



Community Development

Agenda

Agenda

Wednesday, May 21, 2025 11am

Bellevue Redmond Tourism Promotion Area Board

1E-113 or Zoom meeting

City of Bellevue, WA

The Bellevue-Redmond Tourism Promotion Area Advisory Board (Tourism Board) meetings are conducted in a hybrid manner with both in-person and virtual options. You may attend the meeting:

- In-person
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- [www.zoom.us](https://www.zoom.us/j/84283543062) and entering Webinar ID: 842 8354 3062 Password: 387060
<https://cityofbellevue.zoom.us/j/84283543062>

1. Call To Order

11:00 am

The Chair will call the meeting to order.

2. Approval Of Agenda and Minutes

11:00 – 11:05

- A. The Chair will ask for approval of the agenda.
- B. The Chair will ask for approval of the May regular meeting minutes.

3. Oral Communications

11:05 – 11:15

The time allowed for Oral Communications shall not exceed 30 minutes. Persons wishing to speak will be called to speak in the order in which they signed in. Speakers will be allowed to speak for three minutes. Additional time will not be allowed unless the Chair or a majority of the Commission allows additional time.

4. Action, Discussion, and Information Items

- A. Action – Board Member Term Renewals 11:15 – 11:25
- B. Action – 2026 Proposed Budget and Scope of Work 11:25 – 12:25

5. Commission Quick Business

Board Member Round table

12:45 -1:00

6. Reports

No reports this meeting

7. Adjournment

1:00pm

The Chair will adjourn the meeting.

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Rules of decorum for public communication and conduct at meetings were adopted by the City Council in Ordinance 6752. Copies of this ordinance can be found on the city's website and are also available from the City Clerk's Office.

TOURISM BOARD MEMBERS

Caroline Dermarkarian (Chair)

Wade Hashimoto (Vice Chair)

Kate Hudson

Rashed Kanaan

Cassandra Lieberman

Nate Moore

Rocky Rosenbach

Kim Saunderson

Staff Contacts

Lizzette Flores, Cultural Tourism Specialist, 425-452-4869

Lorie Hoffman, Arts & Creative Economy Manager, 425-452-4246



Community Development

Minutes

BELLEVUE-REDMOND TOURISM PROMOTION AREA ADVISORY BOARD
MEETING MINUTES

May 7, 2025
10:00 a.m.

Bellevue City Hall
Room 1E-113 / Virtual

MEMBERS PRESENT: Chairperson Dermarkarian, Kate Hudson, Cassandra Leiberman, Rocky Rosenbach, Kim Saunderson

MEMBERS REMOTE: Rashed Kanaan, Nate Moore, Wade Hashimoto

MEMBERS ABSENT: None

STAFF PRESENT: Manette Stamm, Lorie Hoffman, Lizzette Flores, Jesse Canedo, Department of Community Development

OTHERS PRESENT: Brad Jones, Jane Kantor, Meredith Langridge, Sheila Freeman, Megan Adams, Visit Bellevue; Kristina Hudson, Audrey Fan, Melody Lanthorn, OneRedmond,

MINUTES SECRETARY: Gerry Lindsay

I. CALL TO ORDER

The meeting was called to order at 12:02 p.m. by Caroline Dermarkarian who presided. All members were present with the exception of Nate Moore and Rashed Kanaan, who arrived at 12:07 p.m., and Kim Saunderson, who arrived at 12:19 p.m.

2. APPROVAL OF AGENDA AND MINUTES

A. Approval of Agenda

Motion to approve the agenda was made by Wade Hashimoto. The motion was seconded was by Cassandra Leiberman and the motion carried unanimously.

B. Approval of Minutes

Motion to approve the February 7, 2025, minutes as submitted was made by Rocky Rosenbach. The motion was seconded was by Cassandra Leiberman and the motion carried unanimously.

3. ORAL COMMUNICATIONS – None

4. ACTION, DISCUSSION AND INFORMATION ITEMS

A. Welcome New Board Member: Kate Hudson

Caroline Dermarkarian welcomed new board member Kate Hudson.

Kate Hudson shared being the Director of Sales at the Residence Inn in Bellevue Downtown, managed by Island Hospitality, for six years, during which there had been positive interaction with the Visit Bellevue Advisory Board.

B. Action – Report to the City of Redmond

Cultural Tourism Specialist Lizzette Flores noted having shared with the Board members copies of the Annual Report to the City of Redmond, which is required under the interlocal agreement. The report includes data on revenues, contracts, and other TPA-related business. The Board can elect to approve the report as-is, approve the report with changes, or request substantial revisions to the report.

Cassandra Leiberman expressed no desired changes but offered a recommendation for improving future annual reports by utilizing feedback from quarterly reports.

Lizzette Flores supported the suggestion and proposed discussing key elements for the annual report during the January meeting.

A motion to approve the Annual Report to the City of Redmond without changes was made by Cassandra Leiberman. The motion was seconded by Rocky Rosenbach and the motion carried unanimously.

C. 2024 Annual Report OneRedmond.

Audrey Fan, executive director of the tourism program, summarizing the key goals and accomplishments of the 2024 tourism efforts. It was noted that the primary objective was to increase guest room revenue in Redmond by 15 percent compared to 2023. That goal was surpassed slightly, with an increase of 15.37 percent. The hotel inventory of just under 1600 rooms across 10 hotels remains the same. The focus was on developing the infrastructure of tourism through collaboration with Redmond's tourism staff and Eastside tourism partners. There is a focus on identifying tourism partners and creating tourism programming to support the goals. The economic impact of the hospitality industry on the region was over \$200 million for parties, and almost \$75 million on a per-person scale.

Audrey Fan highlighted a breakdown of tourism strengths, weaknesses, opportunities, and threats, focusing particularly on the opportunity to develop niche hotel experiences for tech- and eco-conscious travelers. Additional initiatives included enhancing local events to attract overnight stays, expanding culinary and outdoor tourism, and forming business partnerships to create corporate packages.

The financial summary showed actual expenditures were \$111,363 below the budget. Staffing comprised the largest share of the budget, followed by facilities and administrative expenses. In terms of tools, OneRedmond explored several technological platforms for data and marketing, but chose not to adopt a new CRM due to low inbound sales leads due to the lack of a large facility. Instead, the existing internal tools were used. Research was done relative to geofencing platforms, hospitality analytics, and booking engines. In the fall of 2024 the data source moved from the Star Report to Co-Star.

Audrey Fan showcased several key partnerships and campaigns, including a wine tourism collaboration with Woodinville Wine Country and the City of Redmond, including ride-share support and tourist passes; a pilot concert series collaboration with Seattle Theater Group at Remlinger Farm in Carnation; a marketing partnership supporting the AVP Pro Beach Volleyball event at Marymoor Park, which will begin in 2026; and a unique dog tourism campaign, launched on National Puppy Day, with promotional activities at SeaTac Airport and three Saturday engagement events with Redmond Hotels promoting dog tourism.

Cassandra Leiberman expressed positive feedback on Redmond's direction, noting that significant progress had been made while acknowledging there was still much work ahead. It is good to see a focus on implementing a CRM system and partnering with Datafy to enhance data visibility concerning travel trends in Redmond. The booking engine and other data-driven initiatives were commended. It would be good to see more detail on event participation metrics, such as the dog tourism events.

Cassandra Leiberman asked about website traffic data for Experience Redmond. Audrey Fan said the website traffic data for Experience Redmond falls under the Lodging Tax Advisory Committee (LTAC) and will be reported on a separate meeting. The data from recently completed programs, including analytics for the dog tourism initiative, will likely be included in future reports, such as the upcoming annual or Q2 reports.

Cassandra Leiberman reiterated the importance of understanding web traffic and emphasized the role of the Experience Redmond website in supporting tourism initiatives. Kristina Hudson clarified that the Experience Redmond brand is funded by lodging tax dollars, whereas the presented program is entirely funded by the Tourism Promotion Area. The teams aim to keep the metrics separate. Updated data from Q1 and Q2 will offer more clarity, as the reporting period under discussion ended December 31, 2024. The dog tourism event, for example, concluded in Q2. Subsequent reporting will reflect the activity.

Kate Hudson asked if the AVP Pro Beach Volleyball event was being coordinated in part with the University of Washington. Audrey Fan said involvement by the University of Washington remains an unknown. The Seattle Sports Commission and Visit Bellevue have led the planning for the event at Marymoor Park.

Kate Hudson remarked that the use of CoStar data is valuable and helpful, and is also user-friendly.

D. Annual Report Visit Bellevue

Brad Jones reminded the Board that the TPA plans were initiated in early 2023 with a 15-month scope, and said it was satisfying that the forecasts and benchmarks were largely met. In 2024, Bellevue hosted 2.2 million overnight visitors, generating nearly \$2 billion in economic impact. The marketing efforts produced approximately 970 million impressions and 900,000 engagements. Bellevue was positioned effectively as a premier domestic and international travel destination during a period of recovery.

Brad Jones said the scope of work was structured around five primary focus areas: destination sales, marketing and communications, visitor experience, research and administration, and festivals and events. The team grew in 2024, enabled by TPA funding. New hires included a sales manager for small markets, an event services manager to handle post-booking logistics, and a tourism manager. Megan Adams, formerly the partnership manager, transitioned into a role focused on destination stewardship and community relations.

The TPA goals were set using 2022 as the baseline and 2025 as the target horizon. In 2024, Bellevue achieved 2.2 million overnight visitors, close to the goal of 2.4 million for 2025. Citywide hotel occupancy was 69 percent in 2024; the target for 2025 is 72 percent. Weekend hotel occupancy was 64 percent, with a target for 2025 of 66 percent. Economic impact reached \$1.9 billion; the \$2 billion mark is the goal by the end of 2025.

Brad Jones presented the historical hotel lodging metrics from 2019 through 2024, with an emphasis on supply, demand, occupancy, average daily rates, and revenue per available room (REVPAR). The Board was warned that Bellevue is facing a hotel room capacity issue.

Although there are 1500 to 1600 hotel rooms in the planning pipeline, none are under construction, nor are they anticipated to be under construction until 2026. Most are part of master developments that could take several years to complete. Competing cities such as SeaTac and Seattle have faster project timelines, which presents a challenge for Bellevue.

The destination development plan was originally created in 2017. The 224 work to update the plan, led by Residence Consultancy, took about eight months to complete. The strategic priorities were reassessed. Bellevue's strengths remain consistent with the 2017 findings, namely a strong built environment, diverse experiences, and culinary prominence. New challenges were noted, including overreliance on corporate travel, affordability issues tied to inflation, and labor shortages. Light rail was cited as a partial solution to transportation-related staffing barriers, but it was allowed that there are additional inherent issues with labor, including housing. There are ongoing discussions regarding hospitality-specific housing options to mitigate labor challenges. The updated plan will support proactive approaches to the issues moving forward.

There are six strategic priorities: urban lifestyle and placemaking, arts and innovation, recreation and experiences, culinary destination, conferences and events, and the built environment and enabling conditions. The priorities were previously reviewed in detail by Chris Fair and were emphasized as essential for keeping the TPA connected with the Destination Development Plan, along with the Bellevue Convention Center Authority and the work with the city. It is imperative for everyone to be operating from the same strategic plan.

In 2024, the destination sales efforts resulted in 295,000 room night leads, with a goal of reaching 375,000 in 2025. The team booked 75,000 room nights; the goal for 2025 is 80,000. The data indicates a 21 percent increase in leads and a 26 percent increase in booked room nights over 2023.

The marketing and communications section enjoyed 345,000 paid media clicks at a cost of under fifty cents per click during 2024. Social media engagement reached 701,000 interactions, and content marketing was emphasized as a primary asset. The website attracted 605,000 unique users and over 630,000 sessions. The public relations program, initiated with TPA's creation and supported by Madden Media, yielded 138 placements with an estimated media value of nearly \$7 million. There has since been a transition to a new PR agency.

Continuing, Brad Jones said the international marketing efforts began in 2024 with Japan as a pilot location. The lessons learned included the importance of local agencies and cultural sensitivity. While domestic marketing remains the focus, international campaigns will be strategically developed.

The visitor experience initiatives were a central focus of 2024, which was dubbed a "tourism development year." Festivals and events generated 16,000 weekend room nights and 26,000 overnight visitors, with an economic impact of \$28 million. The goal for 2025 is to grow event-generated room nights to 18,000. A shift has occurred from recruiting events to being approached by event organizers.

Brad Jones highlighted several visitor-facing programs, including the Mobile Welcome Center, which interacted with 26,000 visitors, and the Bellhop program. Continued investment in mobile and concierge services, as well as multicultural collaborations, were also highlighted.

With regard to the tourism development programs, Brad Jones noted the launch in 2024 of the Bellevue Lake Cruises, the Savor Bellevue Food Tour, the Bellevue Airport Shuttle, the Bike Hop program, and the Waterfall and Wine Tours. Some of the initiatives were more

successful than others. It was learned that tourists prefer hyperlocal experiences rather than travel outside the city. Localized programs like hiking in areas such as Coal Creek are more sustainable and are better aligned with visitor interest. A Bellevue-only focus will not be the guiding star for all programming, but it is clear visitors are looking for local options.

With regard to the financial report, Brad Jones said the TPA collections totaled over \$3.6 million in the 15-month cycle, which was slightly under the projection by \$67,000. Expenses were reported at \$3.3 million, which was under budget by \$398,000, which was budgeted in as a contingency reserve heading into 2025.

Wade Hashimoto asked about a discrepancy in the economic impact figures for festivals and events. Brad Jones confirmed the discrepancy might be a typographical error.

Wade Hashimoto also inquired about marketing trends and the regional focus. Brad Jones explained that campaigns avoided targeting locals, focusing instead on domestic markets over fifty miles away. The top markets include cities in California, Texas, Colorado, Florida, Illinois, and New York. Internationally, the primary focus is on Japan. The campaign strategy was not centered on events but rather on general awareness of Bellevue as a destination. The campaigns utilize digital marketing to target consumers during the consideration phase of travel planning. Intercept marketing techniques allow the team to focus on individuals who have already expressed interest in visiting the region.

S02 asked about the 1,600 hotel rooms in development that had not yet broken ground. S01 confirmed the figure and explained that most of the 75,000 room nights booked in 2024 were scheduled for fulfillment within the next twenty-four months. This timeframe had compressed significantly since the pandemic.

Cassandra Leiberman asked if the social media content is handled in-house. Brad Jones confirmed that all of the organic social media content is managed in-house by the Visit Bellevue team, with the exception of international efforts, which are handled by PacRim due to language and cultural needs. The marketing agency paid programs do use social media, but they are advertising and not organic.

With regard to weekend hotel occupancy rates, Kate Hudson asked if the data is tracked quarterly. Brad Jones confirmed that quarterly internal tracking exists and agreed to include those metrics in future quarterly reports. The focus remains on increasing occupancy during the lower-performing first and fourth quarters.

Cassandra Leiberman asked if it is primarily a space issue that Downtown Bellevue is running out of land on which to build more hotel capacity. Brad Jones said the main issue that the rooms in the pipeline are all part of master developments that include elements such as housing, office and retail. To get the market and the cost of money to a point of building all of those elements at once is very difficult currently. A freestanding hotel development would be a completely different story. The Wilburton upzoning is also concerning given that there are existing hotels there that will be lost as part of the upzoning and redevelopment. New homes for those hotel rooms will need to be identified in the new developments, which will of course take time to get to the market.

Kate Hudson offered praise for all the tour programs and asked how guest preferences regarding local versus regional experiences were determined. Brad Jones explained that the feedback originated from booking behavior, pricing sensitivity, and resistance to longer tours. Experiences requiring transportation were more expensive and less appealing, while hyperlocal experiences proved more desirable and feasible.

Rocky Rosenbach asked which program was believed to be the most successful in 2024. Brad Jones suggested the nature of the entire team's efforts are interwoven, but cited three key areas: exceptional destination sales performance, the successful launch of new programs and tours, and a high-performing marketing team that advanced content strategy.

Caroline Dermarkarian expressed appreciation for the team's work and inquired whether the 75,000 booked room nights were helping to balance the weekday versus weekend demand. Brad Jones replied that although no specific goals have been established for shifting the demand, the team provided incentives to encourage bookings on need dates, such as weekends. The market, however, still lacks a strong value proposition to persuade clients to shift from high-demand weekdays to lower-demand periods. The market is not yet at a point where incenting need dates can become a consistent and actionable strategy.

Kate Hudson asked if it would help if the hotels were to become more involved in destination sales. Brad Jones highlighted the need to have everyone working together. There continues to be a need to be more creative in terms of the associated actionables.

Caroline Dermarkarian emphasized the importance of shifting business patterns given the lack of new room supply. A coordinated effort led by Jane Kantor and supported by all stakeholders is necessary to encourage business throughout the full week rather than concentrating activity during peak midweek periods.

E. Staff Update – Finance, Schedule, Listening Session

Lizzette Flores reported that work plan discussions were held individually with each Board member to collect ideas for the 2026 work plans. The ideas were compiled into a report that was shared with Visit Bellevue and OneRedmond, and it was included in the meeting packet. The common themes from both zones focused on improving occupancy rates, particularly during weekends and shoulder seasons, and on destination development and branding. The Redmond-specific feedback highlighted the need for more data and performance metrics, and the value of collaborative tourism development with Bellevue and other local partners. The Bellevue feedback emphasized increasing group travel and FAM tours.

Lizzette Flores said the revenue reports were also included the packet, with an outline of all remittances, interest earned, and invoiced amounts for each bucket category for both zones. It was noted the precise details were included in the packet.

Arts Community Manager Lorie Hoffman addressed the upcoming workload for the BRTPA Board, noting that the Board would soon review draft scopes and budgets from the two administrative partners. The work will inform the recommendations to the City Council. It was acknowledged that quarterly meetings may no longer suffice due to the expanding scope of responsibilities. A full discussion about adjusting the meeting frequency is anticipated to occur at the next regular meeting following completion of the July deliverables. That meeting will also include a discussion of the Board's bylaws.

F. 2026 Budget and Scope of Work OneRedmond

Audrey Fan reiterated that the tourism program is being built from the ground up. OneRedmond is committed to increasing overnight stays during need periods by supporting tourism programs, and by collaborating with all stakeholders. OneRedmond does not receive LTAC funds but does collaborate closely with the City of Redmond and Experience Redmond to ensure unified tourism development. The holistic approach will involve the assistance of multiple staff and contractors along with unique programming to drive overnight stays during the need period.

Audrey Fan said the OneRedmond goal for 2026 is to increase overnight visitors by five percent over the annual occupancy rate of 2025. Redmond boasts a diverse culture with numerous cultural offerings. The city is home to tech giants like Microsoft and Nintendo. Redmond's downtown, Overlake and Marymoor Village are designated growth centers. By the end of 2025 the city's population is expected to reach 85,000. The Sound Transit two-line light rail will connect Redmond with Seattle with reliable service.

Audrey Fan said as executive director, the team is also managed by CEO Kristina Hudson. There are plans to expand staffing to four by 2026 to support the research and implementation of the tourism initiatives. The strategic priorities include the use of tourism data analytics, transportation improvements, leveraging the FIFA 2026 event in Seattle, targeted destination sales, advertising, corporate visitation programs, and ongoing collaboration with Visit Bellevue.

One of the buckets involves marketing and communication expenses. For 2026, that will include agency fees and content development, tourism development, pilot programs, signage, and infrastructure, and destination sales in the form of trade shows, site inspections, and memberships. The total proposed TPA budget for 2026 is \$1,514,741, encompassing administration, research, and event sponsorships.

Kim Saunderson asked if the revenue projections for 2026 include any concerns about being able to meet the mark given potential downturns in international travel. Audrey Fan clarified that the budget is optimistic, with adjustments to be made in response to actual revenue performance.

Lorie Hoffman added funds cannot be spent unless they are in the respective accounts. It is a strategic choice of the Board to decide to spend it all or to keep some funds in reserve. The Redmond account has current reserves totaling approximately \$650,000, and there are likely to be additional reserve funds from 2025.

Cassandra Leiberman asked if it would be possible to incorporate a more detailed breakdown of occupancy data, particularly targeting weekends and the shoulder seasons. Audrey Fan committed to providing additional detail using COSTAR data in future quarterly and annual reports. Kristina Hudson added that everything being done is driving toward need periods and weekends. No resources will be wasted on programs aimed at filling rooms that are already booked.

Cassandra Leiberman agreed with the focus on increasing staff as the programs grow and asked if there could be a way to leverage some of the partners' from the perspective of setting goals for 2026. Kristina Hudson said it is all about collaboration. Everyone will get to where they want to go faster if they all work together. There are regular meetings with the various partners.

G. 2025 Budget and Scope of Work Visit Bellevue

Brad Jones explained that the department directors would present their individual scopes. Visit Bellevue is Bellevue's destination management organization and it operates under the Bellevue Convention Center Authority, a public development authority established by the City of Bellevue. Visit Bellevue is a division of the BCCA, which receives 100 percent of the lodging tax, and a portion of the tax is handed over to Visit Bellevue for its operations. The TPA layer is on top of that. All of the revenues are programmatic. Only a small fee of \$6000 per month is charged for administration and overhead.

