Founder's Day.
- The Mobile Museum will be back Jul. 30-Aug. 1 at the Albemarle County Fair at James Monroe's Highland.

**PODCAST Itinerary**

## Founding Footprints

Tracing America's Journey in Charlottesville & Albemarle County

**10 Episodes**  
with historian **Dr. Benjamin Bernard**

VA250 and WTJU 91.1 FM present Founding Footprints, a podcast tracing the legacy of the Revolutionary era in Charlottesville and Albemarle County, Virginia.

Listen as we explore the history and culture of the region, reflecting on the 250 years since the American Revolution.

Then make plans to Follow the Footprints with suggested itineraries – one for each episode!

Listen to the Founding Footprints podcast here

Scan for an itinerary to explore places and experiences related to this podcast

**CHARLOTTESVILLE ALBEMARLE COUNTY VA250**

**VIRGINIA IS FOR HISTORY LOVERS**

ALBEMARLE CHARLOTTESVILLE HISTORICAL SOCIETY

AMTRAK

Charlottesville ALBEMARLE COUNTY FOUNDED

VISIT  
**CHARLOTTESVILLE**  
ALBEMARLE COUNTY

**ENHANCE LOCAL QUALITY OF LIFE**

# ENHANCE LOCAL QUALITY OF LIFE



- Crisis Communications Plan
  - Incorporated board feedback to create new draft
  - Adjustments from Winter Storm Fern
    - Pointing in communications to regional resources
    - Collaboration with Albemarle County and City of Charlottesville Communications and Emergency Management
  - Crisis Plan includes partner communication tool kits and evaluation forms
  - Crisis Plan will live in the CACVB file server and will be available as a partner resource in FY27
- City of Charlottesville Emergency Alerts
  - City of Charlottesville debuting geofenced alert system for TomTom festival
  - Features text-based alerts solely for emergencies occurring in the area during the event
  - Contacts are signed up only for the event occurrence, which has the potential to be a good visitor resource
- Coordination with City of Charlottesville, Rivanna Trails Foundation and Rivanna River Company to develop guidance for visitors to the Rivanna Trail area

VISIT  
**CHARLOTTESVILLE**  
ALBEMARLE COUNTY

**BOOST SUSTAINABLE ECONOMIC GROWTH**

# BOOST SUSTAINABLE ECONOMIC GROWTH

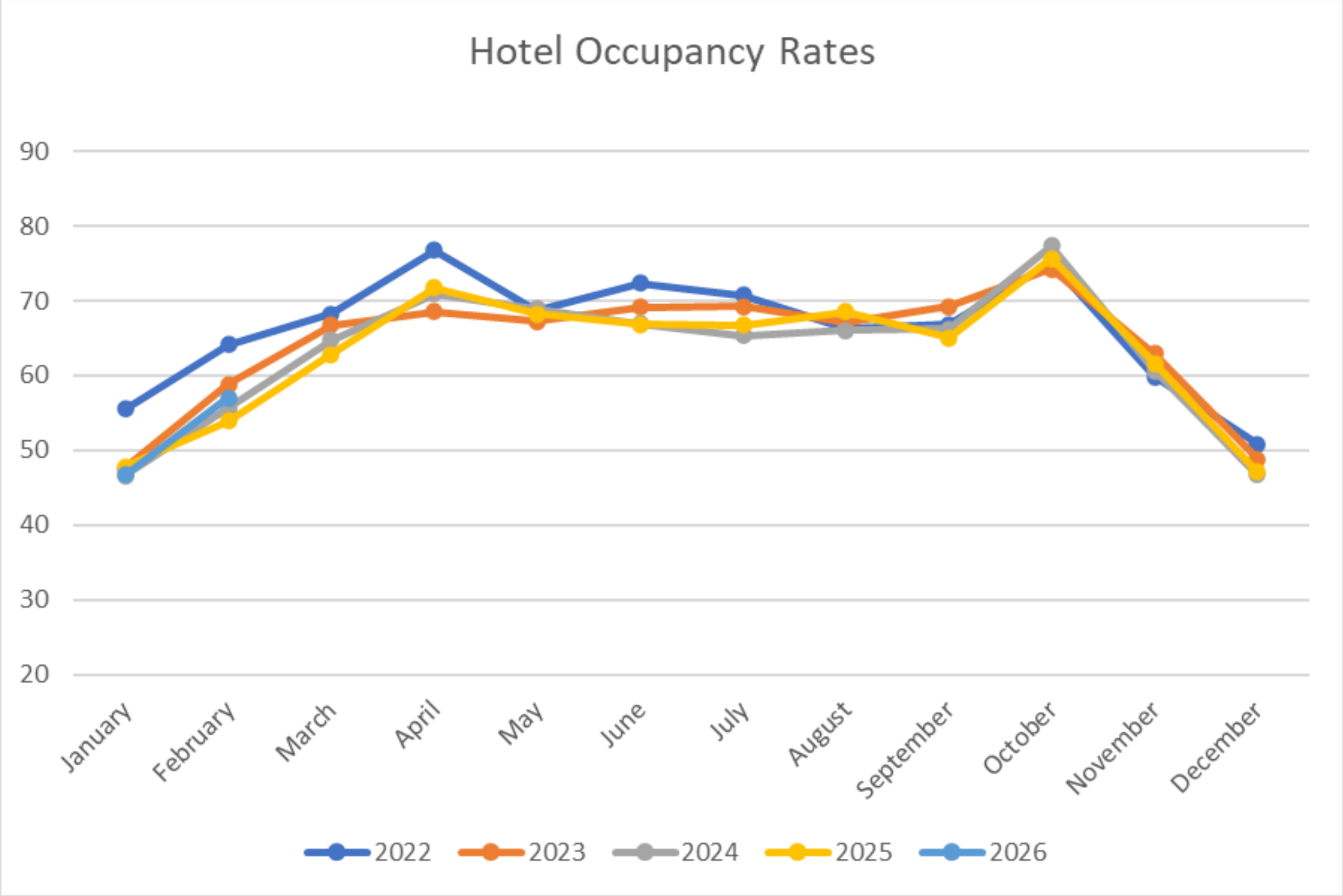


## Downtown Mall 50<sup>th</sup>

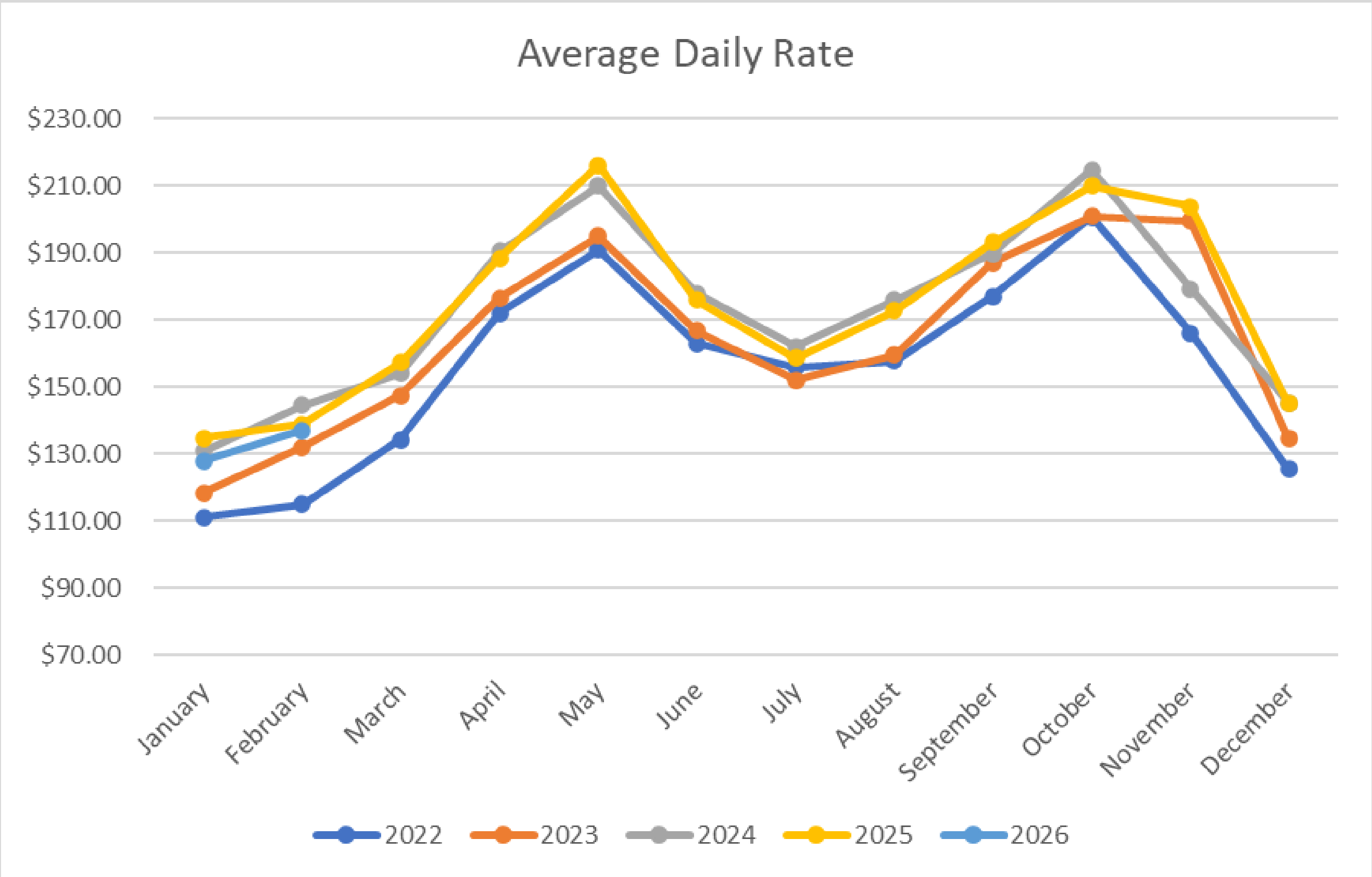
- In alignment with Friends of Downtown Charlottesville, the CACVB will host lantern making activities at the Mobile Visitor Centers leading up to the 50<sup>th</sup> anniversary.
- Lanterns can be made on site or taken home. Activities will take place on the Downtown Mall and Ix Art Park (Wednesdays, Fridays, and Saturdays).
- Marketing department is working with Friends of Downtown and City of Charlottesville to promote positive stories about the downtown mall as well as the July 3<sup>rd</sup> 50<sup>th</sup> Birthday Party