The organization operates under the oversight of the City of Bellevue, the BCCA, and the BRTPA board. A Visit Bellevue Advisory Board was formed with members of the community and industry who meet every other month to discuss and advise on the scope of work. Visit Bellevue's four departments are destination sales, marketing and communications, visitor experience, and destination stewardship and community relations.

The vision for 2026 includes full implementation of the updated Destination Development Plan, continued departmental programming, and a strategic focus on innovation and resilience. Visit Bellevue aims to reach 2.5 million annual overnight visitors and generate \$2.1 billion in economic impact by the end of 2026. The guiding principles are creative, safe, diverse and sustainable. The six strategic priorities guiding the work are urban lifestyle and placemaking, arts and innovation, recreation and experiences, culinary destination, conferences and events, the built environment and enabling conditions. With regard to the latter, there will be some recommendations coming forward that are innovative and different and which will require third party development partners to effectuate. Ultimately there will also need to be sites and development partners onboarded.

Director of Destination Sales Jane Kantor explained that the focus of the group is to attract group business and to bring it to Bellevue. Over the last year and a half additional verticals have been added, with an increasing focus on sports verticals. Infrastructure limitations present challenges, but efforts continue to diversify and expand. Feedback from hotel partners has led to initiatives to strengthen sales collaboration among hotel staff and advisory members. The team is learning from past results to enhance successful strategies and eliminate ineffective approaches.

Sheila Freeman Director of Marketing and Communications, said the goal continues to be centered on expanding Bellevue's regional and international profile through integrated campaigns. Paid media campaigns will be driven by a brand refresh and will continue to focus on targeted programmatic advertising and intercept marketing. Organic social media, managed entirely in-house, generated 24 million impressions in 2024 and is a cornerstone of Bellevue's digital presence.

The Visit Bellevue website serves as the welcome center and central digital resource, and it is set to undergo a redesign. With 360,000 visits in 2024, the site consistently ranks highly in searches related to Bellevue.

Sheila Freeman said public relations efforts are being expanded through a new agency partnership to increase national and international visibility. There are more media missions planned along with additional hosted media visits.

The inaugural Japan marketing campaign, which introduced Bellevue to new global audiences and launched the Bellevue Bobcat mascot, was a huge success. The campaign will continue even as added attention will be given to the Indian market.

Culinary tourism is another major focus, one that is supported by a continued partnership with Chef Shota Nakajima and the launch of a dedicated culinary guide highlighting all of Bellevue's culinary offerings.

Each marketing initiative is aligned with the strategic goals to grow awareness, drive visitation, and support the overarching vision for Bellevue as a leading Pacific Northwest destination.

Brad Jones added that Visit Bellevue's goals will run through 2027. A deeper review of the goals will be presented at a future session.

Sheila Freeman said the website and public relations goals include users and sessions, placements, readership and AV.

Brad Jones pointed out that for 2025 the website has been scaled back. That is because when go is pushed on the relaunch, some SEO equity will be lost and will need to be rebuilt. Some struggles are anticipated during the year leading into 2026, which is just the reality of redoing a website and moving into more modern technologies.

Sheila Freeman said the projected TPA impact will be to create 35 million new impressions, 190,000 additional website clicks and sessions, an improved cost-per-click by \$1.81, increased social media impressions, and to generate \$15 million in earned media coverage value.

Meredith Langridge, Director of Visitor Experience, explained that visitor experience is something the team has focused on for the last couple of years, and thanks to the TPA it has been possible to explore creating meaningful, engaging experiences for visitors by enhancing existing community offerings and identifying programmatic gaps. The core initiatives include the Bellhop shuttle, the Welcome Center, the tours and trails programs, and multicultural outreach.

Megan Adams said multicultural tourism is a central pillar of destination stewardship, aligning with Bellevue's identity as a minority-majority community. The team is committed to celebrating cultural heritage and integrating it into tourism programming.

Meredith Langridge highlighted programs such as the incubator for tourism-related business, the Bellevue Airport Shuttle, and the expanding Bellhop program.

Megan Adams said Bellhop has completed some 180,000 rides to date and the program is being considered for expansion into Eastgate and Factoria, with a priority of serving the hoteliers in those areas along with key partners like Bellevue College, T-Mobile and Marketplace at Factoria. There are preliminary conversations under way with potential funders through a PSE grant to expand the scale of the service in 2026.

Meredith Langridge elaborated on festival and event planning, noting that there is much in the pipeline. One key culinary initiative, Radiant Table, is set to launch during the summer. The team is constantly in conversation about how to tell Bellevue's tech story. It is known that people travel for wellness, and conversations are being held around that topic as well. Foundational work is under way in regard to a plug and play venue aimed at activating more spaces in Bellevue.

Megan Adams underlined the importance of local partnerships and maximizing Bellevue's existing assets. The team is identifying and collaborating with local businesses and organizations to create accessible and authentic experiences. Work is under way to develop self-guided walking tours in collaboration with organizations such as Global Family Tourism to expand heritage and outdoor tourism. Examples include prospective partnerships with Kelsey Creek Park, Coal Creek Park, the Botanical Garden and Wilburton Trails.

Meredith Langridge noted that when transportation is added to tours, the price of the tours goes up. The question is how transportation can be added for tourists, and what things look like if the transportation element is taken out. The team is working with tour operators such as Savor, known for its Pike Place tours, to introduce scalable culinary tours in Bellevue. The

challenge continues to be how to generate enough visitor demand to make the programs sustainable. There are ongoing conversations around how to improve nightlife in Bellevue, increasing awareness of local activities, and positioning Visit Bellevue as a top resource for things to do.

Megan Adams urged the Board members to check out the calendar. In partnership with platforms such as Vibemap, a large number of new events are constantly being added. A lot of new nightlife is occurring in the city, but ways are being sought to bolster those offerings. The focus is on making sure that all programs are accessible and enabling, and of course sustainable. A lot of work locally is being done with partners to make sure there is community engagement, strong partnerships, and programs that will engage with the local community. There are also efforts under way with international partners to build certification programs that will demonstrate Bellevue is sustainable environmentally, economically and socially on the local, national and international stage. That effort is currently in the research phase.

Brad Jones said one of the programs piloted in 2024 was the Bike Hop program. The program has been doubled in scale and the plan is to expand it further in 2026 to include all hotels through a central location at Eastrail. The importance of pilot programs that evolve into citywide initiatives was emphasized.

Brad Jones said research and insights remain foundational, with data gathered through a dashboard system and partnerships with Zartico, Voyage Visa, CoStar, and other analytics providers. The partner agencies are Diamond PR for public relations; SimpleView the CRM and website provider; 62Above the new marketing agency; and PacRim the international marketing specialist. A new organization will be found in 2026 to focus on the India market.

A joint room tax study is conducted annually with the City of Bellevue to evaluate the revenue projections. The study helps the budget assumptions come to life. For 2026 the projections show TPA collections of \$3.135 million and expenses and contingencies of \$2.946 million. The established percentage allocation by department will be carried through. The contingency for 2024 has been lowered to five percent for 2025.

Caroline Dermarkarian commended the work of both organizations and recommended reviewing and adjusting the 2025, 2026, and 2027 goals in light of the strong performance in 2024. Brad Jones affirmed the importance of setting ambitious goals as aspirational benchmarks and clarified that staff incentives are not tied to performance goals, with the exception of destination sales side.

With regard to OneRedmond's 2026 scope of work, Cassandra Leiberman suggested that the timelines could be more comprehensive. Only three of the budget buckets included detailed quarterly actions. Similar details should be added across all bucket categories. Audrey Fan explained that the administration tasks are ongoing. New in 2026 will be an attempt to pull out from the administration bucket where the specific efforts are to be spent.

Lizzette Flores said if the scope is revised, it should be resubmitted for review at the next meeting. Audrey Fan committed to clarifying and submitting the needed updates, ensuring alignment with both staff expectations and Board direction.

Lorie Hoffman reminded the Board members that the robust reports are created by the administrators. The actual budget and scope of work gets developed by staff based on the data and submitted to the Board for approval and recommendation to the City Council in an open public session.

5. COMMISSION QUICK BUSINESS

A. Next Board Meeting Time

A motion to extend the meeting by ten minutes was made by Kate Hudson. The motion was seconded by Caroline Dermarkarian and the motion carried unanimously.

Lizzette Flores informed the board that, following the standard procedure from the previous year, a second meeting would be required to review the material for a final time. Several dates were proposed for additional meeting during the month of May and the consensus was to schedule the meeting for May 21 at 11:00 a.m.

6. REPORTS

Lizzette Flores noted that the written reports had been included in the meeting packet.

7. ADJOURNMENT

Caroline Dermarkarian adjourned the meeting at 2:01 p.m.



Action

Community Development

Board Member Term Renewals

Staff and board will discuss the reappointment of four board members.

Motion: A motion to recommend a candidate to serve on the Advisory Board.

Code/Bylaw support: This item is presented to the Advisory Board today in line with the roles and responsibilities outlined in Bellevue City Code 3.100.070

3.100.070 G. Recommend qualified candidates to serve as members to the advisory board.

BACKGROUND

The Tourism Promotion Area Advisory Board consists of eight members, four from the Bellevue zone and four from the Redmond zone. Each member is appointed to a numbered position corresponding with a term start and end date. Board members may serve two consecutive four year terms. Because term end dates are staggered, four board members are currently serving partial terms which end on May 31st 2025, two representing Bellevue, and two representing Redmond. The board members are: Kate Hudson, Kim Saunderson, Nate Moore, and Rocky Rosenbach. These board members are eligible to serve two full consecutive terms on the board after this partial term. All four board members wish to continue serving on the board.

A full list of board members and term dates can be found here:

- **Chair**, Caroline Dermarkarian (first term expires 05/31/2027)
- **Vice-chair**, Wade Hashimoto (first term expires 05/31/2027)
- **Member**, Rashed Kanaan (first term expires 05/31/2027)
- **Member**, Cassandra Lieberman (first term expires 05/31/2027)
- **Member**, Nate Moore (first term expires 05/31/2025)
- **Member**, Rocky Rosenbach (first term expires 05/31/2025)
- **Member**, Kim Saunderson (first term expires 05/31/2025)
- **Member**, Kate Hudson (first term expires 05/31/2025)

OPTIONS

Option 1: Board motions to approve a recommendation for each of these board members to continue serving on the BRTPA Advisory Board.

Option 2: Board motions not to approve one or all of these board members to continue serving on the BRTPA Advisory Board, and an application period is opened.

STAFF RECOMMENDATION

Staff recommends that the board approve a formal recommendation for these four members to the Bellevue City Manager, supporting their continued service on the Bellevue Redmond Tourism Promotion Area Advisory Board..

NEXT STEPS

If the board endorses these members for consideration by the Bellevue City Manager, the recommendation will be formally submitted for the City Manager's review.

STAFF CONTACT

Lizzette Flores, Cultural Tourism Specialist
425-452-4246, lflores@bellevuewa.gov



Community Development

Discussion

2026 TPA Budget and Strategic Plan

At today's meeting, staff will present an annual budget and strategic plan, detailing the use of Bellevue-Redmond Tourism Promotion Area (BRTPA) revenue.

Motion: A motion to recommend the 2026 BRTPA Annual Budget and Strategic Plan to Bellevue City Council.

Code/Bylaw support: This item is presented to the Advisory Board today in line with the roles and responsibilities outlined in Bellevue City Code 3.100.070

3.100.070 D. Develop and recommend an annual strategic/business plan for use of lodging charge revenue to be submitted to the legislative authority no later than July 30th of each year. An exception shall be made for the first year of the BRTPA, during which the annual strategic/business plan shall be submitted no later than December 31st.

3.100.070 E. Develop and recommend an annual budget, to be submitted to the legislative authority no later than July 30th of each year. An exception shall be made for the first year of the BRTPA, during which the annual budget shall be submitted no later than December 31st.

BACKGROUND

The BRTPA Advisory Board makes recommendations to the Bellevue City Council regarding the use of revenue from the TPA fee.

Washington State RCW 35.101.010 concerning Tourism Promotion Areas defines Tourism Promotion as:

RCW 35.101.010 (4) "Tourism promotion" means activities and expenditures designed to increase tourism and convention business, including but not limited to advertising, publicizing, or otherwise distributing information for the purpose of attracting and welcoming tourists, and operating tourism destination marketing organizations.

The Interlocal Agreement between the Cities of Bellevue and Redmond for the Joint Establishment of a Tourism Promotion Area gives additional guidance for revenues in Section X: Use of Revenues for Tourism Promotion. The annual budget presented will adhere to these guidelines, and was developed with advisement by the current TPA Zone administrators: Visit Bellevue, a Destination Management Organization (DMO) and OneRedmond, a local non-profit organization.

While all BRTPA revenue will be remitted to the City of Bellevue as the Legislative Authority, in adherence to the Interlocal Agreement between the two cities, revenues will be accounted for separately by the City. Revenue collected in the Redmond Zone will be used for tourism promotion

in Redmond, and revenue collected in the Bellevue Zone will be used for tourism promotion in Bellevue. The 2025 Annual Budget and Strategic Plan can be found in Attachment A.

STAFF RECOMMENDATION

Staff recommends the BRTPA Advisory board have a robust discussion about their annual budgets and work plan, now that we've heard recommendations from the current zone administrators. Staff recommend review to ensure the proposed budget and scope of work reflect the board's vision for tourism promotion in the respective zones, Bellevue's Destination Development Plan, and Redmond's Tourism Strategic Plan.

NEXT STEPS

If approved, the 2026 BRTPA Annual Budget and Strategic Plan will be presented to City Council for approval.

OPTIONS

Option 1: Approve 2026 BRTPA Annual Budget and Strategic Plan and recommend to Bellevue City Council.

Option 2: Approve 2026 BRTPA Annual Budget and Strategic Plan with edits and recommend to Bellevue City Council.

Option 3: Do not approve annual budget and strategic plan and recommend significant edits to the plan presented.

ATTACHMENTS

Attachment A: BRTPA Advisory Board 2026 Budget and Strategic Plan

Attachment B: Redmond Tourism Strategic Plan

Attachment C: OneRedmond draft 2026 Scope of Work - updated

Attachment D: Bellevue Destination Development Plan

Attachment E: Visit Bellevue draft 2026 Scope of Work

STAFF CONTACT

Lizzette Flores, Cultural Tourism Specialist
425-452-4869, lflores@bellevuewa.gov



Community Development

Attachment A

Bellevue-Redmond Tourism Promotion Area 2026 Budget & Strategic Plan

Background

The Washington State Legislature has authorized local governments to establish Tourism Promotion Areas (TPAs) in recognition of the significant economic impact of the tourism industry. The Bellevue-Redmond Tourism Promotion Area (BRTPA) is designed to enhance the local economy through targeted tourism initiatives.

Pursuant to Washington State Ordinance No. 6724, lodging businesses within the cities of Bellevue and Redmond are required to implement a base charge of \$2.00 and an additional nightly charge of \$0.50.

Under the terms of the Interlocal Agreement between Bellevue and Redmond, two organizations are currently contracted to administer TPA funds and support tourism promotion efforts in their respective cities. Visit Bellevue, the official Destination Management Organization (DMO) for the City of Bellevue, as designated by Bellevue City Council, is responsible for promoting tourism in Bellevue. OneRedmond, a non-profit organization, is currently contracted to administer the Redmond Zone of the BRTPA.

2026 Budget

Under the interlocal agreement governing the joint establishment of the Bellevue-Redmond Tourism Promotion Area (BRTPA), the Advisory Board holds the responsibility of developing and recommending an Annual Budget to ensure the effective administration of tourism promotion funds. This budget proposal must be completed and formally submitted to the Bellevue City Council no later than July 30th each year for review, approval, and adoption.

The Advisory Board's budget recommendation is based on an evaluation of strategic tourism priorities, anticipated expenditures, and alignment with the allowable uses outlined in the interlocal agreement. Once submitted, the Bellevue City Council will assess the proposed budget to ensure fiscal responsibility and adherence to the objectives of the BRTPA, prior to final approval. The framework for this budget has been developed in partnership with current TPA administrators for the Bellevue and Redmond zones.

The 2026 budget follows the same format as the 2025 budget and remains in full compliance with the allowable uses defined in the Tourism Promotion Area (TPA) interlocal agreement. Any expenditure that falls outside of these approved uses is strictly prohibited.

Oversight

Oversight of TPA funds is vested in the Bellevue-Redmond Tourism Promotion Area (BRTPA) Advisory Board and the Bellevue City Council. This board is responsible for reviewing and recommending a budget to the Bellevue City Council, which holds the authority for final approval and adoption. The oversight authority exercised by the BRTPA Advisory Board and Bellevue City Council supersedes any advisory responsibilities of other boards providing guidance to a zone administrator.

Administrators

Two organizations are currently contracted to administer TPA funds and support tourism promotion efforts in their respective cities.

Bellevue Zone

Visit Bellevue, the official Destination Management Organization (DMO) for the City of Bellevue, as designated by Bellevue City Council, is responsible for promoting tourism in Bellevue.

Redmond Zone

The City of Redmond does not have a designated DMO. OneRedmond, a non-profit organization, is currently contracted to administer the Redmond Zone of the BRTPA. The City of Redmond's Tourism Strategic Plan calls for the City to explore the feasibility of establishing a dedicated DMO.

As part of their administration contracts, both current zone administrators proposed detailed draft scopes of work for 2026. The BRTPA Advisory Board used these draft scopes of work to inform their recommended budgets.

Uses

The BRTPA Advisory board budget has adhered to the allowable uses in the Interlocal Agreement and has created its own areas of focus ("buckets"). We list these below, along with the category under which they may fall, within the Interlocal Agreement. [These](#)

categories are identical to the 2025 Budget. The scopes of work for each zone are attached to this document as attachments B and C, respectively.

Marketing and Communications *(Advertising, Marketing, and Public Relations)*

Expenses may include Advertising, Paid Marketing, Public Relations, Trade Shows, Content Development, social media, Collateral, and Professional Agencies.

Destination sales *(General Promotion of Tourism)*

Expenses may include Trade Shows, Sales Missions, Site Inspections, Collateral, Memberships, Marketing, and Communications.

Tourism Development *(General Promotion of Tourism)*

Expenses may include welcome center, visitor services, Tourism development grants, wayfinding & multicultural promotion.

Festivals, Events, and Programming *(Tourism Development Programs)*

Expenses may include festival grants, event sponsorships, convention & meetings sponsorships.

Administration and Research *(Tourism and Visitation Research and Data)*

Expenses may include research, consulting, data collection, & indirect allocation.

Contingency

The contingency budget will cover any unexpected costs that may arise throughout the year.

Reserves

The amounts in the reserve budget are set aside for future use or significant, unexpected events or expenses. Reserves will be held in separate accounts for the Bellevue and Redmond Zones with the Legislative Authority.

The uses described in this section may include payment of administrative costs associated with the operation and management of the BRTPA. The City of Bellevue is authorized to retain charges limited to a total of 5% that is proportional to each zone's revenue for administrative cost recovery of BRTPA management.

Currently, 1% of all revenues are being retained by Department of Revenue and are not remitted to City of Bellevue.

Zone Differences

Although both the Bellevue and Redmond zones share common budget priorities, the allocation of funds within each category will vary to reflect the distinct tourism needs of each community.

TPA Zone Fund Balances

	Bellevue Zone	Redmond Zone
2025 Starting Balance	\$256,051	\$640,846
2025 Projected Revenues	\$2,914,000	\$828,418
2025 Projected Expenses	(\$2,914,000)	(\$988,630)
2025 Projected Ending Balance	\$256,051	\$480,634

	Bellevue Zone	Redmond Zone
2026 Projected Starting Balance	\$256,051	\$480,634
2026 Projected Revenues	\$2,946,900	\$942,059
2026 Projected Expense	(\$2,946,900)	(\$1,422,693)
2026 Projected Ending Balance	\$256,051	\$0

2026 Bellevue Zone Budget

Projected TPA Revenue (based on 2024 lodging)					
	Q1 '25	Q2 '25	Q3 '25	Q4 '25	TOTAL
Projected TPA Collections	\$620,000	\$765,000	\$910,000	\$840,000	\$3,135,000
Department of Revenue Fee 1%	6200	7650	9100	8400	\$31,350
Legislative Authority Fee 5%	31000	38250	45500	42000	\$156,750
Total	\$582,800	\$719,100	\$855,400	\$789,600	\$2,946,900
Marketing and Communication					
	Q1 '25	Q2 '25	Q3 '25	Q4 '25	
Expenses	\$277,000	\$218,000	\$228,000	\$247,500	\$970,500
Destination Sales					
	Q1 '25	Q2 '25	Q3 '25	Q4 '25	
Expenses	\$195,500	\$157,200	\$175,500	\$134,000	\$662,200
Tourism Development					
	Q1 '25	Q2 '25	Q3 '25	Q4 '25	
Expenses	\$175,000	\$198,000	\$211,000	\$159,500	\$743,500
Festivals and events					
	Q1 '25	Q2 '25	Q3 '25	Q4 '25	
Expenses	\$43,000	\$102,000	\$16,500	\$142,000	\$303,500
Administration and Research					
	Q1 '25	Q2 '25	Q3 '25	Q4 '25	
Expenses	\$27,600	\$27,600	\$27,600	\$27,600	\$110,400
Contingency (5%)					
	Q1 '25	Q2 '25	Q3 '25	Q4 '25	
Expenses	\$31,000	\$38,300	\$45,500	\$42,000	\$156,800
Reserves					
	Q1 '25	Q2 '25	Q3 '25	Q4 '25	
					\$0
Total Expenses and Contingency					
	\$749,100	\$741,100	\$704,100	\$752,600	
				Total	\$2,946,900

2026 Redmond Zone Budget

*The Redmond zone's initial budget proposal included a withdrawal of \$572,682 from the reserves. This would make the budget \$92,048 short. Below is a revised budget submitted by the account administrator, OneRedmond, which removes this amount from the Tourism Development budget.