# HOTEL OCCUPANCY



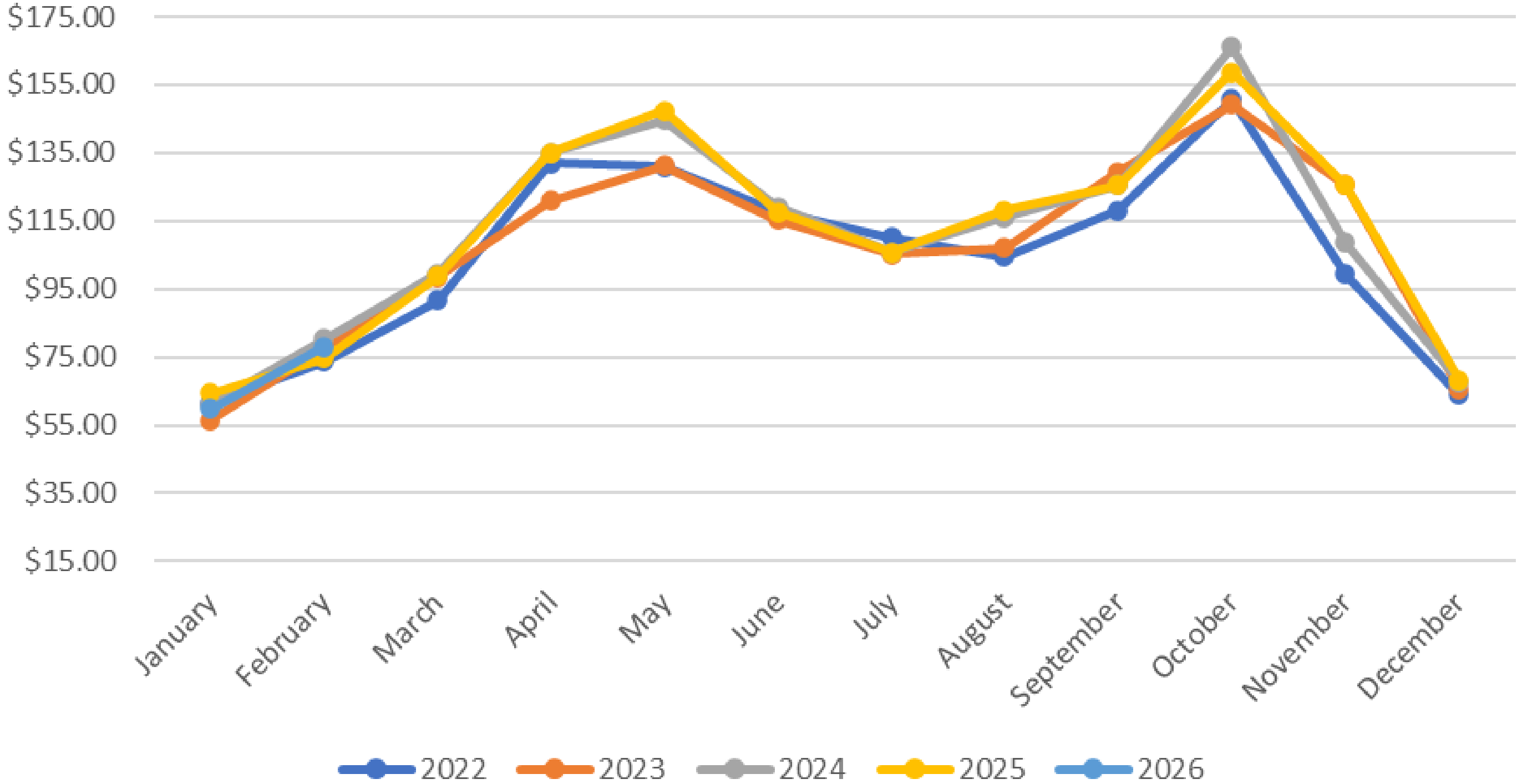
# HOTEL AVERAGE DAILY RATE



# HOTEL REVENUE PER AVAILABLE ROOM



Revenue per Available Room





# MARKETING AND PUBLIC RELATIONS UPDATES

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# CACVB MARKETING AND PR UPDATES



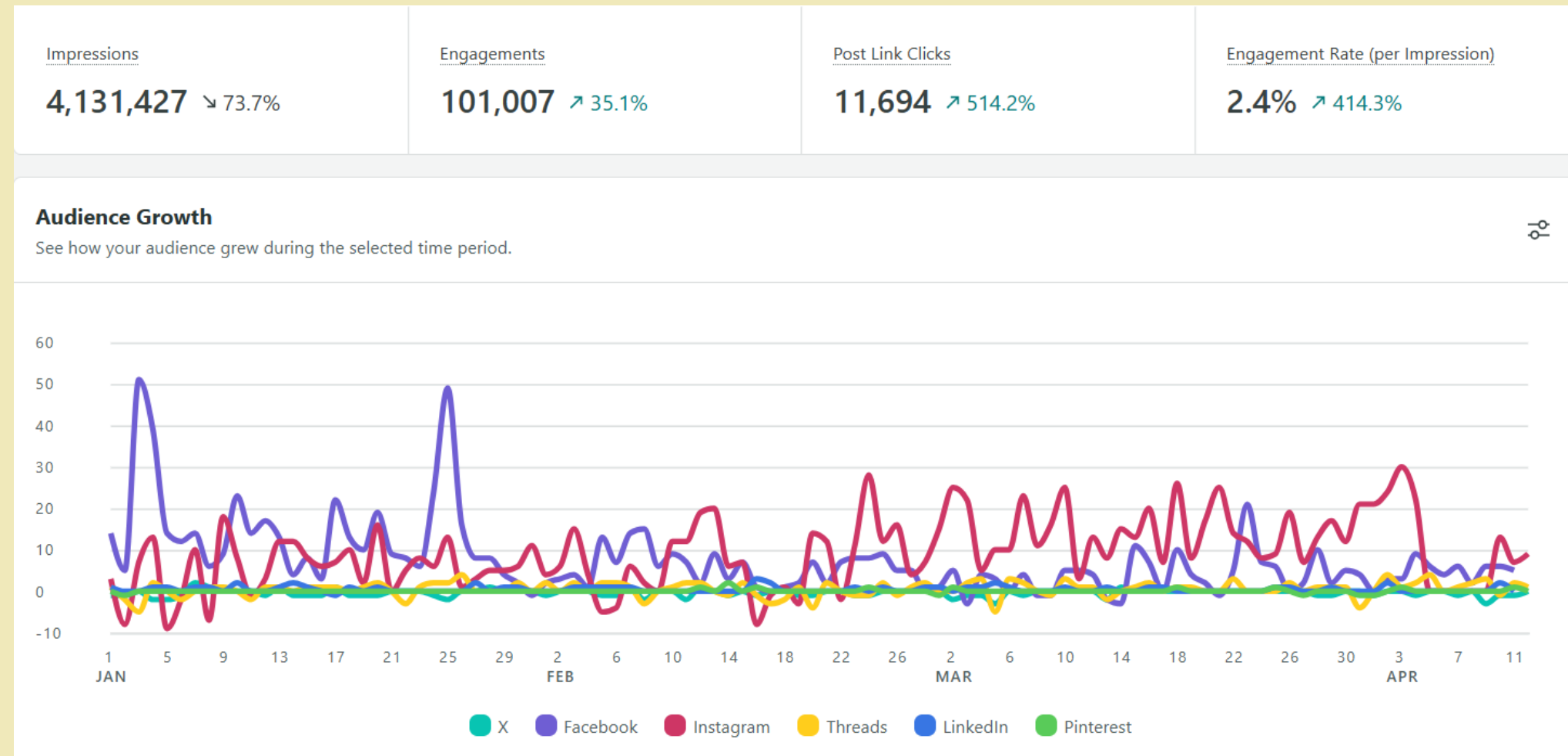
- Hosted VTC Global Marketing team for a Charlottesville and Albemarle County Fam Trip 3/11 & 3/12, visiting Cou Cou Rachou, UVA Rotunda and Fralin Museum, Downtown Mall, Monticello, Jefferson Vineyards, Keswick Hall, The Clifton, Kluge-Ruhe Museum, The Boar's Head and James Monroe's Highland
- Coordinated video and photo coverage, as well as marketing presentation and tabletop discussions about social media and visitor guide development at the CACVB's Tourism for All conference
- Created press releases promoting the outcomes from the VTC Drive+ Grant, the VA250 Mobile Museum and supported distribution for the VTC Strategic Plan Presentation Event
- The CACVB collaborated with Monticello, Friends of Downtown, The City of Charlottesville and the VA250 Charlottesville/Albemarle Commission to celebrate Thomas Jefferson's 283rd birthday and VA250 with the Mobile Museum on the Downtown Mall April 13-15th , resulting in great media coverage, including a [29News segment](#) with a visitor from Michigan tracing his family history.
- On April 15<sup>th</sup>, Governor Abigail Spanberger and the Virginia Tourism Corporation unveiled the Virginia Tourism Strategic Plan in front of a standing-room only crowd at Level 10 in Downtown Charlottesville. The plan includes a focus on regional collaboration and infrastructure development to keep Virginia competitive on the national tourism landscape. Stories resulted on [29News](#), [CBS19](#), [Cville Right Now](#) and more.

# CACVB MARKETING AND PR UPDATES



- Coordinated messaging for Mayor Wade with VTC and Governor Spanberger's office for VTC Strategic Plan presentation
- Submitted a grant application for the VTC Marketing Leverage Grant to support the creation of a new VisitCharlottesville.org
- Developed scope of work for new VisitCharlottesville.org
- Finalized new Discover Black Cville contract award
- Attended VTC Global Marketing DMO Meeting


# CACVB SOCIAL MEDIA HIGHLIGHTS




- We have focused on increasing engagement and interactions with our social media efforts, reducing paid social to encourage organic impressions.
- Overall organic (non-paid) impressions are up, and engagement is up significantly year over year
  - Overall engagement across platforms is up 35.1% year over year
  - Post link clicks, which lead predominantly to VisitCharlottesville.org, are up 514.2% year over year
  - Engagement rates per impressions are 2.4%, which represents a 414.3% increase year over year

# CACVB SOCIAL MEDIA HIGHLIGHTS




 charlottesvilleva  
Fri 3/13/2026 4:17 pm EDT


We're thankful for the incredible coffee scene in the Charlottesville area -- from longtime local staples to new spots we're already...




<u>Engagements</u>	1,712
<u>Likes</u>	867
<u>Comments</u>	27
<u>Shares</u>	367
<u>Saves</u>	451

 charlottesvilleva  
Sat 1/10/2026 7:10 pm EST


January is for planning 🍷📅




<u>Engagements</u>	1,479
<u>Likes</u>	723
<u>Comments</u>	11
<u>Shares</u>	454
<u>Saves</u>	291

 Visit Charlottesville  
Sun 3/22/2026 7:44 am EDT

If you've yet to experience the talent of historical actor-interpreter Bill Barker as Thomas Jefferson, this is an opportunity yo...




<u>Engagements</u>	3,841
<u>Reactions</u>	642
<u>Comments</u>	56
<u>Shares</u>	64
<u>Post Link Clicks</u>	254
<u>Other Post Clicks</u>	2,825