Projected TPA Revenue (based on 2024 lodging)	Q1 '25	Q2 '25	Q3 '25	Q4 '25	TOTALS
Estimated Revenue	\$219,870	\$265,565	\$289,680	\$227,075	\$1,002,190
1% DOR Fee	2198.7	2655.65	2896.8	2270.75	\$10,022
5% Legislative Authority Fee	10993.5	13278.25	14484	11353.75	\$50,110
Totals	\$206,678	\$249,631	\$272,299	\$213,451	\$942,059

Marketing and Communication*	Q1 '25	Q2 '25	Q3 '25	Q4 '25	
Expenses	\$64,500	\$64,500	\$64,500	\$64,500	\$258,000

Destination Sales	Q1 '25	Q2 '25	Q3 '25	Q4 '25	
Expenses	\$56,500	\$38,000	\$37,000	\$37,000	\$168,500

Tourism Development	Q1 '25	Q2 '25	Q3 '25	Q4 '25	
Expenses	\$147,988	\$147,988	\$147,988	\$147,988	\$591,952

Festivals and events	Q1 '25	Q2 '25	Q3 '25	Q4 '25	
Expenses	\$24,393	\$24,393	\$24,393	\$24,392	\$97,571

Administration and Research	Q1 '25	Q2 '25	Q3 '25	Q4 '25	
Expenses	\$46,800	\$58,050	\$46,800	\$54,800	\$206,450

Contingency	Q1 '25	Q2 '25	Q3 '25	Q4 '25	
	\$21,987	\$26,557	\$28,968	\$22,708	\$100,220

Reserves	Q1 '25	Q2 '25	Q3 '25	Q4 '25	
----------	--------	--------	--------	--------	--

TPA expenses include a withdrawal of \$480,634 from account reserves.

				TOTAL	\$1,422,693
*Withdrawal from Reserves	\$480,634				
2025 Projected Revenue	\$942,059				
Total	\$1,422,693				

2026 Strategic Plan

Bellevue Zone

By the end of 2026, Visit Bellevue seeks to increase annual overnight visitation to 2.5 million based on 2024 occupancy, generate an estimated economic impact of \$2.1 billion, and implement the Destination Development Plan (DDP), which was launched this year. To achieve these objectives, a comprehensive marketing strategy has been implemented, incorporating a paid media campaign, content development, public relations efforts to enhance earned media reach, expanded international marketing initiatives, and social media engagement.

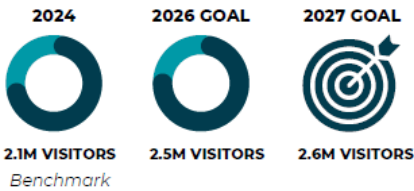
In 2026, Visit Bellevue will continue advancing its destination sales, marketing and communications, visitor experience, and tourism development programs. These efforts will be further optimized in alignment with priorities identified and validated by industry partners and community stakeholders.

Additionally, 2026 will mark the establishment of Visit Bellevue's Destination Stewardship department, which will oversee programs focused on destination sustainability, accessibility, urban placemaking, arts and innovation, the built environment, and an enhanced community relations strategy. The aim is to increase annual overnight visitation, contributing to ongoing growth and development in the tourism sector, while working closely with the City and community partners.

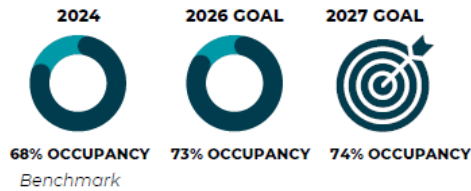
Additionally, Destination Sales programs will continue to strengthen industry relationships, aiming to generate 425,000 room night leads and secure 80,000 contracted sales. These increases have been developed from a 2024 baseline. Visitor Experience initiatives will focus on elevating guest satisfaction and advancing the development of tourism offerings through new tours, experiences, festivals, and events, ensuring sustained growth in the sector. Below are the overall goals for the Bellevue zone in 2026:

2026 Overall Goals

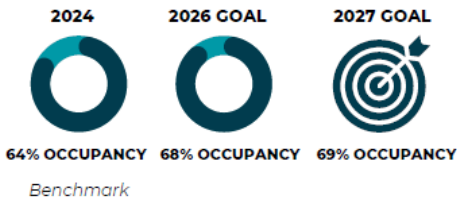
OVERNIGHT VISITORS



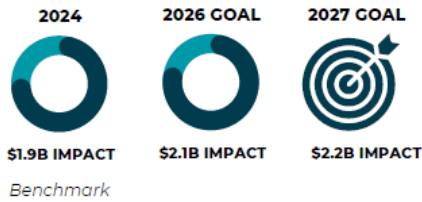
CITYWIDE HOTEL OCCUPANCY



WEEKEND HOTEL OCCUPANCY



ECONOMIC IMPACT



Visitor Experience

Bellevue's Visitor Experience and Tourism Development partnerships aims to enhance the destination and build tourism growth. By analyzing visitor data alongside destination development priorities, solutions are formulated to address challenges while advancing key areas of the community, ensuring visitors enjoy a memorable and authentic experience.

Looking ahead, Bellevue will introduce an Innovation and Tech Walking Tour, an augmented reality experience accessible via mobile devices. This will provide visitors and residents with an engaging and interactive way to explore the city's technological and innovative landscape. Visit Bellevue has partnered with various organizations to highlight and enhance the community.



Marketing and Communications

Bellevue's marketing strategy is focused on strengthening its brand as a premier visitor destination. With a refreshed brand identity and enhanced digital presence, the approach integrates content marketing, public relations, social media, paid media, international promotion, and culinary tourism to attract visitors worldwide.



PROJECTED TPA IMPACT SUMMARY

- Create 35M new impressions
- Create 190K Clicks additional website sessions
- Improve CPC by \$1.81
- Create more social media impressions, engagements, and clicks
- Generate \$15M in earned media coverage

Sales

Destination Sales in Bellevue plays a key role in driving business growth for hotels and venues, increasing occupancy, visitor spending, and overall economic impact. Through direct sales efforts, relationship-building, trade shows, sales missions, familiarization tours, site visits, and a new paid marketing strategy, the sales team aims to achieve strong results and long-term success. The sales team's work includes a robust travel and tradeshow schedule, site inspections tailored to each group, and sales missions. This is enhanced by a marketing plan and a paid media campaign tailored to meeting professionals.



PROJECTED TPA DESTINATION SALES IMPACT SUMMARY

- Improved weekend and off- season hotel occupancy
- 85% pick up of room blocks
- 26% Increase of booked rooms
- 21% Increase of leads
- Establish relationships with new annual events for Bellevue.

Destination Stewardship

Visit Bellevue's new Destination Stewardship & Community Relations department ensures the city's growth as a visitor destination aligns with community needs, environmental

integrity, and economic sustainability. It leads initiatives promoting responsible tourism, inclusive development, and environmental stewardship while strengthening connections between Visit Bellevue and local stakeholders. Some highlights from the Destination Stewardship program include the Sustainability Environmental Stewardship Plan, which plan takes a comprehensive approach to sustainability, focusing on three essential pillars: social, environmental, and economic sustainability. The program is developing with collaboration from the City of Bellevue, local partners, and community stakeholders. The Bellevue Bound podcast also comes from this department. This B2B podcast connects Bellevue's tourism and business community, serving as a strategic platform for collaboration and storytelling, enabling stakeholders to effectively promote, deepen their understanding of, and enhance Bellevue's identity as a dynamic and diverse destination.

Redmond Zone

In its third year, efforts will continue to advance the development and promotion of Redmond's tourism program, incorporating insights from the City of Redmond's Tourism Strategic Plan. Collaboration with the City will ensure a unified vision and coordinated approach to identifying and securing tourism opportunities.

This comprehensive initiative will involve multiple staff members in the creation of pilot programs, as well as contracted support to identify and leverage emerging opportunities. Specialized programming will be essential to driving overnight stays during the shoulder season.

By the end of 2026, the goal is to achieve a 5% increase in overnight visitors compared to 2025's annual occupancy levels. The actual figures will be provided once the 2025 data becomes available in the first quarter of 2026.

Strategic priorities for Redmond (an asterisk notes that this is a Bellevue City staff recommendation) include:

- Implementation of tourism data analytics tools with the goal of increasing clarity and ease of understanding. *
- Ongoing development of the master venue list for Redmond and its surrounding areas.
- Deliver a formal study regarding tourism opportunities that could be gained with potential indoor/outdoor sports facilities and indoor event venues. *
- Ongoing research, development and execution of transportation initiatives that increase overnight visitors.
- Implement strategies to leverage FIFA 2026 and other packages in Seattle for tourism growth.*
- Implement a targeted destination sales program.
- Promote tourism and group business through strategic initiatives by developing branded programs to increase overnight visitors during the need period.
- Support advertising, marketing, public relations, and communications to attract overnight visitors.
- Develop programs for corporate visits, meetings, conventions, festivals, and events to drive tourism and increase overnight stays.
- Ongoing collaboration with Visit Bellevue.

	Q1 2026	Q2 2026	Q3 2026	Q4 2026
Research and Data	Administration and staffing Data analytics	Administration and staffing Data Analytics Booking Engine Tracker Subscription Geofencing Subscription	Administration and Staffing Data Analytics	Administration and Staffing Data Analytics Customer Focus Group
Tourism Development	Transportation Program Signage and Wayfinding Program Research & Development	Transportation Program Signage and Wayfinding Program Research & Development	Transportation Program Signage and Wayfinding Program Research & Development	Transportation Program Signage and Wayfinding Program Research & Development
Destination Sales	Sales & Prospecting Meetings and Trade Show Participation Memberships Ad Hoc Citywide Site Inspections Staffing	Sales & Prospecting Meetings and Trade Show Participation Ad Hoc Citywide Site Inspections Staffing	Sales & Prospecting Meetings and Trade Show Participation 2026 Meetings and Trade Show Evaluation Ad Hoc Citywide Site Inspections Staffing	Sales & Prospecting Meetings and Trade Show Participation 2026 Meetings and Trade Show Evaluation Ad Hoc Citywide Site Inspections Staffing
Marketing & Communications	Agency Content Development Promotion Materials Search Engine Optimization Social Media Staffing	Agency Content Development Promotion Materials Search Engine Optimization Social Media Staffing	Agency Content Development Promotion Materials Search Engine Optimization Social Media Staffing	Agency Content Development Promotion Materials Search Engine Optimization Social Media Staffing
Festivals & Events	Sponsorships Staffing	Sponsorships Staffing	Sponsorships Staffing	Sponsorships Staffing

Expenses Include:

Marketing & Communications:

- Agency Fees Marketing and PR for developed programs
- Paid Marketing, Advertising, SEO, and Social Media
- Content Development
- Data Tracking Tools
- Staffing and/or Consultants

Administrative/Research/Data:

- Management and Overhead
- Research and Data
- Data Analytics, Simpleview Book Direct, Geofencing

Tourism Development:

- Pilot program development and enhancements to existing programs
- Tourism Transportation
- Tourism Development Programs, Grants, FAM Trips, Expos, Package SWAG
- Signage and Wayfinding
- Staffing and/or Consultants

Festivals and Events

- Festival and Events sponsorships
- Convention and Meeting sponsorships
- Staffing and/or Consultants

Destination Sales:

- Trade Shows
- Conferences, Seminars, Meetings, and Travel
- Sales Missions
- Site Inspections
- Paid Marketing and Collateral
- Memberships
- Additional Sales Tools
- Staffing and/or Consultants



Community Development

Attachment B



Redmond

Tourism Strategic Plan



Vision

.....

A vibrant community where every person is welcomed.

Our diversity, active lifestyle, access to nature, and culture of innovation offers experiences that inspire exploration, foster enthusiasm, and leave a lasting impact on all who visit.



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Dear Redmond community and visitors,

Welcome to the unveiling of the first Redmond Tourism Strategic Plan! We want to thank everyone that contributed to this plan by sharing their perspectives, expertise, and unique experiences to create a roadmap for the journey ahead. Like a book, this is the first chapter of our tourism novel, and will serve as Redmond's destination guide for the next five years. We're excited to see where this story takes us.

Tourism creates economic growth, fosters vibrant cultural exchanges, and deepens mutual understanding among diverse communities. Welcoming visitors here allows us to proudly showcase the natural beauty of Redmond, forge meaningful connections, and embark on memorable experiences. By supporting the tourism industry, we are able to share and benefit from the distinctive charm and attractions that makes our city an extraordinary destination.

Within the pages of this plan, you will find several exciting initiatives poised to enhance and transform Redmond's tourism landscape. From the development of immersive cultural and technology experiences to the enhancement and promotion of Redmond's historic Downtown core, each idea is designed to enrich the visitor journey and foster a deeper connection with our city.

In the coming years, we anticipate a number of notable milestones, including the launch of innovative and diverse tourism programs, continued expansion of public transit options, and the creation of valuable partnership agreements. These endeavors stand as a testament to our commitment to building a tourism sector that is both inclusive and resilient, capable of withstanding the challenges of an ever-evolving world.

As we look to the future of Redmond, our collective focus remains on not only elevating the City as a destination, but also on ensuring that our approach to tourism is sustainable and enriching for our community and those who visit. We are excited to take this journey with you, creating lasting memories and fostering an environment where tourism thrives. Together, we will realize the vision set forth in this strategic plan, ensuring that Redmond continues to flourish as a center of culture, connectivity, and natural beauty. Thank you for helping us author this exciting new chapter in our city's story.

Sincerely,



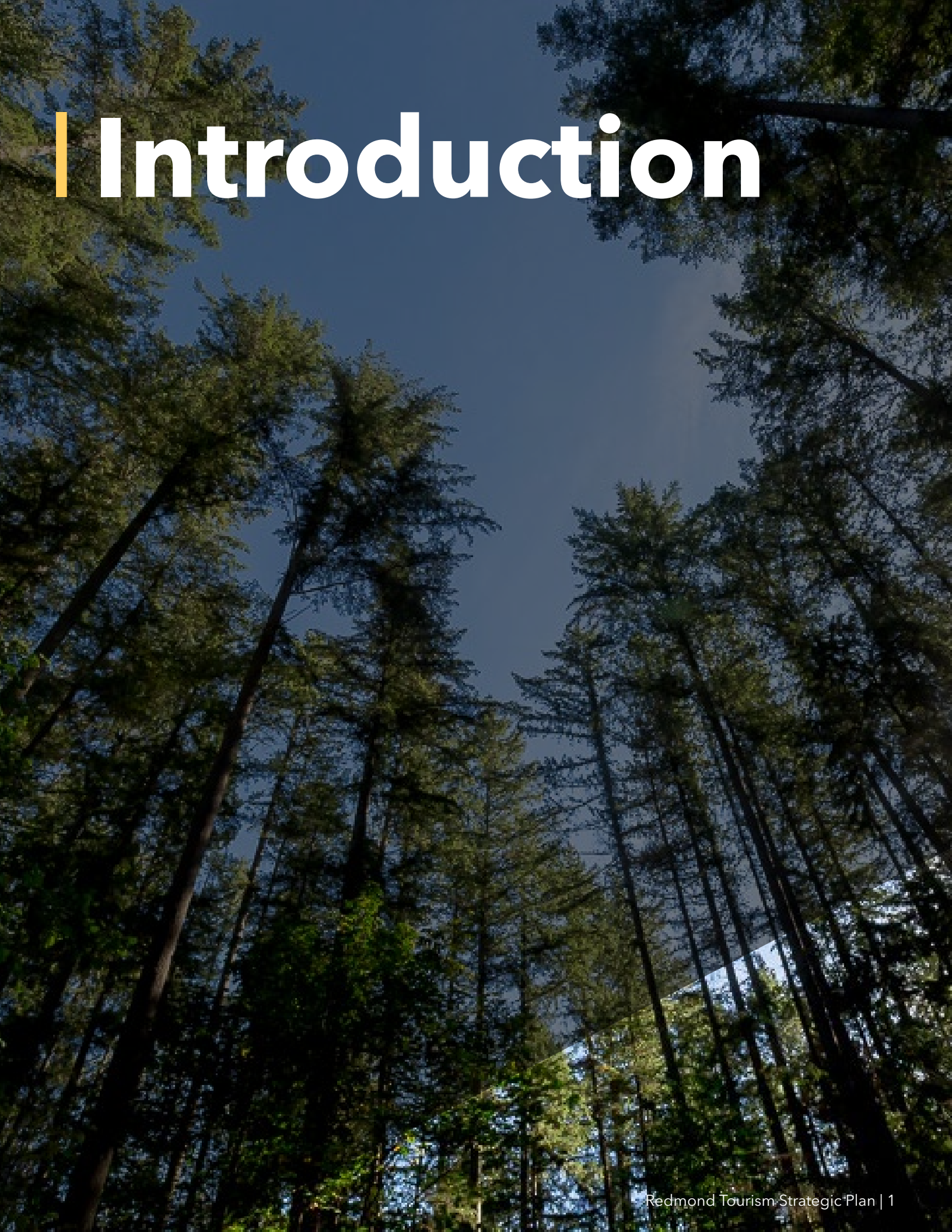
A handwritten signature in black ink that reads "Angela Birney".

Angela Birney
Mayor of Redmond



A handwritten signature in black ink that reads "Carol Helland".

Carol Helland
Planning Director of Redmond



| Introduction

Redmond is coming into its own. With a unique blend of innovative technology, natural beauty, and vibrant culture, it is evolving from a suburb into a city with its own unique personality and sense of place. The values and distinctive character that are a source of pride to residents are the same qualities that appeal to visitors.

Visitors take many forms, from friends and relatives who come to visit, to business travelers, to out-of-town participants in sports tournaments, to weekend holiday makers – all of them are dimensions of a complex tourism economy that supports local businesses, creates jobs, and builds awareness and interest for the community. In addition, the economic contribution is substantial. Redmond's visitor economy in 2023 was conservatively estimated at \$634M.

Indirectly, visitors encourage environmental stewardship, promote arts and culture, celebrate local heritage, and support infrastructure development – all initiatives important to the quality of life of those who choose to call Redmond home.

A singular tourism experience involves the confluence and engagement of many businesses and stakeholders – many of whom may be oblivious to their role in the process. For example, a business traveler attending a short conference may also visit a local brewery, eat at a local restaurant, purchase a gift at a boutique shop, speak to the guest attendant at the hotel, etc.

Any one of those points of engagement are occasions to elevate or diminish the overall experience and will affect either the growth or diminishment of the destination brand.

The recent COVID pandemic in 2020 underscored the scope, importance, and vulnerability of the tourism economy. Tourism marketing has evolved to tourism management as destinations focus on yield, dispersion of benefits throughout the year, and increased sensitivity to capacity limitations and impacts on the quality of life of residents. Tourism is an engine not only of economic growth but of environmental, social, and cultural sustainability.

Collaboration, focus, measuring performance on an ongoing basis, and a commitment to strategic investment are key to leveraging resources and maximizing opportunities. The timing has never been better for Redmond. Tourism funding is currently available through the Lodging Tax Advisory Committee (LTAC) and the Tourism Promotion Area (TPA) – and there is a shared understanding among the stakeholders, that failing to utilize these resources for a common purpose would waste a significant opportunity for Redmond's tourism economy.

A Tourism Strategic Plan for Redmond will build momentum for an economic sector with tremendous potential. The plan will be a road map for collaboration, investment, marketing, and programming. Also important, it will be a focus for both businesses and residents to understand and agree on a vision for the quality of destination to which Redmond aspires and that the community deserves.

"Tourism done well is the collective celebration of thousands of individual experiences."



APPROACH

The Redmond Tourism Strategic Plan is a five-year roadmap that includes a vision, goals, and strategic initiatives. To develop the plan the project team conducted extensive research, analysis, and broad community engagement to ensure that there is a solid foundation for further development of the tourism industry in Redmond. Input from tourism industry leaders, elected officials, residents, community leaders, and clients, was instrumental in creating the plan's recommendations. The Tourism Strategy also considers key recommendations found in other regional planning initiatives that are underway or were recently completed.