 charlottesvilleva  
Sun 3/15/2026 4:04 pm EDT

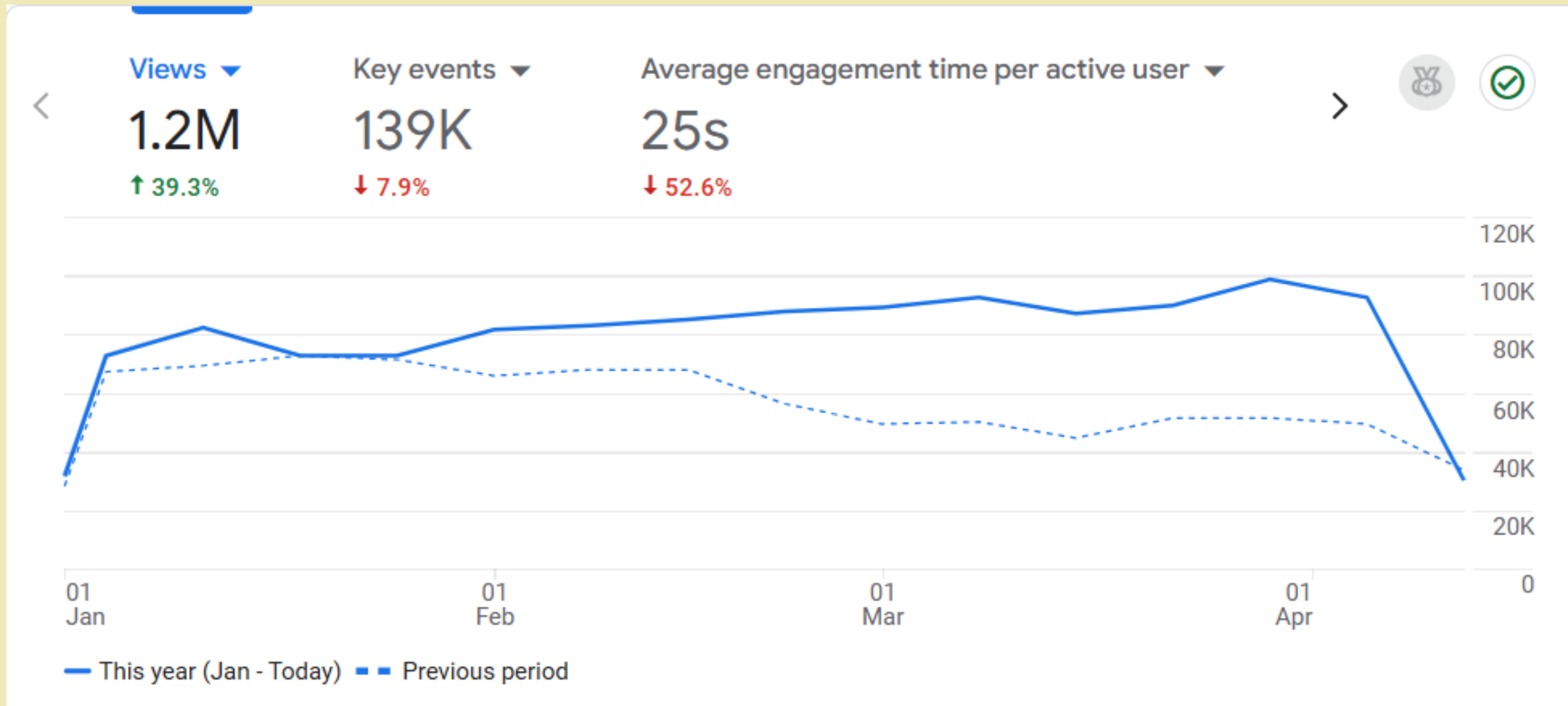
Welcome to the neighborhood @ChickenSaladChick\_Cville 🍗

...



<u>Engagements</u>	823
<u>Likes</u>	501
<u>Comments</u>	5
<u>Shares</u>	297
<u>Saves</u>	20

# WEBSITE HIGHLIGHTS

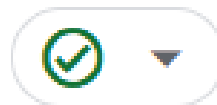


- VisitCharlottesville.org had 1.2 million views from January through April, representing a 39.3% increase year over year
- Session time is decreasing, likely due to an increase in no click search and shorter attention spans

# WEBSITE HIGHLIGHTS



## Views by Page title and screen class



<u>PAGE TITLE AND SCREEN CLASS</u>	<u>VIEWS</u>
<u>Charlottesville Restaurants and Dini...</u>	159K
<u>Charlottesville Events Calendar   Sp...</u>	130K
<u>Charlottesville VA Things to Do   Hik...</u>	118K
<u>Restaurants with The Best Outdoor ...</u>	82K
<u>Explore Charlottesville and Albemarl...</u>	77K
<u>Charlottesville Virginia Official Trave...</u>	34K
<u>Charlottesville Hotels, Accommodat...</u>	31K

- For the January through April time period, the top visited page was the Charlottesville restaurants and dining page, exceeding the events page for the time period

# PR HIGHLIGHTS



## Free traveling museum brings interactive look at U.S. history to Downtown Mall

Updated: Apr. 13, 2026 at 3:57 PM EDT



## Tourism is blooming in Charlottesville

Jadyn Howard Apr 9, 2026

### VOGUE

## 11 Unexpected, Last-Minute Spring Break Ideas You Can Still Book

BY ANNIE DALY  
March 10, 2026

# ADVERTISING HIGHLIGHTS





Kristina  
Kristina Johnson  
Omni Charlottesville Hotel  
ASSOCIATE  
PARTNER

# SALES UPDATES

# CACVB SALES EFFORTS



## Welcome Bags Distributed:

- 100 Welcome bags to UVA Office of Graduate and Postdoctoral Affairs for their 2025 Postdoctoral Research Symposium

## Requests for Proposals:

- Assisted with and/or distributed 29 new RFPs

## Trade Shows Attended:

- SGMP Old Dominion Chapter Meeting Richmond, and Williamsburg, VA
- SGMP Old Dominion Chapter Educational Conference Virginia Beach, VA
- VTC's Group Tour meeting in Richmond
- Heritage Clubs Peer Group Conference Virginia Beach, VA 22 appointments
- Select Travel Conference Williamsburg, VA 35 appointments
- VSAE Monthly Meeting Richmond, VA



# CACVB SALES EFFORTS



## Partner Meetings/Visits:

- Milli on the Move
- Monticello
- Grand Classroom
- Boar's Head Resort
- Tour of UVa with Virginia Guide Services
- Level 10
- Common House
- Random Row
- Café Frank
- Lunch and collaboration with Visit Staunton on group tour itineraries
  
- Presented at the Destination 20+45 meeting on From Interest to Itinerary — Sales Essentials for Tourism
  