The City of Redmond's Economic Development Department is poised to have a role in coordinating the next phase of the Tourism Strategy. Because this is a road map with ideas that transcend the tourism industry, initiative planning and implementation will be shared responsibilities among the tourism industry and supporting economic drivers that engage with visitors as they journey through Redmond. The effective engagement and alignment of all stakeholders is the key element in the journey of a successful tourism strategy. It is a journey the city will take together, and one that will benefit residents, businesses, and visitors for years to come.



1,000+

Pages of Documents and Data Summaries Review



National & International Trend Analysis



45+

1:1 Interviews



20+

Focus Group Attendees



45+

Visioning Workshop Attendees



110+

Community-Wide Interactions in Developing this Plan



170+

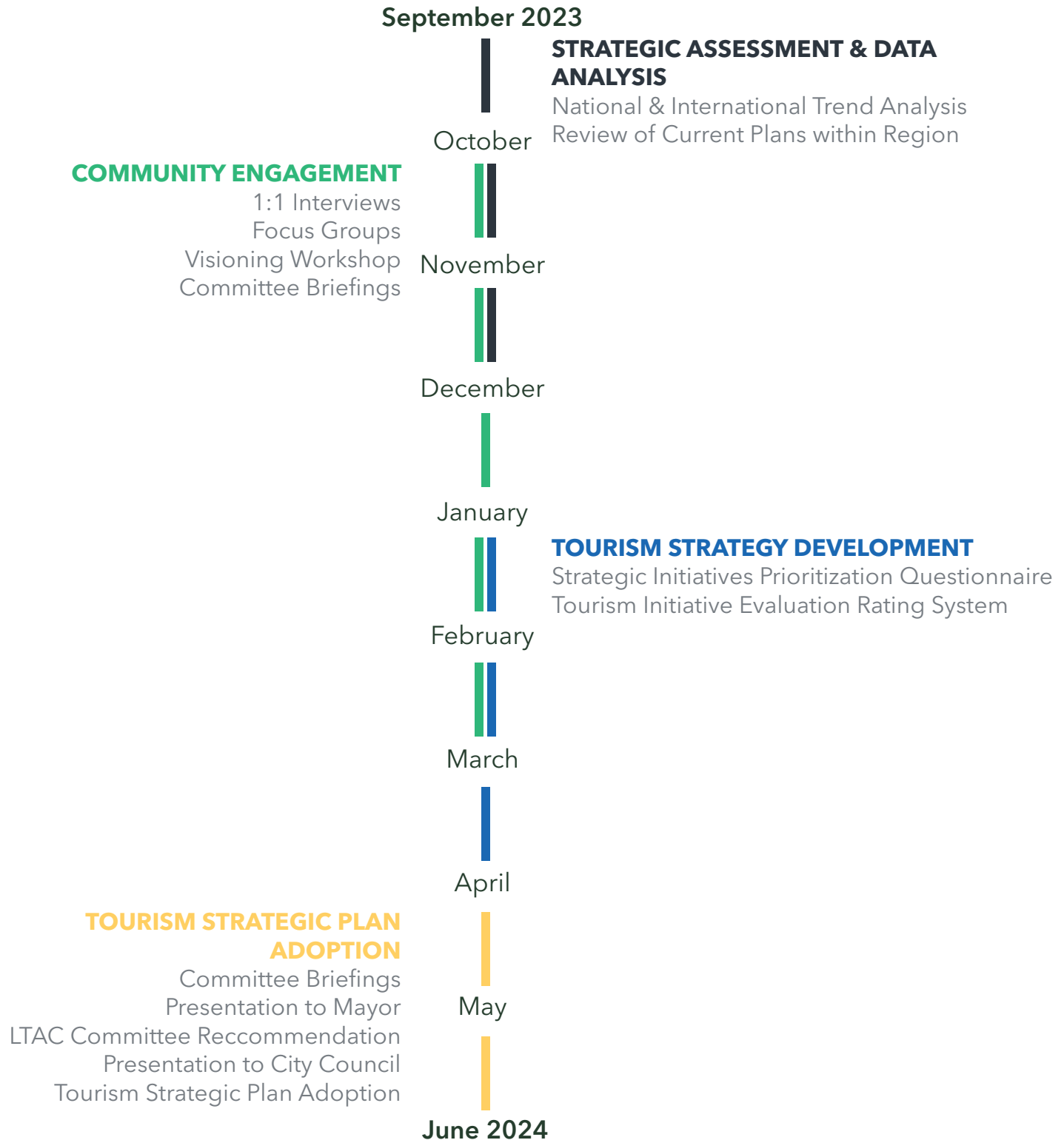
Questionnaire Outreach to Stakeholders



20+

Briefing Participants

Redmond Tourism Strategic Plan Development Timeline



Situation Analysis

A photograph of two young women sitting at a white table in a cafe or outdoor seating area. The woman on the right is smiling and looking towards the woman on the left. She has long dark hair and is wearing a white short-sleeved top and a grey skirt. The woman on the left is seen from the back, wearing a blue hoodie. They are both sitting on black chairs. The background is slightly blurred, showing other people and the interior of the cafe.



INDUSTRY ANALYSIS

The plan was informed by a thorough review of international research, and the following tourism trends are found to have relevance for Redmond. Each trend has a bearing on existing and potential market demand. They are relevant in terms of the means to connect with potential consumers, the types of experiences sought out by visitors to a destination, and the need for alignment with the qualities and values also important to residents.

SUSTAINABLE TRAVEL

According to Euromonitor¹, a leading provider of global business intelligence, sustainable travel packages (adventure, culture and heritage, eco-tourism, and wellness) are forecast to amount to USD134 billion in 2023 and will be the larger share of overall packages compared to typical mass-market tourism products like sun/sea-themed vacations.

More significantly, customers are willing to pay more for sustainable products and services, such as using renewables, carbon offsetting, paying specific price levels to ensure a fair or living wage, or sourcing local food and drink. In a recent

survey, 74 percent of Virtuoso travelers said they were willing to pay more to travel sustainably if they knew where their money was going².

American Express echoed this sentiment with their observation that travelers want to discover lesser-known locations while helping to support local communities. The 2023 Global Travel Trends Report³ found that 69% of all respondents agreed that they would be willing to spend more on a vacation if they knew it supported the local community.

² [Travel Trend Report: What's Next, According to Luxury Travel Experts | Virtuoso](#)

³ [2023 Global Travel Trends Report \(americanexpress.com\)](#)

¹ [Top Three Travel Trends for 2023 - Euromonitor.com](#)

SPORTS TOURISM

The global sports travel market plays a big part in strategic plans for destinations. Whether it is to view, participate, or volunteer in sports, the market continues to grow around the world. According to American Express in their 2024 trends survey, "Nearly three-quarters of global respondents are into sports, with 71% considering themselves either a "huge" or casual fan. And as easy as it is to watch from your living room, 37% have plans to travel for sports this year. Of those, 38% will average trips of 6 hours or more."

WELLNESS

Health and wellness have become important motivations for travel. The

2023 Global Travel Trends Report shared that a large majority of respondents (75%) are planning to decrease screen time while traveling to better their mental health and/or seek to surround themselves with nature to focus on mental clarity (68%). Euromonitor expects that value-based offers such as sports, wellness, and eco-tourism are all expected to outperform standard packages over 2023-2027, with average value growth of over 12% per year.

BLENDED TRAVEL

Closely related to the wellness trend is the growing importance of balancing work and play. Blended business and leisure travel is a growing trend, where consumers are redefining their work-



life balance and experiencing the joy of travel, whether through “workcations” or work-from-anywhere policies. Forbes⁴ reported in 2022 that 89% of people plan to add personal vacation time to their business travel - many of whom will bring family and friends along.

AUTHENTICITY

Travelers are increasingly seeking genuine experiences that offer a deeper connection with local cultures, traditions, and environments. This trend reflects a desire for meaningful travel that goes beyond the surface-level attractions to engage with the true essence of a destination. Authenticity provides unique, memorable experiences that resonate with travelers on a personal level.

SOCIAL MEDIA

The immersive audio-visual experience of social media can present an invaluable source of information. A recent survey from Skyscanner, a global leader in travel, revealed that around half of its respondents made travel plans that were inspired by the content they had seen on social media. Instagram was the most popular source of travel ideas, followed by Facebook, and TikTok.⁵

The default device for planning and booking has become mobile, and consumers increasingly look to social media for travel ideas and inspiration. American Express⁶ reported that 75% of

⁴ [What Is Bleisure Travel, And How Is It Transforming the Hospitality Industry? \(forbes.com\)](https://www.forbes.com/2022/04/12/bleisure-travel-workcations/)

⁵ [Skyscanner Horizons](https://www.skyscanner.com/horizons)

⁶ [2023 Global Travel Trends Report \(americanexpress.com\)](https://www.americanexpress.com/2023/global-travel-trends-report/)

respondents agree that they have been inspired to travel to a specific destination by social media, and 57% of respondents agree that they like to capture content for their social media accounts during their travels. This can have negative repercussions as destinations “off the beaten path” can suddenly become popularized with a tsunami of social media impressions.

ARTIFICIAL INTELLIGENCE (AI)

As reported in Destinations International 2023 Futures Study⁷, artificial intelligence is the most critical trend for the tourism industry to be focused on. According to the study... “The rise of generative AI provides new tools for customizing sales and marketing efforts from both a brand and content development perspective... Large online travel agencies are embedding new AI technologies into their apps that provide better personalized recommendations for customers, and from the companies’ perspective, better conversion and loyalty performance.”

⁷ [DestinationNEXT 2023 Future Study](https://www.destinationnext.com/en/futures-study/2023/)

“Tourism creates economic growth, fosters vibrant cultural exchanges, and deepens mutual understanding among diverse communities.”



COMMUNITY ENGAGEMENT

The 2023 Futures Study identifies the third most important trend in tourism across the globe to be community engagement. The report states “Communities expect to be more engaged in destination, product and experience development for locals and visitors.” Community values, such as sustainability and equity, diversity, and inclusion, and reconciliation, needs to be considered by government and industry tourism planning. When a destination incorporates its local values into the visitor experience, this creative, cultural and community energy improves the quality of experience and competitive advantage for the destination.

CORPORATE TRAVEL

According to American Express Global Business Travel, new ways of working will continue to reshape how the corporate market travels. For example, as mentioned above, blended travel (work and leisure) significantly impacts business travel behavior. Also, American Express states “corporate responsibility

and sustainable travel initiatives will remain front and center, accompanied by a rising emphasis on measuring, managing, and reducing carbon offsets associated with business trips.”

LEGACY IMPACTS

In the business events sector, more attention is being given to the long-term legacy impacts from hosting meetings. In addition to the immediate outcomes derived by its economic benefits, business events perform another useful role for the host destination. For example, it provides the opportunity to broaden academic, professional, and scientific networks, form trade and investment relationships, partner in innovation, secure venture capital, and attract new talent. The trend is for government and industry to view business events as a strategic tool to strengthen their communities by maximizing the long-term impacts which a meeting has on wider society.

CURRENT STATE OF REDMOND AS A DESTINATION

The research phase of the project included a comprehensive review of information available at the city and state level. This included hotel performance data (Smith Travel Research), AirDNA (VRBO and Airbnb performance), economic, and population data - both historical and projected. TripAdvisor was also referenced for historical data on the popularity and rating of key attractions in Redmond.

There was no historical data available on the visitor experience in Redmond in terms of length of stay, reason for visit, expenditures, economic impact, or popular itineraries. Those are opportunities for future inquiry.

Detailed research findings and charts are available in Appendix A. Top-level observations include the following:

- There are ten hotels in the city with 1,598 available rooms (2023). By 2023, occupancy and average daily rate have generally recovered to pre-COVID levels (2019), but revenue per available room (RevPAR) is still tracking substantially lower (-12%).
- Short-term accommodation available through Airbnb or VRBO provides an additional 259 listings - equivalent to the capacity of an additional mid-size hotel.
- Summer is the busiest season with occupancies exceeding 80%. Winter is the low season with occupancies of 50-60%.



- Weekday occupancies track significantly higher than weekend occupancies. This implies strong business demand for hotel space and a weak leisure market (which tends to fill the weekends).
- Redmond's current population is 77,490 (2023). Over the past ten years, it has exceeded the growth of King County and is exceeding the annual growth rate to meet the projected 2050 target of 128,400. This will have implications for the provision of housing and infrastructure in the Overlake, Downtown, and Marymoor areas of the city.
- The demographic segments that have grown the fastest in Redmond are the 25-40-year cohort, with a commensurate increase in management, business, science, and arts occupations. Ethnicity has also grown substantially in the past ten years with growing Chinese, Indian, and Hispanic populations. This influences the dynamic of the city in terms of creative expression, culture, amenities, and celebration.
- TripAdvisor research suggests that there are several local attractions and amenities in the city of Redmond that have very positive reviews but are not particularly popular. That is an opportunity for cross-promotion and future itinerary development within the city.
- The tourism economy's size in Redmond can be estimated using information available on accommodation spending in the city. Visitor spending impacts many sectors of a destination's economy from accommodation to food service, retail, entertainment, and local transportation. Spending on accommodation is typically from as low as 8% in a large urban environment, to as high as 20% in rural environments. On that basis, knowing that accommodation spending in 2023 was approximately \$73M, and using 11.6% as an estimate, the total value of Redmond's visitor economy can be estimated to be \$634M.



COMPARATIVE MARKETS

Each destination has a unique dynamic in terms of how industry, government, and residents come together to manage and promote visitation to their community.

Over time, relationships evolve and adapt as opportunities are realized and greater awareness of impacts - economic, social, and environmental are understood.

Key attributes of successful destinations include:

- 1 A broad base of communication and outreach between businesses, government, and residents;
- 2 A strategic focus in terms of stimulating and building and managing visitor demand; and
- 3 ongoing key performance metrics to evaluate performance and success.

Some examples are provided of small and mid-sized cities that may have implications and parallels for Redmond.





BEND, OREGON

Bend is a small city on the Deschutes River, in Oregon, with a population of 102,000 in 2021. Estimated visitation annually is 4.5 million, with the bulk of the travel occurring in the summer season.

Key attractions include:

- Deschutes River: A playground for outdoor enthusiasts, offering kayaking, paddleboarding, and scenic river walks.
- Mount Bachelor: A renowned ski resort in winter and a hiking and mountain biking haven in summer.
- Old Mill District: A revitalized area with shops, restaurants, and a picturesque riverfront.

Visit Bend serves as the primary organization dedicated to promoting tourism responsibly on behalf of the City of Bend. Their mission is to enhance Bend's economy through cultural tourism. From musical productions to

art exhibits, film festivals, and more, Visit Bend supports cultural opportunities that draw visitors to the area.

The Bend Cultural Tourism Fund (BCTF), a grant program under Visit Bend, funds various cultural initiatives. These grants support events and projects that enrich Bend's arts and cultural assets, diversify its tourism offerings, and establish it as a premier cultural destination. Examples include the Bend Yoga Festival, Bend Design Conference, and Winter PrideFest.

The Bend Chamber of Commerce plays a vital role in supporting local businesses and economic development but is not directly involved in tourism marketing, visitor servicing, or promotion.

The annual budget for Visit Bend in 2024 was estimated at \$5.2M.



SANTA FE, NEW MEXICO

Santa Fe, New Mexico's capital, is renowned for its Pueblo-style architecture and as a creative arts hotbed. It had a population of 88,193 in 2021. Estimated visitation to the county annually is 4.0 million, with the summer and fall being popular periods.

Key attractions include:

- Historic Plaza: The heart of Santa Fe, featuring adobe architecture, art galleries, and the Palace of the Governors.
- Canyon Road: Lined with art studios, boutiques, and charming restaurants.
- Georgia O'Keeffe Museum: Showcasing the works of the iconic artist.

Tourism Santa Fe is the destination marketing organization that promotes the city's history, culture, retail, and culinary offerings. Services provided include marketing, direct sales, event

creation, and a grant program for non-profit visual and performing arts organizations.

Tourism Santa Fe also markets and operates the Community Convention Center and provides support to the city for public art programming and management.

The Santa Fe Chamber of Commerce is not directly involved in tourism marketing or visitor servicing, but its efforts indirectly benefit tourism by maintaining a healthy local economy.

The annual budget for Tourism Santa Fe in 2018 was estimated at \$12.2M.



FLAGSTAFF, ARIZONA

Flagstaff, Arizona, is a gateway to the San Francisco Peaks, home to Arizona's tallest mountain (Humphreys Peak) and the Arizona Snowbowl ski resort. It had a population of 76,989 in 2021. Estimated visitation to the city annually is 6.0 million, with the summer and fall being popular periods.

Key attractions include:

- Lowell Observatory: A historic observatory where Pluto was discovered.
- Sunset Crater Volcano National Monument: Explore volcanic landscapes and lava fields.
- Coconino National Forest: Offers hiking trails, camping, and stunning vistas.

Discover Flagstaff (the Convention and Visitors Bureau) is part of the Economic Vitality Division of the City of Flagstaff.

It acts as the destination marketing organization for the city. Discover Flagstaff is responsible for administering tourism programs for the City of Flagstaff and receives an allocation of 30% of the Bed, Board, and Beverage tax collected.

Programs include marketing to tour operators, travel agents, meeting planners, group coordinators, and individual leisure travelers, as well as the development of public outreach and educational programs, media relations, and media coverage. Discover Flagstaff is also responsible for the creation and maintenance of partnership opportunities locally and regionally.

The annual budget for Discover Flagstaff in 2023 was estimated at \$3.6M.



BOZEMAN, MONTANA

Bozeman is a city and the county seat of Gallatin County, Montana. It had a population of 53,293 in 2021. Estimated visitation to the city annually is 1.4 million, with summer being a popular period.

Key attractions include:

- Yellowstone National Park: Just a short drive away, Bozeman serves as a gateway to the park's geysers, wildlife, and natural wonders.
- Downtown Bozeman: A vibrant area with boutiques, breweries, and art galleries.
- Museum of the Rockies: Home to dinosaur fossils and exhibits on regional history.

Visit Bozeman is the destination marketing organization, and it is comprised of two organizations, the

Bozeman Convention and Visitors Bureau and the Gallatin Valley Tourism Business Improvement District. It is overseen by the Chamber of Commerce.

Visit Bozeman partners with the State of Montana, Yellowstone Country, the Bozeman/Yellowstone International Airport, the Bozeman Area Chamber of Commerce, and many other organizations to attract visitors to the area.

Visit Bozeman also supports local events, sports tournaments, concerts, and business conferences in the form of grants through the Gallatin Valley Tourism Business Improvement District.

The annual budget for Visit Bozeman was not publicly available.



DURANGO, COLORADO

Durango is a home rule municipality that is the county seat and the most populous municipality of La Plata County, Colorado. The city population was estimated at 19,071 in 2020. Estimated visitation to the city annually is 2.6 million, with summer and fall being popular periods.

Key attractions include:

- Durango & Silverton Narrow Gauge Railroad: A historic steam train journey through the San Juan Mountains.
- Mesa Verde National Park: Explore ancient cliff dwellings and learn about Native American history.
- Downtown Durango: Lively streets with restaurants, shops, and live music venues.

Historically, the **Durango Chamber of Commerce** played a significant role in organizing tourism in the city, and was engaged in tourism marketing, visitor servicing, and promotion. However, as of 2019, a decision was made to transition to a Destination Marketing and Management Organization operating as Visit Durango. A primary motivation was the need to transition from a pure marketing organization to an entity with responsibility for destination “stewardship” – perceived as a top priority for residents of the community.

The annual budget for Visit Durango in 2024 was estimated at \$2.1M.