- Held Director of Sales meeting – 18 attendees

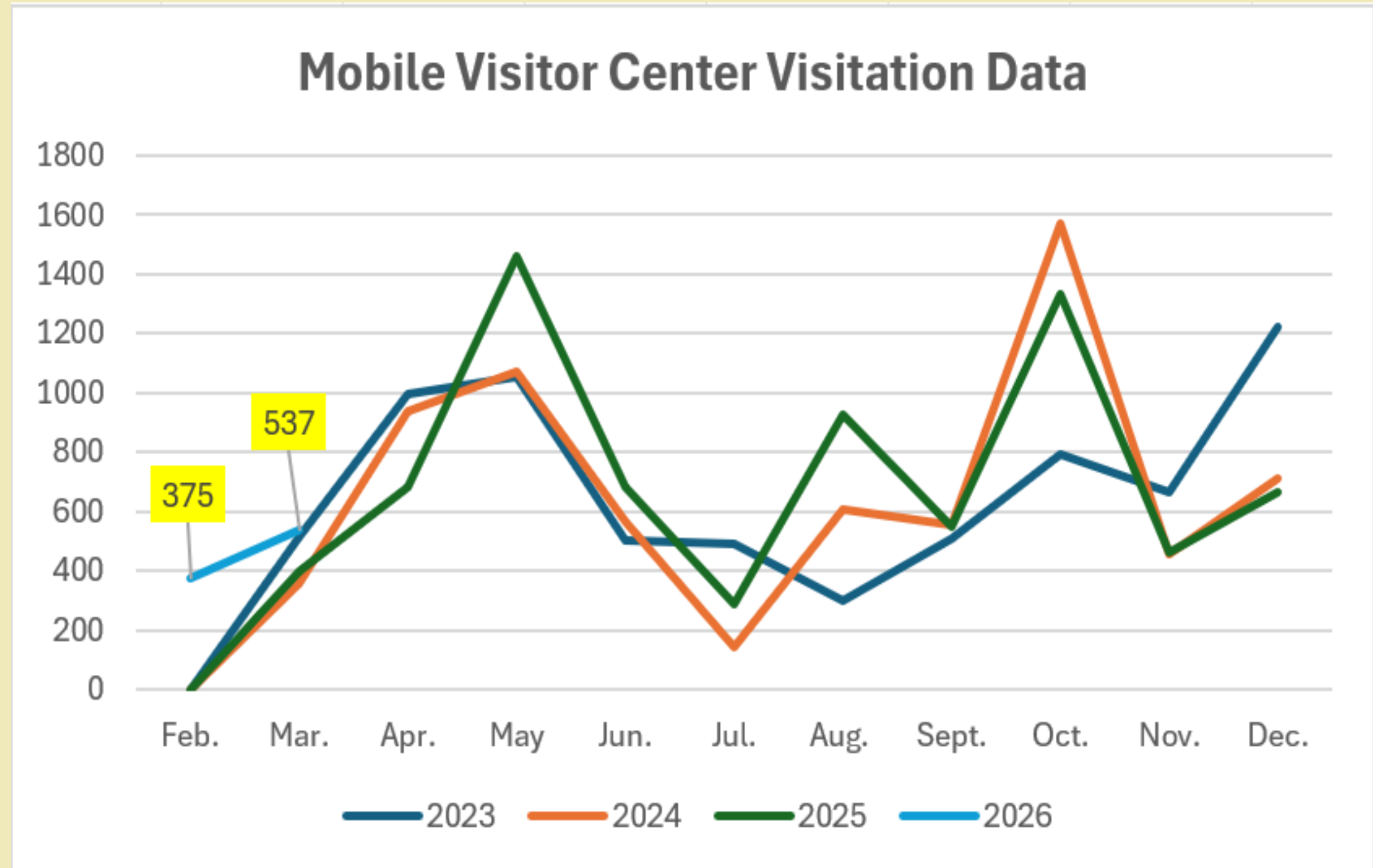


# VISITOR SERVICES UPDATES

# MOBILE VISITOR CENTER UPDATES



- Numbers include MVC visitation, office, and special event participation.
- First time attending events in Feb. 2026 to start the season.
- Events attended: Founder's Day Weakened at Monticello, UVA Student Event. Upcoming events: Foxfield Races, 1<sup>st</sup> Annual Filipino Spring Festival, and Crozet Arts & Craft Festival.



# VISITOR SERVICES BROCHURE UPDATES



## All Brochure Distribution (until mid-Apr.)

- FY26: 48,521
- FY25: 46,533

## Visitor Guide Distribution (until mid-Apr.)

- FY26: 13,595
- FY25: 11,377
- The new brand was highlighted in the CACVB's April Fools post, and visitors can claim temporary tattoos to be included with their visitor guides while supplies last.
- Partners and visitors can request single visitor guides and bulk requests through online forms.
  - [Request/Download a Visitor Guide](#)
  - [Place your Bulk Request](#)

# VISITOR SERVICES



- Visitor Services and Marketing partnered with Invoke Design to rewrap both Mobile Visitor Centers with the new branding.
- Members of the Visitor Services team attended the Virginia Tourism Corporation's Visitor Services Seminar and the LEARN Tourism Conference.
- The Visitor Services team completed its annual inventory. The team manages more than 130 different items, each with its own quantity of materials.
- Travel Specialist Rami Gadow is working with the Director of Visitor and Community Engagement to finalize the Virginia Tourism Corporation's DRIVE Tourism+ grant report.
- Travel Specialist Ethan Wagner, along with Destination Development Manager Chris Ridder, began researching DMO stewardship plans and resources in preparation for the CACVB's next strategic plan.



# DESTINATION DEVELOPMENT UPDATES



# DESTINATION DEVELOPMENT UPDATES



## Workforce/K12

- On Mar. 10, the CACVB help cohost Senior Stay Day & Community Job Fair at PVCC. This was a free event for everyone.
- The event attracted 400 attendees and tourism partners made up 16% of the employer booths. Schools in attendance - Albemarle, Charlottesville, Greene, Orange, Fluvanna
- Meeting with principal of ACE Academy, attendance at ACPS Winter Community Partners Breakfast, and ACPS panel at Tourism for All Conference.



## Outdoor Recreation & Stewardship

- Attended Chesapeake Gateways, Mobility Summit, Virginia Green Travel Conferences, and VADMO.
- Maintains active participation with the Piedmont Mobility Alliance, the Three Notch'd Trail, and Rivanna Greenways/Blueways Working Group. All groups work to advance the infrastructure and connectivity of recreation.

# DESTINATION DEVELOPMENT UPDATES



## Collaborations with Marketing

- Destination Development is partnering with marketing to create or refresh the following blogs: Ride the Western Scenic Route, Restaurants with Longevity, Explore on Two Wheels, and Sensory Accessibility

## CRM Changes and Updates

- Since the start of FY26, Destination Development has approved over 1,139 calendar events for Visitcharlottesville.org. That's an average of 113 events a month.
- Since the start of FY26, 42 new businesses have been added to Visitcharlottesville.org, and 54 new CRM accounts have been created.
- Creation of a "What's New" connection tag and "Prospect" account type to help the team identify new tourism offerings in our destination for the annual "What's New" press release, content requests, story pitches, and sales missions.

# DESTINATION DEVELOPMENT IN ACTION



Clockwise from top-left: Ambassador Training, Mobility Summit, Accessibility Panel with Visit Richmond and Visit Williamsburg, VAM 2027 Announcement, Destination Development Manager Carla Mullen with VA250 Mobile Museum.





**PUBLIC COMMENT**

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# BOARD ANNOUNCEMENTS



**ADJOURN**

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