REDMOND, WASHINGTON

Redmond is a city in King County Washington and is part of metropolitan Seattle. It is located fifteen miles east of downtown Seattle and has a population of 77,490 in 2023. Annual visitation to Redmond is not known but Seattle and King County estimated visitation of 33.9 million visitors in 2022, including overnight visitors of 18 million.¹

Key attractions include:

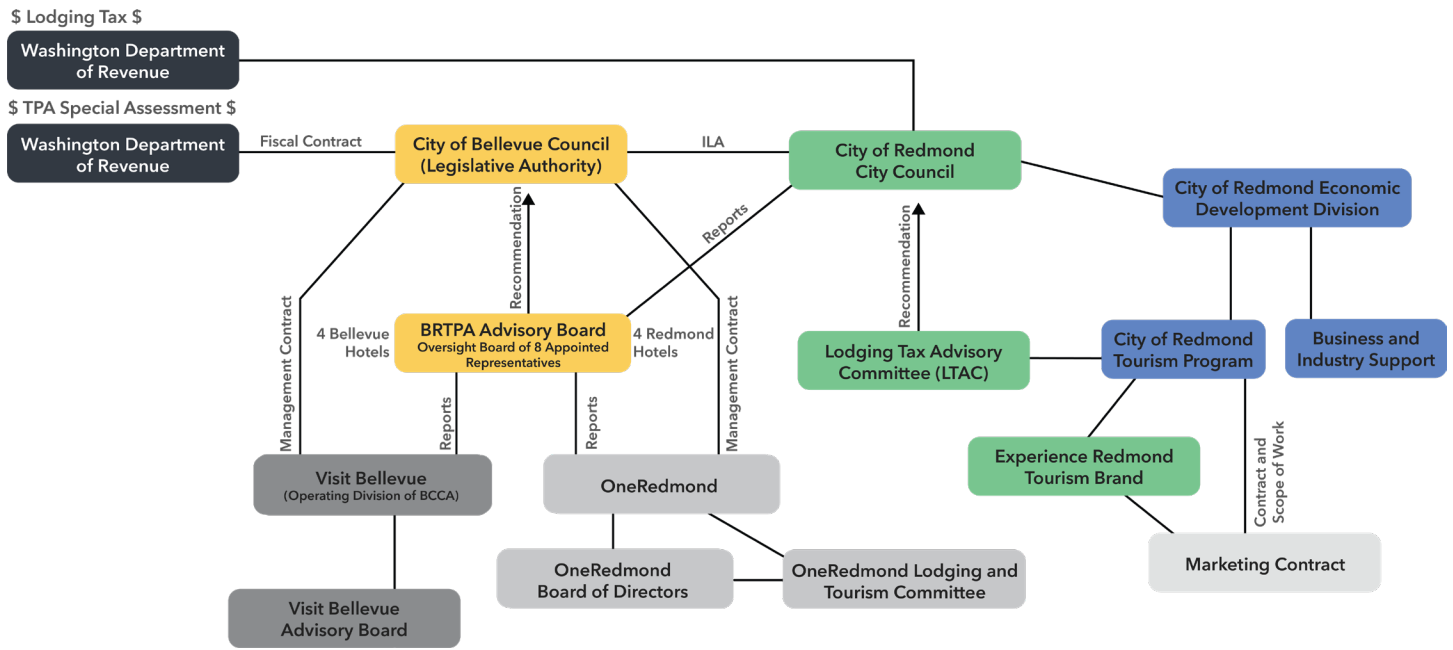
- Marymoor Park: A suburban park with over 550 acres providing opportunities for biking, rock climbing, tennis, and picnicking.
- Sammamish River Trail: A scenic route along the river enjoyed by bicyclists, dog walkers, and families.
- Microsoft Visitor Center: Located on the Microsoft headquarters campus, the visitor center offers insights into Microsoft's innovations and technologies.

There is no dedicated Destination Marketing Organization in the City of Redmond and oversight for tourism is provided by three entities. A Tourism Promotion Area (TPA) was recently created, and management is provided by OneRedmond. OneRedmond also manages the Chamber of Commerce. The Economic Development Division of the City manages a visitor-oriented website, a marketing brand (Experience Redmond), and contracts out marketing, advertising, and media placement. This includes the publication of a visitor guide, social media activities, and basic research. A committee of the city - the Lodging Tax Advisory Committee (LTAC) - provides financial support for festivals and events and underwrites the tourism activities of the Economic Development Division.

Redmond's expected annual budget from all sources for marketing and managing tourism in 2024 is estimated at \$1.4M.

¹ [Visit Seattle Releases 2022 Visitation Data at Annual Meeting | Visit Seattle](#)

CURRENT TOURISM STRUCTURE WITHIN REDMOND



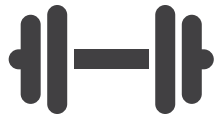
COMPARATIVE MARKETS TABLE

City	Population	DMO (Y/N)	Responsibility for Tourism	Visitation	Annual Budget
Bend, Oregon	102,000	Y	Visit Bend	4.5 million	\$5.2 million
Santa Fe, New Mexico	88,193	Y	Tourism Santa Fe	4.0 million	\$12.2 million
Flagstaff, Arizona	76,989	Y	Discover Flagstaff	6.0 million	\$3.6 million
Bozeman, Montana	53,293	Y	Visit Bozeman	1.4 million	N/A
Durango, Colorado	19,071	Y	Visit Durango	2.6 million	\$2.1 million
Redmond, Washington	77,490	N	TPA/OneRedmond & LTAC/City of Redmond	N/A	\$1.4 million

SWOT Analysis and Planning Considerations



SWOT ANALYSIS



STRENGTHS

- Redmond's population has grown at almost twice the rate of King County's since 2010 (2.8% vs. 1.5%/year).
- Redmond in 2023 is much more ethnically diverse than in 2010, with growing Indian, Chinese, and Hispanic communities.
- An Economic Development Strategic Plan, including vision statements, goals, and strategies is being completed and will provide important context for tourism management.
- Marymoor Park is a strong recreational asset for the community with a diverse events calendar, playing fields, and a velodrome.
- Redmond contains 59 miles of public trails, of which 39 miles are owned and operated by the city.
- Redmond is a community rich in public art with over 30 separate pieces on display.
- Redmond operates and maintains an extensive system of 47 parks comprising 1,351 acres of land in a variety of neighborhood, community, and resource parks.
- 60 Acres offers premium athletic fields. It is the largest soccer complex west of the Mississippi (when configured for soccer).
- Redmond has a strong technology connection as the home of Microsoft and Nintendo of America.
- Redmond has a growing commercial space sector including Aerojet Rocketdyne, SpaceX, Project Kuiper, and Honeywell Aerospace.
- Experience Redmond has already invested in a web domain, STR research, marketing materials, and a visitor's guide.
- The Redmond Town Center is an eclectic mix of retail and services in downtown Redmond and a popular venue location for events.
- Redmond, as part of Metro Seattle, is an evolving city attracting new residents and young professionals.
- The Light Rail will provide improved access to downtown Seattle and the airport.
- The Lodging Tax Advisory Committee (LTAC) has actively partnered with festivals and events for several years.
- The recently formed Tourism Promotion Area (TPA) is an opportunity to expand the scope and focus of market programming.
- Summer is the peak season for visitation.
- The summer event, Derby Days, has a long history and is well attended and supported by the community.
- The nearby communities of Bellevue, Kirkland, Woodinville, and Issaquah have their own unique sense of place that complements a visit to Redmond.
- The city is actively addressing housing and planning to accommodate an estimated 128,400 residents by 2050.
- The daytime population base (2019) is estimated to be 130,523 versus the resident base of 77,490 (2023).
- Redmond is the "Bicycle Capital of the Northwest."



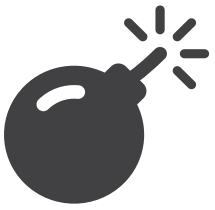
WEAKNESSES

- There is a lack of indoor venues, leading to no capacity to host indoor events above approximately 300 people.
- LTAC investments in events and festivals are not linked to the generation of incremental demand.
- Tourism – the visitor economy – is a relatively new industry for Redmond and the economic implications are not well understood.
- Very little data is available on tourism spending, travel patterns, profiles, and length of stay in Redmond.
- Redmond has little experience collaborating with other cities or the state in terms of attracting visitation, sports, or events.
- The trail system is not well integrated into the streetscape, particularly in the downtown area.
- Overnight visitation is heavily skewed towards business travel with weekends being less busy.
- Downtown parking can be a constraint.
- Overlapping jurisdictions related to trails could lead to confusion and inefficiency regarding programming, signage, and interpretation.
- There is no tourism industry, hotel association, or advocacy group within Redmond.
- There is limited capacity for meetings and conferences.
- Tourism performance data on an ongoing real-time basis does not exist.
- There is a lack of nightlife.



OPPORTUNITIES

- Create a Destination Marketing Organization (DMO) for Redmond responsible for marketing and managing tourism.
- Leverage investments through the support of the LTAC and the TPA to finance an independent DMO.
- Marketing and programming for the Redmond Town Center could be integrated into the broader strategy of marketing the destination.
- Partner on programming with the wineries and tasting rooms in nearby Woodinville.
- Leverage the relationship with the State of Washington and the Port of Seattle.
- Leverage the potential of sports in Redmond (soccer and cricket in particular) through affiliation with the Seattle Sports Commission.
- Developing the city of Seattle's potential as a source market for Redmond by building awareness.
- Redmond can support a broader regional approach to soliciting meetings, sports, and conference business.
- Improve web/social media exposure for themes, experiences, and retail within the city.
- Capitalize on the interest and appeal of craft beers and iconic restaurants.
- Leverage the TPA relationship with Bellevue into a strategic relationship.
- Enhance Redmond's reputation as the "Bicycle Capital of the Northwest."
- Capitalize on the technology and innovation strength with an annual mini-tech conference; showcasing innovation, careers, and trends in the sector.



THREATS

- Limited access to labor markets to support a service-intensive tourism industry.
- Destination marketing and development is a long-term proposition requiring sustained political and funding support. Lack of continuity can compromise success.
- An aging population may put increasing demands on the labor force and the city's infrastructure.
- Climate change may have longer-term repercussions regarding seasonality, conference; showcasing innovation, careers, and trends in the sector.



PLANNING CONSIDERATIONS

During the engagement phase of developing this plan, several themes started to emerge as key takeaways that helped to guide the development of the vision, goals, and initiatives. Planning considerations below are grouped by their corresponding goal.

.....

Planning considerations in relation to enhancing the visitor experience include the following:

1 The growing diversity of Redmond will be a catalyst for changing programming in traditional festivals/events and the creation of new opportunities.

- Redmond in 2023 is much more ethnically diverse than in 2010, with growing Indian, Chinese, and Hispanic communities.
- Redmond has also seen growth in young families with parents employed in the professional and managerial sectors.

2 Tourism growth must be considered along with the resident demand for infrastructure and services.

- A growing population base creates a growing demand for infrastructure and services. Those same assets can be enjoyed and supported by visitors to a community but need to be considered in the context of carrying capacity and access to avoid friction.

3 Programming and events at Marymoor are opportunities for packaging and extending length of stay.

- Providing value-added opportunities to stay and experience Redmond could be a value-add to any event and persuade participation.
- Working with event organizers and communicating well in advance with potential participants is key.

4 Parks and green spaces serve diverse recreational needs for both residents and visitors.

- Signage, interpretation, and communication through key channels (e.g. hotels, websites) will stimulate awareness and participation by visitors to the city.

5 Public art is an integral part of Redmond's identity and conveys a strong and unique sense of place.

- Public art, combined with aesthetically beautiful and natural surroundings, invites exploration by residents and visitors. It also invites sharing on social media and is easily integrated into visitor programming.

6 The trails are a strong asset of the city and could be leveraged as a connector for visitors.

- Integrating the trail system into the downtown core with standardized signage and interpretation is key to elevating access and use by visitors to the city.

Planning considerations in relation to building strategic partnerships include the following:

7 Work with recreation partners across the region to program and draw visitors to the region year-round.

- Organizers for recreational events are often interested in working with tourism organizations to help with logistical support and the provision of opportunities to enhance delegate participation.

8

Leverage and work in partnership with other organizations within the state to create opportunities to connect with long-haul markets.

- Visit Seattle, the Seattle Sports Commission, the Port of Seattle, and the State of Washington Tourism are some of the organizations that can create opportunities to connect with external markets.

9

Adjacent communities have their own assets and identities that complement a visit to Redmond.

- Adjacent communities (Bellevue, Kirkland, Woodinville, Issaquah, etc.) have their own assets and identities that complement a visit to Redmond and could be integrated into programs and itineraries.

10

The LTAC and TPA could provide a base for funding an organization to market and manage tourism in Redmond.

- Multiple sources of funding for marketing and managing tourism in a destination are not uncommon. Ideally, there is alignment and focus in terms of how funds are invested to support economic growth.

Planning considerations in relation to developing support for the industry include the following:

11

The City of Redmond and its partners have established relationships with tourism stakeholders which has provided a strong foundation for the destination.

- The work that has gone into developing the Experience Redmond brand is an example of a local initiative that has already engaged and empowered the tourism community. There is a foundation of interest and goodwill that can be built on and focused as part of a tourism strategy.



12 Lack of clarity in the roles and responsibilities of tourism partners has created confusion and misalignment in support of the tourism industry.

- There is an expectation among tourism stakeholders in Redmond that alignment and focus will avoid duplication and inefficiency going forward. It's an opportunity to maximize and leverage resources toward building a stronger tourism economy.

13 Creating a dedicated Destination Marketing Organization (DMO) in Redmond could further enhance a collaborative approach to destination marketing and management.

- Developing the visitor economy will require investment, collaboration, and a multi-year strategic focus.
- Marketing must be complemented by an engaged understanding of resident sentiment and destination stewardship that respects community values and aspirations.

14 The TPA's current relationship with Bellevue and potentially other communities could be leveraged into a long-term collaboration.

- Longer term, the lessons learned, and intelligence gathered from the TPA relationship could be used to build a business case for TPA development in other jurisdictions.

15 The lack of indoor space for programming, events, meetings, and conferences is a constraint.

- The lack of indoor space has obvious implications for events that may be vulnerable due to season or weather. It is a constraint for residents and certainly for potential visitors who may be trying to plan for weeks or months in advance.

16 LTAC investments in events and festivals should have stronger tourism economic benefits.

- Ideally, investment are linked to the generation of incremental demand for the city, with the highest yield being overnight visitation. Local events can be an important source of market and economic intelligence if organizers are sufficiently trained in basic research, sampling, and survey techniques.

17 Tourism is a newly recognized industry for growth in Redmond and the awareness of its economic and social benefits should be emphasized within the community.

- Tourism is a complex industry that touches many sectors of a destination's economy - accommodation, foodservice, retail, entertainment, transportation, etc. It is also dependent upon the interrelationships of many stakeholders to be successful. Understanding its contribution to the quality of life in a destination is important for ownership and support.

18 Improved data and research are needed to better measure success, understand visitor dynamics, and set targets for performance goals.

- Engagement and communication are important to ensure alignment with community values.
- Community members such as residents and business owners can be important advocates and champions for tourism.
- Understanding the economic value of the visitor economy, including gross domestic product (GDP), taxes, and employment is one way to build political and community support for tourism.
- Developing a strong visitor economy needs political support over the long term.

Planning considerations in relation to building destination awareness include the following:

- 19** **More effort should be spent on developing weekend leisure travel experiences.**
- Weekends are a need period and an opportunity to stimulate leisure demand for Redmond. Extending business travel into the weekend through pre/post opportunities as a value-added offer is also an option.

- 20** **Internationally renowned companies based in Redmond that have strong international brand identities can be leveraged to build awareness for the city.**
- International brand recognition already creates equity for the destination where they are located. The key is creatively connecting the sense of place to the brand in ways that are compelling and that stimulate interest in visiting.

- 21** **The Sound Transit 2 Line is an opportunity for building day trips and overnight visitation from residents and visitors in the Greater Seattle Region.**
- Ease of access is an ideal opportunity to build awareness of Redmond and its assets within a metro population that remains largely unaware of what is so close at hand. Creative programming and engagement can stimulate interest, increase visitation, and create local ambassadors for Redmond.

- 22** **Redmond has recreational assets such as fields, trails, and access to water that will attract incremental sporting events.**
- The Seattle Sports Commission is one example of a potential strategic partner that could be an advocate for Redmond's recreational assets.

- 23** **Broadening digital/social media awareness of the breadth of products and experiences in Redmond is a marketing opportunity.**

- The web is an obvious venue for theming, suggested itinerary development, imagery, and testimonials about Redmond. Ideally, the site engages user participation so that endorsements, photography, and recommendations are driven organically rather than through paid media. Content and imagery should be regularly updated and fresh.

- 24** **Leverage earned media and visitor testimonials to drive market awareness organically.**

- Passionate and inspired consumers are the best source of information and insight about a destination. Creative ways to engage and elevate user testimonials and influencers are a key tactic to connect with like-minded audiences.



| Vision



VISION FOR THE TOURISM INDUSTRY IN REDMOND

A destination vision should ultimately describe the state of the destination if it is to be successful in all its strategic activities. In other words, a destination vision is a desired future state. It needs to be both aspirational and inspirational. The language should be simple to make the statement as memorable as possible. Ultimately, a strong destination vision is one which residents can rally around, and visitors will ultimately want to experience.

Themes to be considered for the destination vision emerged through the visioning workshop, focus groups, one-on-ones and a digital questionnaire. The following five themes resonated the most with the participants and form the basis of the destination vision.

INNOVATION

We celebrate our connectedness through innovation and leadership

DIVERSITY

We are a community enriched by a myriad of people and perspectives

VIBRANCY

We are a city which feels healthy and alive

CLOSE TO NATURE

We are a place to enjoy and participate in outdoor activities

WELCOMING

We are excited to share our love for Redmond with visitors

Therefore, the recommended destination vision for Redmond is...

A vibrant community where every person is welcomed.

Our diversity, active lifestyle, access to nature, and culture of innovation offers experiences that inspire exploration, foster enthusiasm, and leave a lasting impact on all who visit.



A large crowd of people, mostly children and young adults, are gathered outdoors for a festival. Many of their faces and clothes are covered in bright, colorful powders in shades of pink, purple, yellow, and orange. They are smiling and some are raising their hands. In the background, there are modern, multi-story apartment buildings with balconies. A few white event tents are set up on the grass. The sky is clear and blue.

Strategic Goals and Initiatives





Goal 1: Enhancing Visitor Experience

Enhancing the visitor experience has many benefits – from the potential to extend the length of stay of existing visitors to Redmond, to the potential to attract new markets. Enhanced experiences also strengthen a destination’s value proposition.

INITIATIVES

1. Position and promote Redmond as an intercultural destination showcasing various cultures through arts, events, and dining options.
2. Curate and package Redmond’s distinctive and intimate venues and activities as tailored options for breakout meetings and team-building events and promoting the city as an attractive destination for business travelers.
3. Increase the allocation of lodging tax funds to tourism grants by removing the 9% fixed allotment equaling approximately \$40,000, to better align with historical budgeted amounts of \$150,000. This adjustment aims to incentivize event attraction by encouraging overnight stays, thus maximizing the economic impact of tourism initiatives.
4. Regularly assess the Lodging Tax Advisory Committee (LTAC) funding application criteria to attract events that can draw visitors to Redmond during periods and locations with low hotel occupancy rates.
5. Develop a “dine around” or business passport program over a multi-week winter period.
6. Support Redmond’s transportation programs that provide visitor infrastructure.
7. Position and promote Redmond as a recreation destination within the region.
8. Foster attraction of an additional accredited cycling event to take place on the streets of Redmond to attract visitors from more than 50-miles away.
9. Foster the development of an annual multi-day event featuring innovations and opportunities in technology.
10. Promote and utilize the light rail stations to increase compression traffic from large events in other parts of the region such as Seattle.
11. Promote and encourage extending leisure stays during business trips to facilitate additional nights for travelers to experience the destination’s offerings.

INITIATIVES

12. Utilize the appeal of Redmond's breweries and proximity to Woodinville Wine Country as foundations for developing effective promotion campaign strategies.
13. Spotlight the vibrant artistic community and public art through targeted promotional campaigns, curated itineraries, and an enhanced digital experience.
14. Foster the growth of event tourism audiences by offering marketing workshops and toolkits to empower event organizers.
15. Harness Redmond's reputation as a dog and pet-friendly destination to enhance marketing efforts.
16. Evaluate and support infrastructure including walkability and bicycle trail systems to enhance visitor information and wayfinding that improves access within the city.
17. Foster Redmond as a welcoming and belonging destination by creating inclusive visitor experiences for a variety of abilities and considerations including accessibility, neurodiversity, and language.
18. Promote parks in Redmond's urban centers as a destination, fostering a diverse range of programming to maintain its vibrancy and activate the surrounding area.
19. Foster partnerships and programming that highlight Redmond's globally known gaming industry to attract visitors.
20. Encourage the development of retail spaces that will attract culinary, beverage, and nightlife businesses to Redmond.
21. Explore implementation of an innovative technology experience showcasing or introducing Redmond's unique companies, gaming characters, activities, events, and more.
22. Develop a reliable visitor shuttle or transportation program designed to efficiently transport guests from hotels to various destinations.
23. Explore if interest and market would support a stand-alone venue highlighting Redmond's gaming industry and work with the private sector for creation.
24. Partner with Woodinville to expand wine programming, partnerships, and events in and around Redmond.
25. Encourage piloting and expanding new event concepts with the potential to drive overnight stays.
26. Support public/private partnerships to develop indoor event space to host larger conferences in the city.
27. Expand existing winter programming and signature experiences that broaden awareness and attract visitors to Redmond for winter hotel and retail expenditures.
28. Evaluate the feasibility of establishing a visitor center or kiosk, with a focus on selecting a prime location near a light rail station, or additionally, a mobile visitor kiosk to provide flexibility in location or to showcase at various events.



Goal 2: Building Collaborative Partnerships

Building strategic relationships with key partners provides access to new resources, expertise, and communication channels. It also builds ownership and long-term equity in the value of the destination and the importance of the visitor economy.

INITIATIVES

1. Strengthen the ongoing relationship with Marymoor Park with regular check-ins, updates, and support for existing events.
2. Promote recreational fields, trails, and water for tournaments, competitions, and events to recreational and athletic organizations.
3. Develop strong partnerships with restaurant, retail, and entertainment establishments, showcasing them as integral components of the visitor experience through targeted tourism marketing efforts.
4. Enhance partnership with Redmond Town Center as a tourism retail asset and a venue for events.
5. Explore the feasibility of establishing a dedicated Destination Management Organization (DMO).
6. Continue fostering partnerships with neighboring and other Eastside cities to collaboratively drive forward regional tourism initiatives and programs for mutual benefit.
7. Support strategies related to transportation solutions and ensure they are in place for visitors in addition to commuters.
8. Collaboratively develop annual work plans between the LTAC and TPA.
9. Explore the creation of a Memorandum of Understanding (MOU) between the LTAC and TPA, delineating respective responsibilities for different tourism initiatives.
10. Engage closely with Visit Seattle, as well as participate in the Washington State DMO network which meets monthly.
11. Explore avenues to streamline partnerships, organization structure, and decision-making channels in Redmond's tourism eco-system.

INITIATIVES

12. Engage with the Seattle Sports Commission to bid on future events and leverage their network to extend Redmond's reach and visibility as a host destination and accommodation supplier for local and regional activities.
13. Engage with the Port of Seattle to reach international markets.
14. Engage with the State of Washington Tourism to reach international markets.





Goal 3: Developing Support for the Tourism Industry

Tourism depends upon a sustained investment in resources and support over the long term to be successful. Building destination brand awareness, stimulating interest, converting to visitation and expenditure, and exceeding expectations involves the collaborative efforts of many stakeholders.

INITIATIVES

1. Work with the LTAC to prioritize support for events and festivals that include an overnight component.
2. Evaluate the city's banner policy to increase awareness, promotion, and celebration of the unique Redmond events, experiences, and history.
3. Consider adopting industry best practice for lodging tax budgeting by transitioning from budgeting based on fixed percentages to a model centered on prioritization and need.
4. Consider acquiring an event-based economic impact model through Destinations International to measure the economic contribution of each event supported by the LTAC.
5. Explore and allocate resources towards advanced tools and data software systems aimed at analyzing visitor data.
6. Increase the allocation of lodging tax funds to staffing by removing the 2% fixed administrative allotment, which equals approximately 4 hours of staffing a week. A funding increase should consider fully supporting the staffing needs essential for efficient management of the LTAC and tourism program.
7. Conduct a benchmark economic impact study on the visitor economy for Redmond.





Goal 4: Building Destination Awareness

Building destination awareness is about connecting through channels and intermediaries with audiences who are interested and motivated to visit because of the brand appeal of the destination. The entire path to purchase process from awareness to visitation may take several years and a sustained commitment in marketing from the destination.

INITIATIVES

1. Incorporate translated content into blog posts and social media feeds.
2. Leverage Redmond's innovations in space, gaming, and technology in tourism promotion.
3. Track visitor segmentation and partner with media influencers that reach Redmond's diverse traveler populations.
4. Leverage Redmond's historic downtown core and historic assets for destination branding and asset development.
5. As Redmond continues to expand, prioritize additional investments in storytelling and the development of digital photo and video assets.
6. Consider working with a creative institution such as the DigiPen Institute of Technology to tell the story of nature, technology, and creativity in Redmond.
7. Encourage district development, placemaking, and branding initiatives to enhance tourism assets, with a particular focus on districts accessible via light rail.
8. Promote awareness of the Overlake Intercultural District offerings.
9. Consider investment in targeted publications through advertising buys and earned media.
10. Ensure planning and programming considers the importance of maintaining Redmond as a clean, safe, and welcoming destination for visitors, as well as locals.
11. Work with the Port of Seattle to build awareness for Redmond among trade servicing cruise passengers as a destination easily accessed by light rail, home to technology giants, and close to Woodinville Wine Country.
12. Develop a media kit to have information on hand in the event of questions and/or leads.

INITIATIVES

13. Develop a meetings and convention strategy which focuses on key economic sectors of Redmond.
14. Invest in tools for analyzing tourism feeder markets, then pilot targeted advertising and promotional campaigns to attract overnight stays from those markets.
15. Allocate resources towards technology solutions for capturing event and conference contact leads, strategically enhancing opportunities to generate hotel business.



| Conclusion

A photograph of a woman with blonde hair, wearing a red sleeveless dress, smiling and dancing in a grassy park. She is holding hands with other people, suggesting a community dance or festival. In the background, other people are visible, including a man in a white shirt and a young girl in a white shirt. The scene is set outdoors with trees and a clear sky in the background.

CONCLUSION

The Redmond Tourism Strategic Plan is a path forward for the city to develop and capitalize on the unique assets and opportunities to grow its visitor economy. Focus is imparted by the vision which incorporates key tenets - innovation, diversity, vibrancy, nature, and hospitality - that make Redmond a special place to live, work, and play. Strategies and initiatives capitalize on specific opportunities, where possible, but more importantly provides context for longer term aspirations that may be realized as resources become available. Collaboration is an essential theme because successfully developing and managing the visitor economy requires multiple stakeholders working toward a common purpose.

At its core, tourism is about transformative experiences undertaken by visitors within a destination. Done well, tourism enriches lives, broadens perspectives, and creates lasting memories. It also provides opportunities to connect with residents and celebrate the events and culture that make life meaningful. Respect for the community and its values are core for visitors understanding their role as stewards for the places they come to experience. This engagement establishes a foundation for a destination to endure for future generations.

None of this though occurs by happenstance. Successful destinations engage businesses, residents, and local politicians to a common vision of what success looks like and a path forward that

is achievable. Destination management is arguably just as important as destination marketing.

Through the LTAC and the TPA, Redmond already has the key stakeholders engaged who recognize the inherent value of growing the visitor economy. Operationalizing that ambition is informed by the Redmond Tourism Strategic Plan. It is a path forward for capitalizing on the many opportunities to build a competitive advantage that is distinct and compelling.

Redmond is coming into its own as a 21st century city with a unique identity and sense of place. A healthy visitor economy will grow awareness, invite investment, encourage repeat visitation, and attract new residents. Tourism has the potential to be an important part of Redmond's economic future.



A scenic photograph of a bridge over a river. The bridge has a metal railing and is reflected in the water below. The background is filled with trees showing vibrant autumn colors in shades of red, orange, and yellow. The overall scene is captured in a slightly muted, artistic style.

Appendix A: Additional Research



ATTRACTIONS IN REDMOND

The following table shows the most popular attractions in Redmond according to data

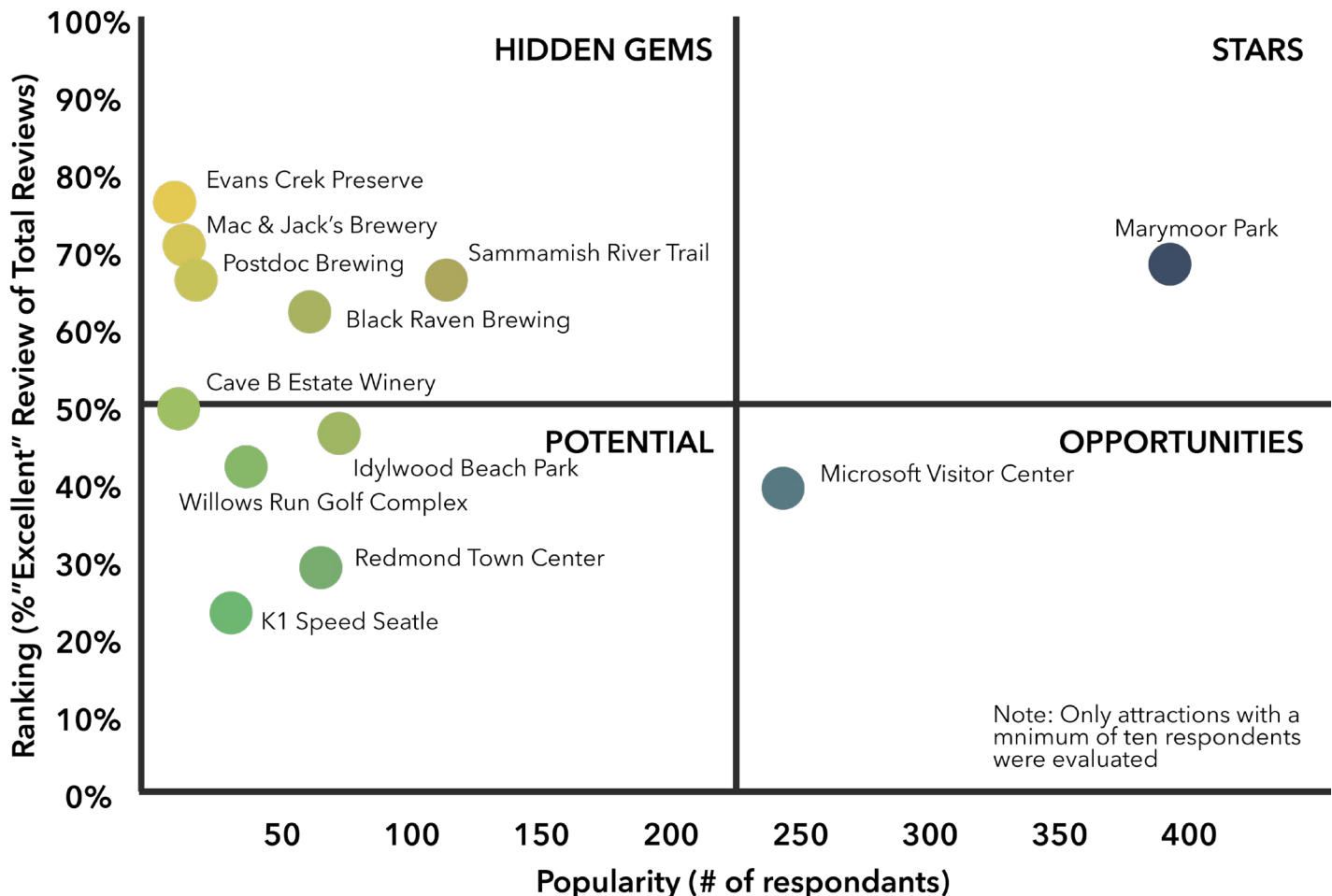
available on Tripadvisor¹ from 2010-2023. Data is plotted along two dimensions – “popularity” as measured by the frequency of respondents who provided a review of the attraction over the years, and “brand ambassadors” which is a subset of total reviews that provided the highest possible ranking for the attraction.

¹ https://www.tripadvisor.ca/Attractions-g58702-Activities-oa0-Redmond_Washington.html

The chart is segmented into four quadrants – Stars, Opportunities, Potential, and Hidden Gems. “Stars” are the most straightforward – popular attractions with very positive reviews. They can be capitalized on immediately as important additions to just about any traveler’s itinerary.

The “Hidden Gems” are the most intriguing. While availability and access may be limited due to seasonal or infrastructural factors, these attractions have a passionate fan base. Strengthening awareness among existing and potential visitors can significantly boost Redmond’s appeal as a destination.

TripAdvisor - “Best Things to do in Redmond”

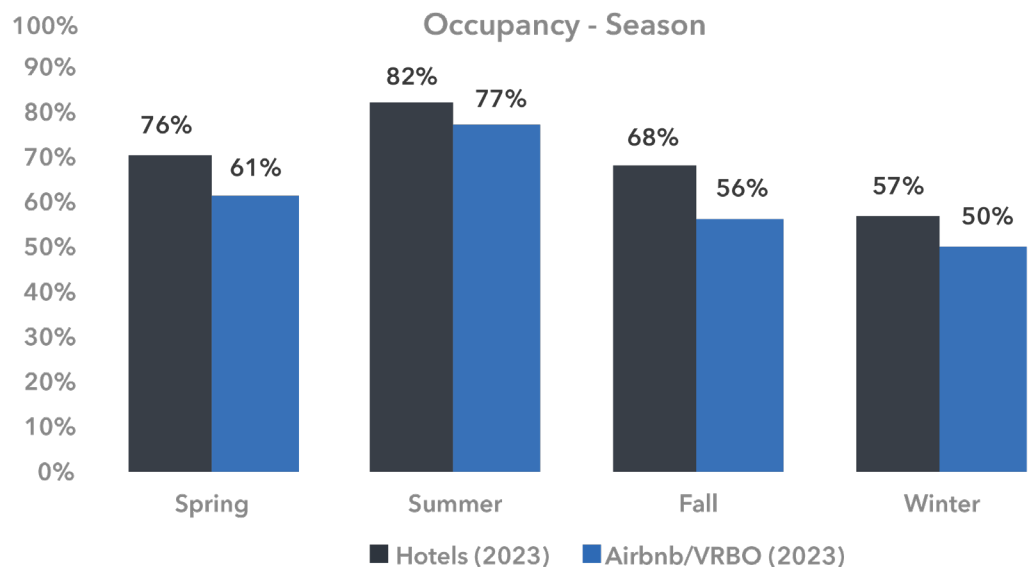
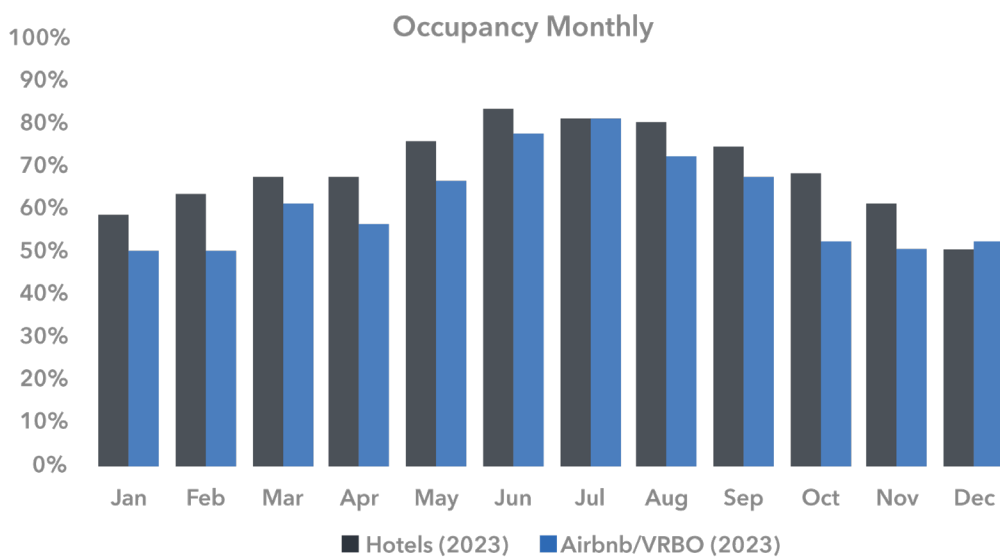


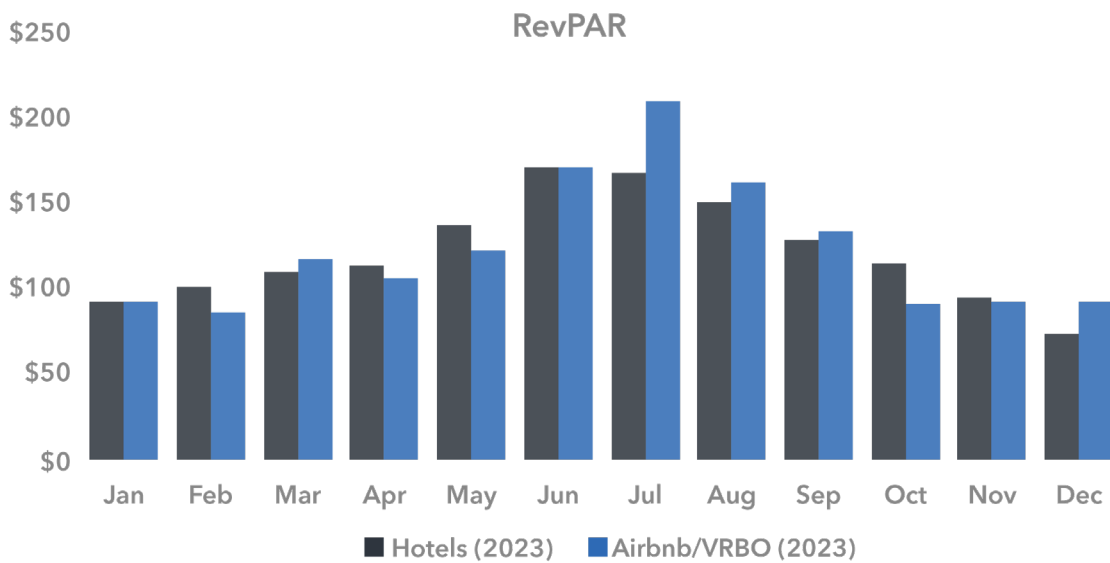
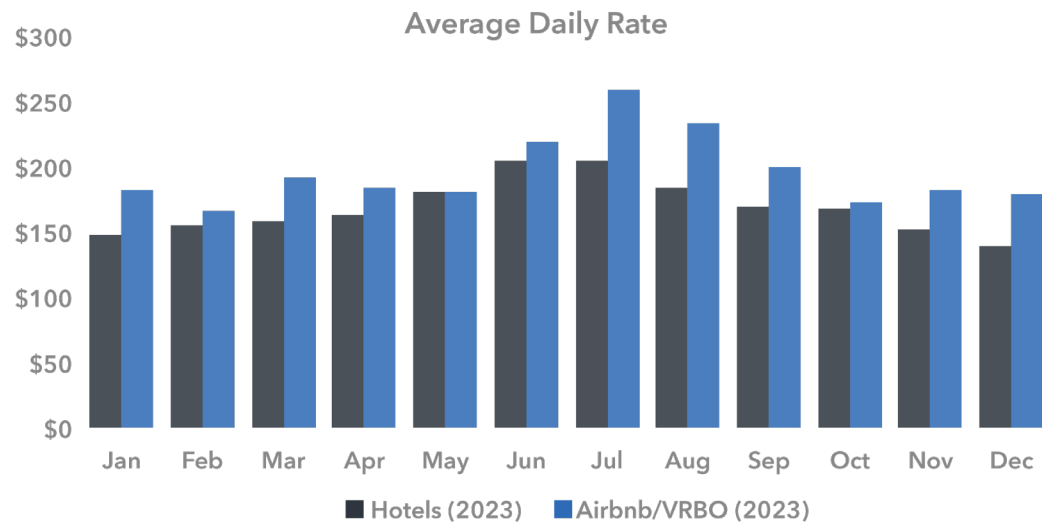


HOTEL AND AIRBNB/VRBO PERFORMANCE

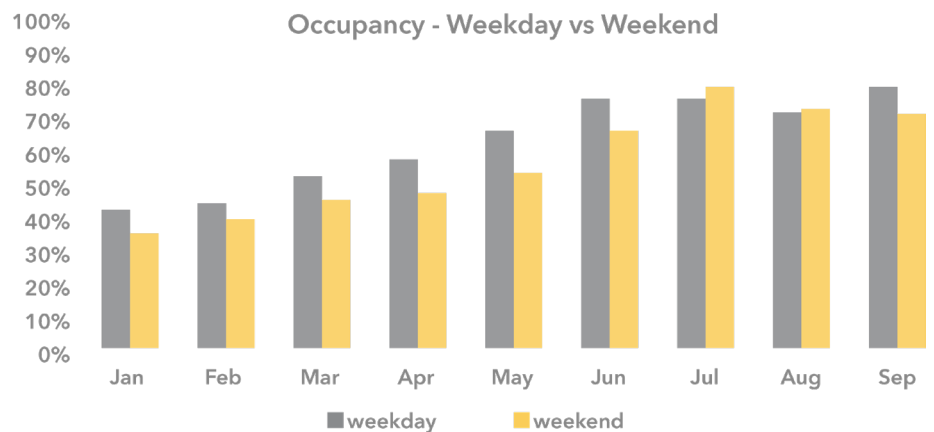
The hotel performance as recorded by Smith Travel Research (STR) is based on a sample of 10 hotels representing 1,598 available rooms in Redmond. The data is for 2023. AirDNA provides data on the performance of Airbnb and VRBOs for the city of Redmond. There were 259 listings reported for 2023.

Overall annual occupancy was 60%, the average daily room rate was \$178, and revenue per available room (RevPAR) was \$107. Occupancy and rate had recovered to pre-COVID levels, but RevPAR was still down by -12%. In 2023 there were also 259 Airbnb/VRBOs listings in operation in Redmond which is equivalent to the capacity of an additional mid-sized hotel. Comparisons are illustrated below.





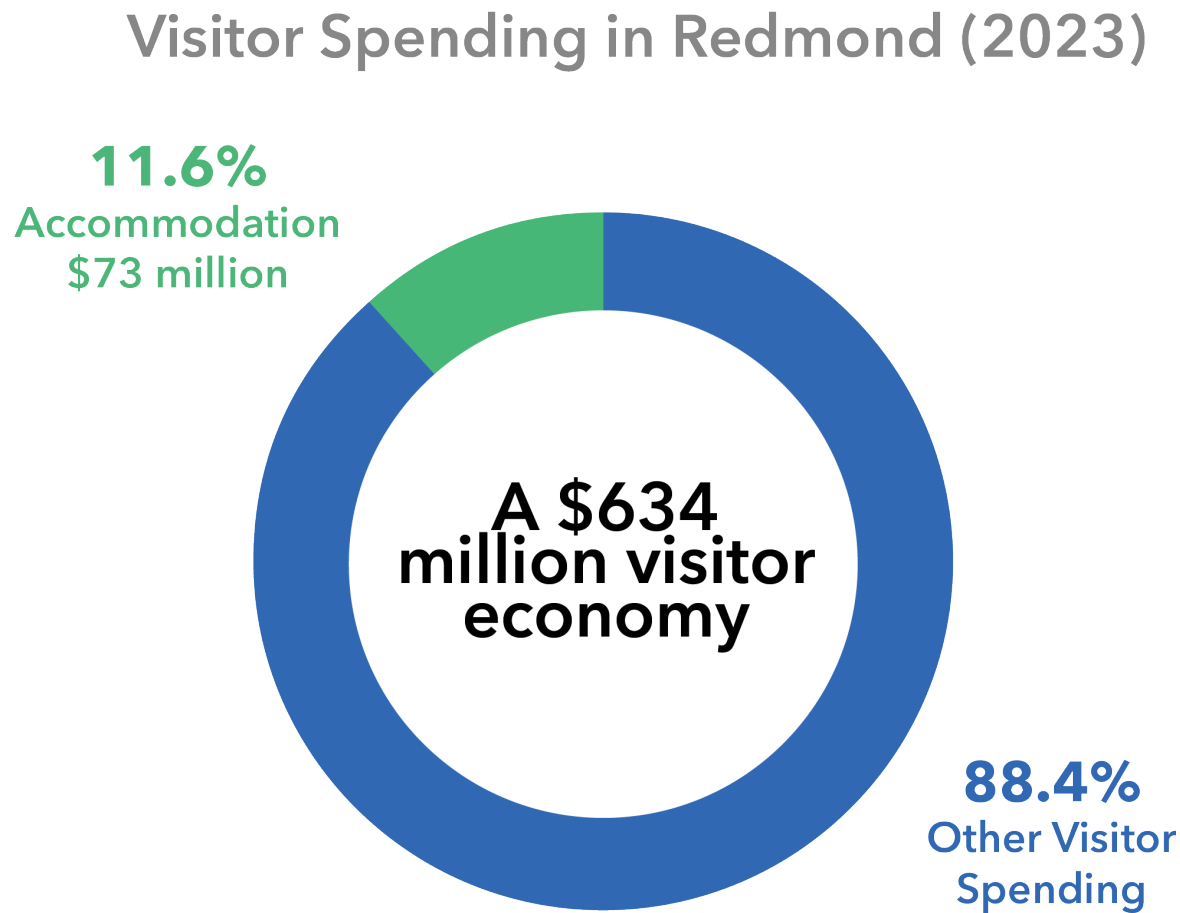
Weekday occupancies for hotels are markedly different than weekend occupancies. This implies strong business demand during the week and a lack of leisure demand (which typically fills weekends). Weekday versus weekend occupancy for the period from January to September 2023 is illustrated below.



Airbnb/VRBOs are a significant economic contributor to the city with annual gross revenue estimated at \$11.0M. The STR hotel sample, by comparison, contributes an annual gross revenue of \$62.2M. Collectively, accommodation revenue in 2023 for the city of Redmond (hotels and Airbnb/VRBO) is estimated at \$73.3M.

as a proportion of the total visitor economy varies from a low of 8% to a high of 20% of total spending. On that basis, it's reasonable to estimate that the total value of the visitor economy that flowed through the city in 2023 is conservatively estimated at \$634M dollars.

Estimating the economic value of the visitor economy is more challenging because there has never been an economic impact analysis undertaken in the city. However, reviewing comparable analysis undertaken for several regional jurisdictions, accommodation spending





POPULATION AND DEMOGRAPHICS

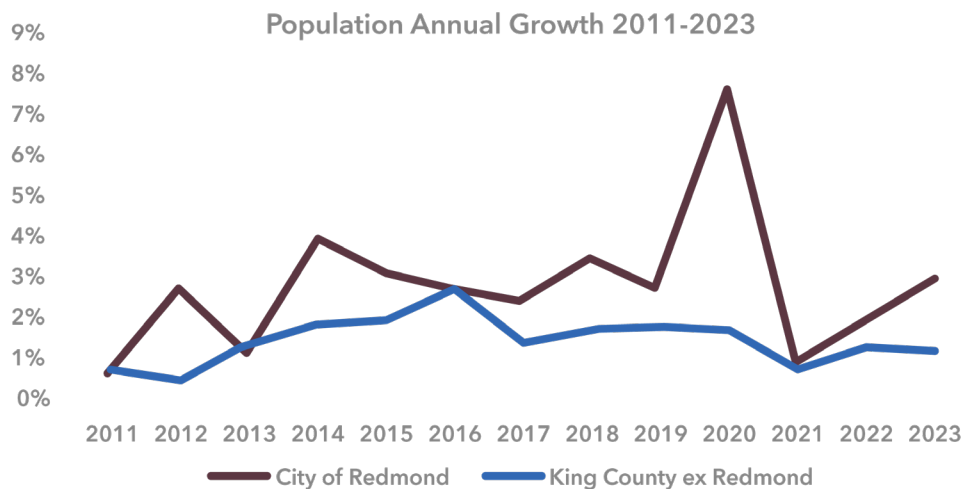
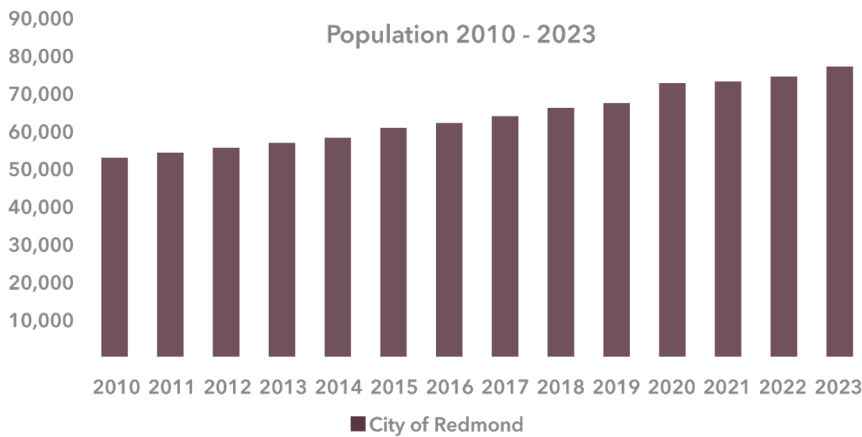
The population of the city of Redmond in 2023 was an estimated 77,490¹. Since 2010 it has grown at an annual rate of 2.8%, greater than the rest of King County (1.5%), and at a rate greater than projected to meet the population target of 128,400 projected for 2050². A growing population will have implications for the provision of housing and infrastructure in the Overlake, Downtown, and Marymoor areas of the city.

The growing population of Redmond is also getting more ethnically diverse, with growing Asian and Hispanic communities. In 2010, the Asian community for example, was 26% of the population. By 2022, that had increased to 41%³, growing particularly with an influx of residents from China and India. Growing ethnicity influences the dynamic of a community in many ways from the retail/foodservice mix to the ways in which a community celebrates its culture.

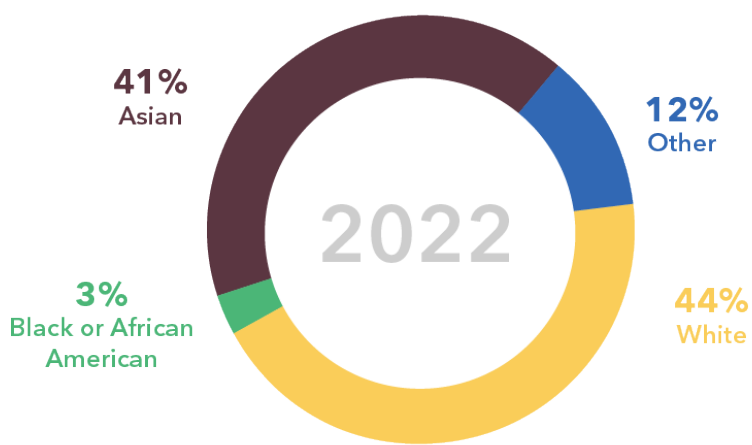
³ <https://api.census.gov/data/2022/acs/acs1/cprofile>

¹ <https://www.redmond.gov/818/Demographics-and-Statistics>

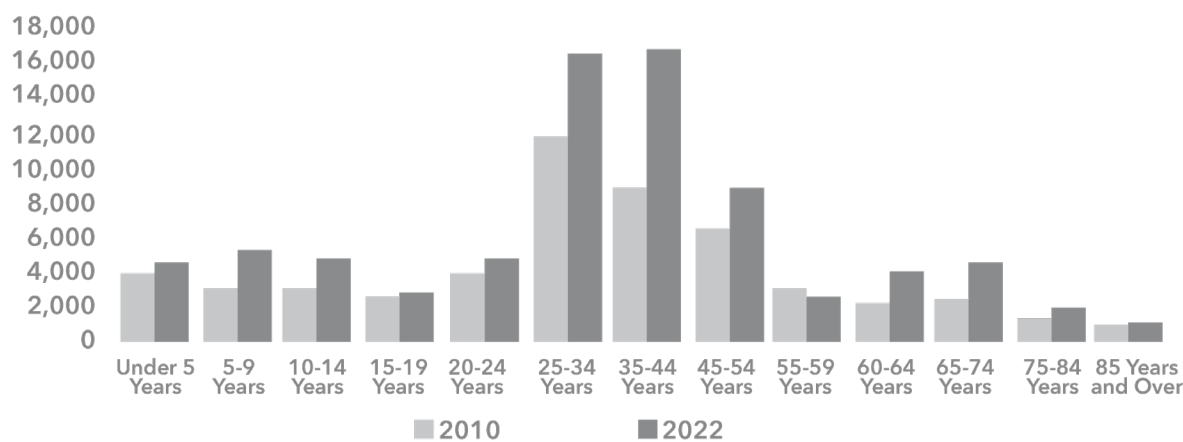
² <https://www.redmond.gov/942/Locate-and-Expand>



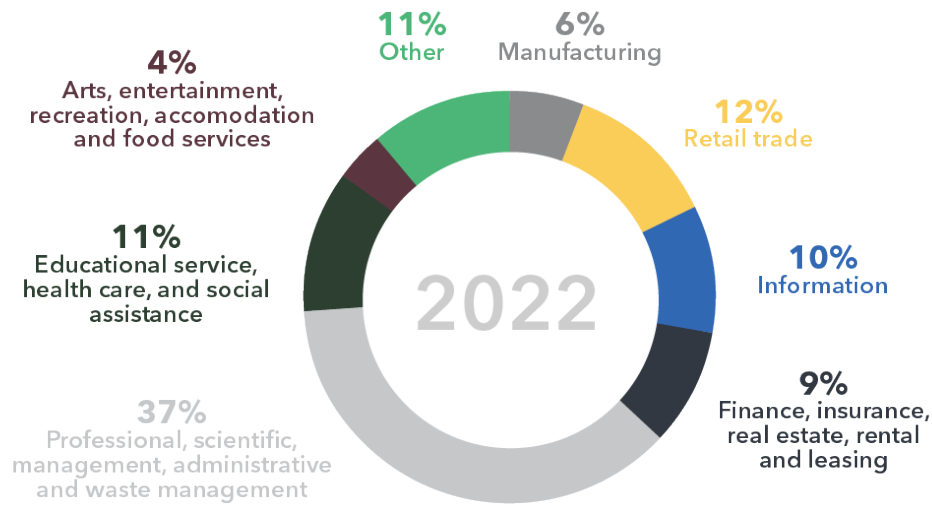
The growth of Redmond has been particularly strong in the 25-44-year-old segment, with occupations in the business, management, arts, and sciences sector also growing. This too influences the city’s dynamic in terms of the demand for recreational amenities, participation in local programs, and the introduction of new events or adapted programming for existing ones.



Population by Age



A successful tourism strategy adapts and evolves as resident aspirations and interests also change over time. Festivals and events change their programming or introduce new elements to stay fresh and connected to their audiences. Community programming that meets resident needs will often find that those same experiences will both attract and be popular with visitors as well. Connecting with locals is a strong motivation for travel.





Appendix B: Stakeholder and Community Engagement Participants

CONSULTATIONS

Listed below are the communities and organizations that assisted in the development of the Redmond Tourism Strategic Plan.

Project Team

Philly Marsh, Economic
Development Manager
Jackie Lalor, Economic
Development & Tourism
Program Administrator
Jordan Young, InterVISTAS
Consulting
Stephen Pearce, GainingEdge
Paul Vallee, GainingEdge
John Lambeth, Civitas

Redmond Mayor

Angela Birney, Mayor

Redmond City Council

Vanessa Kritzer, City Council
President
Jessica Forsythe, City Council
Vice President
Steve Fields, LTAC Chair
Jeralee Anderson
Angie Nuevacamina
Osman Salahuddin
Melissa Stuart

Lodging Tax Advisory Committee

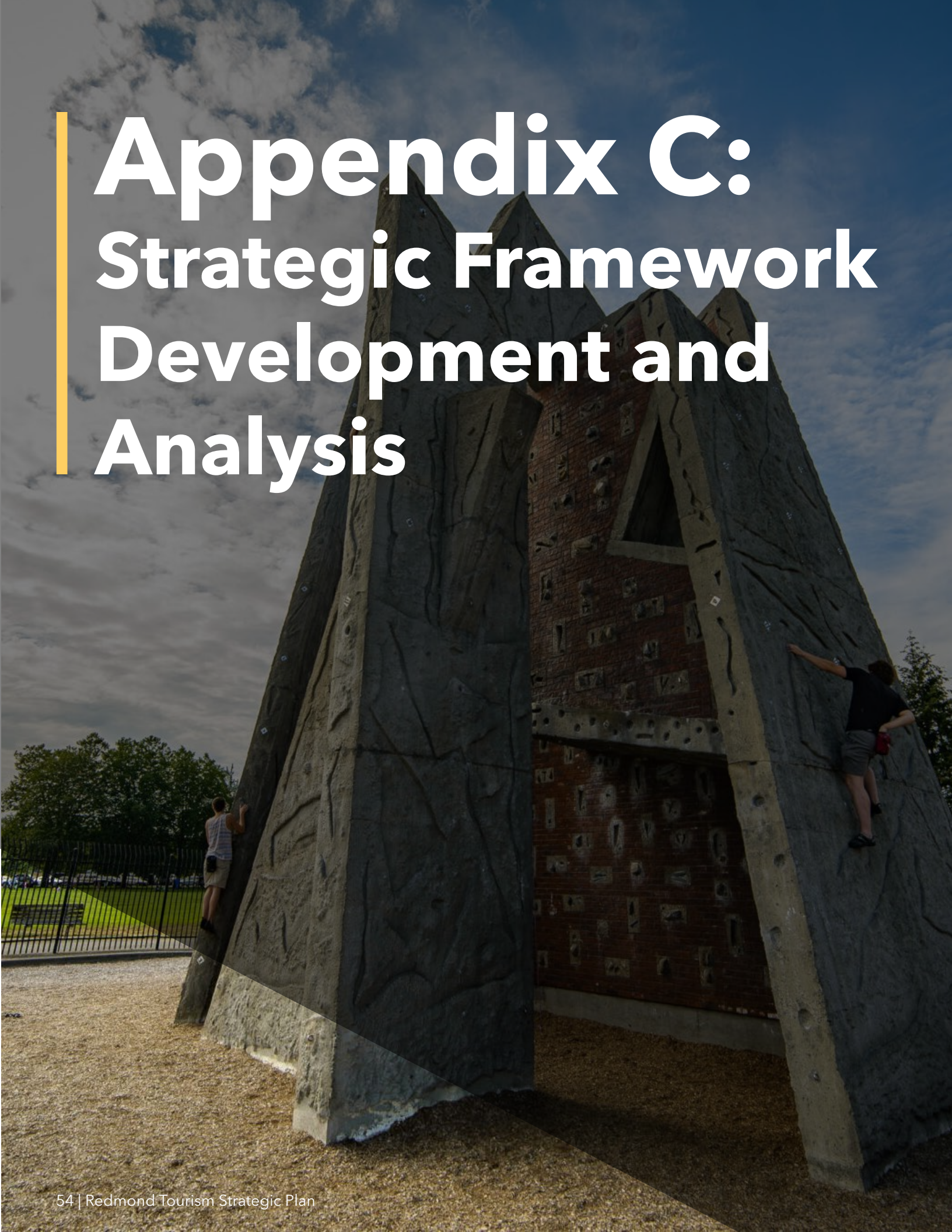
Dan Angellar
Nancy Heard
Melody Lanthorn
George Manojlovic
Latha Sambamurti

Additional Participants

Agave Cocina & Cantina
Restaurant
Aloft Seattle Redmond
American Diabetes Association
AmPowering
Archer Hotel Redmond
Bold Hat Productions
Brick & Mortar Books

Bullseye Creative
Centro Cultural Mexicano
City of Bellevue, WA
City of Bothell, WA
City of Issaquah, WA
City of Kent, WA
City of Kirkland, WA
City of Redmond, WA
Clo Marketing, Inc.
Colon Cancer Coalition
Conference Direct
Conundroom Escape Rooms
Dough Zone Dumpling House
Family Holi Festival
Flatstick Pub Redmond
Hampton Inn & Suites Seattle-
Redmond
Hilton Garden Inn Redmond
Town Center
Hyatt House Seattle/Redmond
Iskcon Vedic Cultural Center
JJ Mahoney's
Jordan T Adams Events
Creative LLC
Julie D. Merken, CMP LLC
Kind and Company Events
King County, WA
Kirkland Kiwanis Foundation
Lake Washington Youth Soccer
Association
LamontCo
Mac and Mabel Home Store
Marymoor Velodrome
Association
Meta
Microsoft
Modular on the Spot Concert
Monse Colombian Festival
Move Redmond
Obliteride 2023
OneRedmond
OneRedmond Foundation
Palmer's

Plantify LLC
Pomegranate Bistro
Port Seattle
Pride Across the Bridge
Redmond Arts Festival
Redmond Historical Society
Redmond Historical Society
Redmond Inn
Redmond Rotary Club
Redmond Town Center
Redmond's Bar & Grill
Residence Inn Seattle East/
Redmond
Run for Good Racing Co
Seattle Marriott Redmond
Shaburina HotPot
SJA Property Management
SnoValley Chamber of
Commerce
SPIE
State of Washington Tourism
The Details
The Emotional Abuse
Discussion
The French Bakery
Vedic Cultural Center
Visit Bellevue
Visit Issaquah
Visit Seattle
Woodblock
Woodinville Wine Country



Appendix C: Strategic Framework Development and Analysis

TOURISM INITIATIVES EVALUATION RATING SYSTEM (TIERS) ANALYSIS

The Tourism Initiative Evaluation Rating System (TIERS) analysis is a framework for evaluating a broad range of proposed initiatives to bring focus to those initiatives that would be the most meaningful for the destination. It is a qualitative framework that includes criteria such as the following:

- Destination Enhancement - considers whether the initiative has the potential to generate excitement and praise for the destination/host community, whether it can be a catalyst for change, increase interest in visitation, expand the scope of products/services offered, and truly differentiate the destination/host community. Scoring options vary from "significant" to "not likely".
- Timeline to Realize Benefits - assesses the time frame for payback to the destination in terms of return on investment, economic benefits to the community, and incremental visitation or extension of visit. A short timeline is less than two years; a long timeline is greater than five years.
- Complexity of Project to Realize Benefits - assesses the capital cost required, ownership, and the number of stakeholders that need to be involved to see the project through. A low risk/uncomplicated initiative would have minimal costs and require no partners; a high risk/complicated venture would entail high capital costs, ongoing operational obligations, and a multitude of stakeholders.
- Resource Requirements - examines ongoing operational obligations in terms of staff and costs. The scope would be a low level of investment where time and costs are nominal, to a high level of investment.
- Alignment with Sustainable Tourism - assesses the fit between the proposed initiative and support for environmental, socio/cultural, and economic sustainability. The scoring system ranges from "unlikely" to "highly likely".
- Provides Opportunities for Residents and Local Business Owners - assesses the likelihood of the proposed initiative to deliver direct support for community stakeholders. Scoring options would vary from "yes" to "negligible".
- Connects and Supports the Vision for the Destination - examines the alignment between the proposed initiative and the values shaping the vision for Redmond. Range of responses would vary from "yes" (strong support) to "negligible" (not aligned with the vision).

Each of the criterion in the TIERS analysis was ranked equally with a maximum value of 5 and a minimum value of 1. The average of each criterion was then combined to produce the overall score for the initiative and informed the project team how each initiative should be prioritized.



A photograph of a baseball field under a cloudy sky. In the foreground, a yellow padded fence runs diagonally from the bottom left towards the center. Beyond the fence, a group of baseball players in light blue jerseys and white pants are walking away from the camera on the grass. Some players have numbers on their backs, including 23, 46, 25, 11, 8, and 27. In the background, there are several tall stadium light poles, trees, and a small white building. The overall scene is dimly lit, suggesting late afternoon or overcast conditions.

Appendix D: Tourism Organizational Structure Options

TOURISM ORGANIZATION STRUCTURE OPTIONS

In 2023, the cities of Redmond and Bellevue entered into an interlocal agreement. They passed an ordinance establishing the Bellevue-Redmond Tourism Promotion Area (TPA) under the Revised Code of Washington § 35.101 et seq. (TPA Law). The TPA levies an assessment of \$2.50 per lodging unit per night of stay for lodging businesses with forty (40) or more lodging units within the TPA boundaries.

The Bellevue City Council serves as the legislative authority for the TPA, and the Bellevue-Redmond Tourism Promotion Area Advisory Board (TPA Advisory Board), consisting of representatives from assessed lodging businesses, makes recommendations to the City Council regarding the use of revenue from the TPA fee.

The City of Bellevue collects the assessment revenue. Revenues are deposited into separate accounts designated for the Redmond and Bellevue zones of the assessment, proportionate to the amount collected from each zone.

Destination management organizations selected by the TPA advisory board implement sales and marketing campaigns in line with the TPA's management plan. For Redmond's share of revenue from the TPA, OneRedmond,

the organization that also manages Redmond's Chamber of Commerce, was selected as the 2024 management organization to implement TPA programs for the city in the absence of an established destination management organization (DMO).

In addition to revenue from the TPA, the City of Redmond levies a Lodging Tax of one percent (1%) on short-term lodging stays. The City of Redmond's Lodging Tax Advisory Committee (LTAC) oversees the Lodging Tax revenue. The Lodging Tax funding structure currently authorizes fifty percent (50%) of the lodging tax revenue to be dedicated to tourism marketing programs, including but not limited to the Experience Redmond brand management contract. Experience Redmond serves as the city's longstanding tourism brand inclusive of a logo, brand guidelines, website, social media, advertisements, and more.

As noted, revenues from the TPA and Lodging Tax are overseen by different advisory boards. Without a strong partnership and alignment between these two governances, the risk exists of duplicated spending and missed opportunities for coordination to optimize revenues.

For a visual of the current advisory board structure of these two funding sources, see page 20.

OPTIONS TO CREATE STRONG COLLABORATION

There are several viable options to improve collaboration and coordination between the City, LTAC, TPA Advisory Board, and TPA management organization. These include:

- **Status quo:** Currently, the City of Redmond Lodging Tax is managed by the Redmond LTAC, with Experience Redmond serving as the primary tourism marketing brand. This brand is contracted out to a marketing consultant to manage through a Request for Proposal (RFP) process. Meanwhile, Redmond's share of the TPA funds is overseen by the TPA Advisory Board, which contracts with a selected management organization. The current model is unique and complex, with various boards and committees involved in the absence of a traditional DMO.
- **Status quo with Memorandum of Understanding (MOU):** The TPA management organization could sign an MOU with the City of Redmond and the LTAC, establishing roles and responsibilities among each entity to help ensure there is no unnecessary overlap in services.
- **Diverting Funds to One Organization:** In many destinations, two separate organizations will coordinate spending by having one organization contract with the second for marketing, sales, and other services. This integrated approach diverts revenue from the first organization to the second and centralizes revenue and marketing/sales strategies in one central organization. This structure allows both organizations to continue working towards the same goal but allocates more money to one organization where the majority of the tourism marketing occurs. The chosen organization would require additional capacity to be built in for staff time.

- **Create a New Nonprofit to Serve as the Destination Management Organization (DMO):** Many destinations have also improved their collaboration and maximized spending by forming a separate nonprofit organization to oversee marketing efforts for the destination. In this scenario, rather than one organization allocating resources to the second, both the Redmond LTAC and either the TPA Advisory Board would allocate revenue from the Lodging Tax and TPA to the nonprofit DMO, which would, in turn, centrally oversee marketing services. If this option is selected, we recommend establishing the new DMO as a nonprofit organization without members.

Regardless of the structure chosen, it would be beneficial and highly encouraged for both the TPA and LTAC to co-partner on each committee's budgeting process and seek alignment and agreement on funding initiatives.

Given the options available to the City of Redmond, it is essential to consider case studies of other destinations and their organizational structure related to lodging taxes and special assessment districts. These studies provide an overview of how other destinations coordinate revenues from multiple sources and centralize decision-making to ensure that they are getting the best return on investment for their destinations.

CASE STUDIES



SACRAMENTO, CALIFORNIA

Sacramento, California's capital city, is a significant destination with over 500,000 residents. Its official DMO, the Sacramento Convention & Visitors Bureau (doing business as Visit Sacramento), has been instrumental in drawing visitors to the city.

Visit Sacramento draws revenue from three primary sources, including a city-wide hotel/lodging tax (known in California as Transient Occupancy Tax, or TOT) and two special districts which assess local businesses in a similar model as Washington State's TPA law.

The Sacramento Tourism Infrastructure District (STID) is an assessment district levied on short-term room rentals. The assessment is one percent (1%) of gross short-term rental revenue and is designed to provide funding for capital improvements within the city. Specifically, the assessment is used to provide funding for the construction of a ballroom as part of Sacramento's SAFE Credit Union Convention Center and other infrastructure projects. Visit Sacramento administers the STID in conjunction with a Tourism District Committee consisting of Sacramento City staff, staff from Visit Sacramento, and representatives from local lodging businesses subject to the assessment.

Additionally, Visit Sacramento receives funding from a second assessment district, the Sacramento Tourism Marketing District (STMD). Established in 2012, the STMD is designed to provide funding to increase sales and marketing activity by Visit Sacramento. Similar to the STID, Visit Sacramento manages the STMD in conjunction with a TMD Tourism Committee consisting of hoteliers, and assessment revenue is directed to sales and marketing activities that directly benefit the lodging businesses paying the assessment. While the STID is focused primarily on funding capital improvement projects within the city, revenue from the STMD is used for sales and marketing efforts.

Finally, Visit Sacramento receives funding from a portion of the city's TOT. While much of the TOT is diverted to the city's General Fund, roughly \$1.6M is pledged annually to Visit Sacramento for its marketing activities.

Because all three revenue sources are centrally managed by Visit Sacramento (with input from key stakeholders within the City of Sacramento and assessed lodging businesses), Visit Sacramento is able to oversee marketing spending to maximize efficiency and reduce duplicative spending.

With more than \$12.3M in revenue in 2022, Visit Sacramento focuses its efforts on spending that may not be typical for other destinations. It has focused on drawing businesses to the Sacramento region for large events, hosting the Aftershock Rock Festival and GoldenSky County Music Festival in 2023.

Additionally, Visit Sacramento places an emphasis on drawing meeting and convention sales to city, as well as high-profile amateur sporting events such as NCAA events, USA Track & Field, Senior Softball, IRONMAN, and international rugby and soccer.

Additionally, Visit Sacramento has successfully branded the city as America's Farm-to-Fork Capital. Part of its marketing efforts have included designing and launching a Farm-to-Fork website, where visitors can find lists of Sacramento's restaurants and featured spots to get a bite to eat. Visit Sacramento also hosts an annual Farm-to-Fork festival in partnership with the City of Sacramento, which draws thousands of visitors annually to the city center.

Because Visit Sacramento centrally oversees the spending of revenue from all three sources, it is able to maximize its marketing efforts to sell Sacramento as a destination for meetings and conventions, travel trade, and leisure travelers. Additionally, because of this ability to pool resources, Visit Sacramento has created internal divisions tasked with specific aspects of the overall marketing efforts, including a Sports Commission and Event Crew, which can be funded more effectively than if the revenue streams were split between different organizations. In this way, centralizing decision-making about marketing programs has made Visit Sacramento more effective as a DMO than if the revenue was managed separately.



OAKLAND, CALIFORNIA

Located across the bay from foggy San Francisco and home to one of the largest ports in the country, Oakland has turned its reputation around from a potentially dangerous city in the 1980s and early 90s to a bustling, exciting destination for tourists today, thanks in no small part to the efforts of the Oakland Convention and Visitors Bureau, known as Visit Oakland.

Founded in 1999, Visit Oakland receives revenue from two primary sources: a portion of a city-wide TOT and the entirety of the revenue from the Oakland Tourism Business Improvement District (OTBID), an assessment on short-term lodging businesses within the city.

Established in 2015, the OTBID follows a similar model to the Sacramento Tourism Marketing District and Washington State TPAs. It levies an assessment of \$1.50 per night on short-term lodging businesses within the city and is managed by Visit Oakland. Funds from the OTBID are dedicated to marketing and advertising programs that promote assessed businesses within the OTBID, and sales efforts are designed to secure direct bookings at assessed businesses.

In addition to the revenues from the OTBID, Visit Oakland are funded by a portion of the city's 14% TOT levied on short-term lodging stays. Specifically, Visit Oakland receives 1.5% of the total 14%, as allocated in a 2009 ballot measure.

Visit Oakland took in roughly \$2.5M in revenue in 2021, funding unique programs designed to draw visitors to Oakland. Rather than attempting to draw in visitors from far-away destinations, in recent years, Visit Oakland has focused on events and festivals targeted at a younger demographic from closer to home. These include Oakland's Restaurant Week, a weeklong festival celebrating Oakland's unique culinary experience and culturally distinct neighborhoods, and Oakland's Vegan Trail and Cannabis Trail, offering curated tours of Oakland's unique vegan restaurants and cannabis establishments.

With a strong focus on younger visitors, Visit Oakland has also been instrumental in sponsoring the Activate Oakland Event Sponsorship program, launched in 2023, to revitalize downtown and neighborhood commercial areas. The program provides funding for events that support Oakland's commercial district, small businesses, arts, and culture. Visit Oakland also launched an Inspiration Guide highlighting events and things to do in various neighborhoods within the city. The guide also includes an Oakland Style fashion section and music, arts, and culinary highlights.

Visit Oakland is able to centralize the implementation of tourism marketing programs for the City of Oakland in a way that would be difficult were the funding sources to be managed by separate organizations. This has allowed Visit Oakland to create marketing that spans multiple efforts, including featured restaurants from the Oakland Restaurant Week or the Oakland Vegan trail in the Inspiration Guide. By combining both revenue sources under one roof, Visit Oakland ensures its marketing efforts have the maximum effect.



HUMBOLDT COUNTY, CALIFORNIA

Home to chilly Pacific-Northwest beaches, towering coastal redwood forests, and sparse mountain ranges, California's Humboldt County is a densely forested region containing more than 40% of all remaining old-growth Coast Redwood forests. Though not traditionally considered a premier tourist destination, the county offers countless outdoor activities unique to the Pacific Northwest.

Unlike Sacramento and Oakland, where one major destination marketing organization coordinates spending from multiple sources, tourism in Humboldt County is split between two main organizations. However, though funds are divided between multiple

organizations, the two collaborate closely and coordinate spending to ensure that marketing campaigns and other spending have maximum effect.

The Humboldt County Visitors Bureau (HCVB), a nonprofit organization and the county's accredited destination marketing and management organization, receives a portion of a county-wide TOT, a 12% tax levied on short-term lodging within the unincorporated areas of Humboldt County.

Another organization, the Humboldt Lodging Alliance (HLA), administers the county-wide Humboldt Tourism Business Improvement District (HTBID). Similar

to the HCVB, the HLA is a nonprofit organization. However, the HLA is the official owners' association for the Humboldt County lodging industry and is comprised of representatives from local lodging businesses. The HTBID levies a 2% assessment on short-term lodging stays within the county.

The HCVB and the HLA collaborate closely in the management and spending of revenue from the portion of the county TOT allocated to the HCVB and the HTBID assessment assigned to the HLA. Each organization provides different marketing and public relations services, with the HLA focusing on marketing and advertising, as well as new and existing events and capital/infrastructure improvements. The HCVB, in turn, represents Humboldt County at trade shows, engages with travel writers, and creates travel guides for visitors to the region.

Additionally, there is close collaboration between the two organizations at the board level. In 2018/19, 4 of the 13 HCVB Board Members also served on the HLA Board.

Though the HCVB's revenue is small compared to many other destinations, totaling only approximately \$250K in 2021/22, HCVB puts this revenue to good use. In recent years, they have focused on printed materials for visitors, a monthly e-newsletter, and travel trade shows to draw in new visitors and improve their experience in the county. HCVB also promotes the county during cruise ship stops in the area, handing out brochures and guides to travelers.

In line with putting money to good use, HCVB funded a series of concerts, the Old Steeple Concert series, to promote live music venues within the county. These concerts were recorded and aired on public television, and while only \$1K was invested in the program, the concerts aired in 33 states and were viewable by more than 50% of the US population.

HLA, in turn, receives significantly more revenue than HCVB. In 2021/22, the HTBID netted revenues of more than \$1.8M managed by HLA. With these funds, HLA established Humboldt's "California's Redwood Coast" brand and website, and a digital and print advertising campaign, "Follow the Magic." The Follow the Magic campaign led to a significantly increased growth rate for the tourism industry in Humboldt County and included billboards, digital and print advertising, cable TV spots, and social media content. HLA also sponsors Community Funding programs and assists in creating websites and a print advertising campaign for individual cities within Humboldt County.

Though Humboldt County has multiple organizations managing two different funding streams, it has undertaken steps to ensure these two organizations collaborate closely. By splitting marketing and other efforts by organization, HCVB and HLA have ensured they are not spending money on the same task. Additionally, by undertaking efforts to overlap board members, the two have established a reliable method of coordinating and sharing information.



Community Development

Attachment C



REDMOND TOURISM & HOTEL COMMITTEE

Scope of Work
2026



OneRedmond

Executive Summary

This Scope of work will be administered by OneRedmond under the direction of the Hotel and Tourism Committee of which every hotel in Redmond is a member of this committee. The primary objective of this committee is to be laser focused on supporting the tourism and hotel industry in Redmond.

Through this committee, OneRedmond is dedicated to respond to and support the needs of Redmond's Tourism and Hotel industry in a timely and efficient manner. These needs include the creation and marketing of tourism programs and events that drive overnight stays during the shoulder season and over weekends. The committee is committed to collaborating with all stakeholders to work for adoption of policies that support success.

OneRedmond has stood up a program to emulate a Direct Marketing Organization (DMO) representing the interests of the lodging and tourism community. Historically, the City of Redmond has been operating the Lodging Tax Advisory Committee and the use of the brand Experience Redmond. OneRedmond does not receive LTAC funding for the administration of the tourism program. Through the work and representation of this committee and the approved bylaws and resolutions in July of 2023, OneRedmond is the organization administering the Tourism Promotion Area program for the City of Redmond Hotels.

The third year of work will continue to focus on tourism develop and promotion of Redmond's tourism program incorporating the results of the City of Redmond Tourism Strategic Plan. Working with the City of Redmond there will be clarity and unity on Redmond's tourism program vision, and the coordination that will be necessary to identify and win opportunities for Redmond tourism. This will be a holistic body of work that will also include multiple staff to develop pilot programs, and contracted assistance to identify and capitalize on opportunities as they are discovered. With 10 hotels and no large indoor event venues, unique programming will be required to drive overnight stays during the shoulder season.

By the end of 2026, our aim is to increase overnight visitors by 5% based on 2025's annual occupancy.

Background

Redmond, Washington has a diverse and eclectic culture full of an endless array of events, attractions, restaurants, parks, trails, and more. Home to Microsoft, Nintendo of America, Project Kuiper and SpaceX, Redmond is world-renowned as the region's hub for technological and now space innovations through the brand “Redmond Space District”.

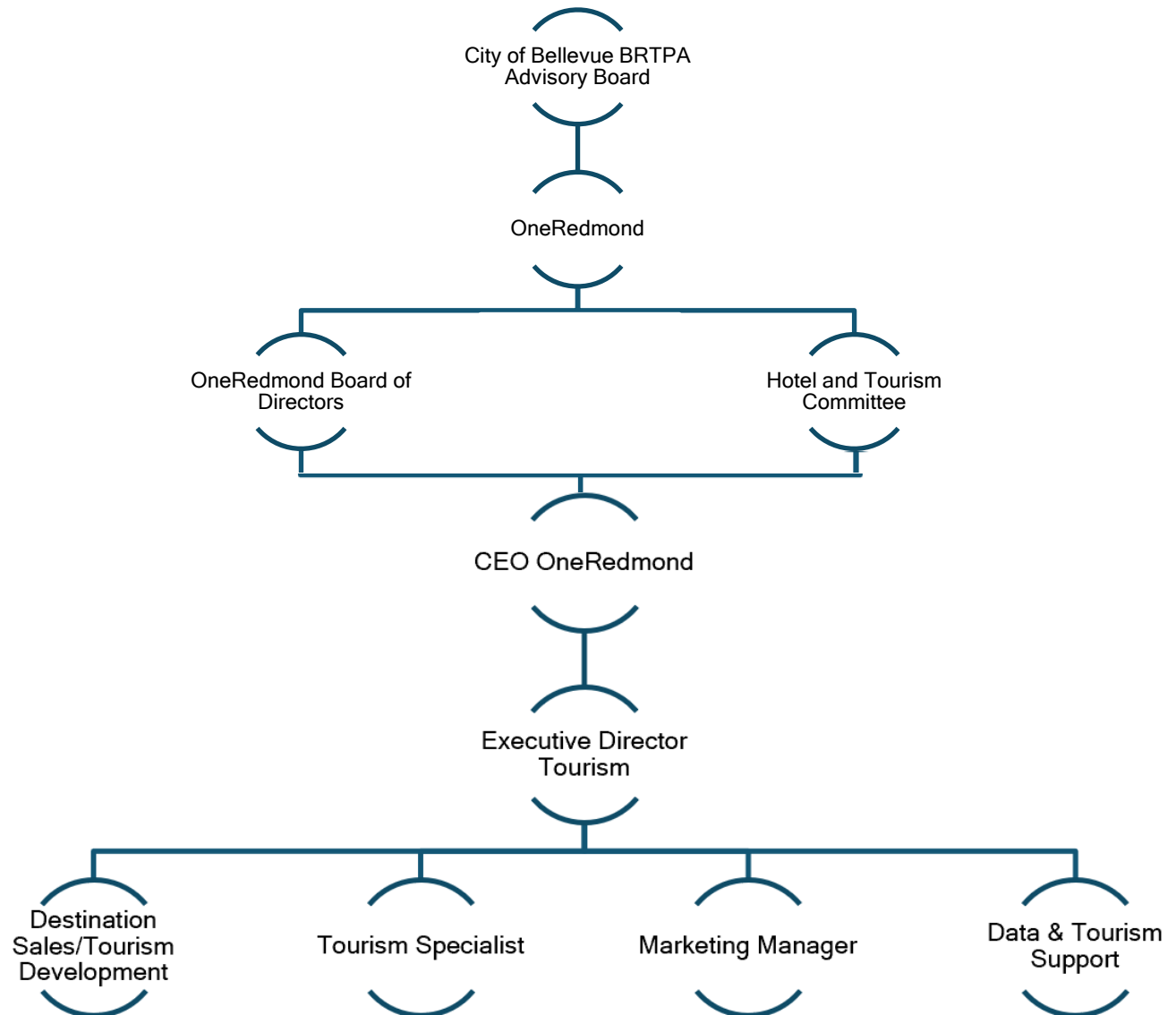
The city itself encompasses an area of over 17 square miles and is located less than 20 miles east of downtown Seattle. Redmond has two designated growth centers (Downtown and Overlake) and a candidate growth center (Marymoor Village), which will grow significantly in the next 20 years. In 2025, Redmond is estimated to have almost 85,000 residents, and the Sound Transit 2 Line Light Rail will have opened the last two Redmond stations and complete the connection to Seattle to better connect the region with reliable, fast service.

TOURISM PROMOTION AREA (TPA) OVERVIEW

The TPA has been strategically established to fuel destination marketing, sales, and tourism development initiatives, aimed at driving incremental overnight visitor demand and fostering future growth within the tourism industry.

The City of Redmond and Bellevue established a Tourism Promotion Area (TPA) on July 1, 2023, to boost the region’s tourism economy. Collection of these funds is kept separate between the two cities. The agreement also stipulates the TPA will have an advisory board made up of hotelier stakeholders. The TPA is anticipated to generate over \$900,000 for Redmond tourism in 2026 and the funds can only be spent on tourism development and promotion efforts and other activities that help generate additional hotel room nights during the need period.

Our Team



Funding and Priorities

The establishment of the TPA aims to provide sustainable funding to enhance Redmond's tourism initiatives, with a focus on increasing overnight stays during the weekends and over the shoulder season. TPA investments will support tourism development, sales, marketing, and program creation to boost destination awareness and attract visitors during need periods.

Strategic priorities for Redmond include:

- Ongoing research and implementation of tourism data analytics tools with the goal of increasing clarity and ease of understanding.
- Ongoing development of the master venue list for Redmond and its surrounding areas.
- Explore the tourism opportunities that could be gained with potential indoor/outdoor sports facilities and indoor event venues.
- Ongoing research, development and execution of transportation initiatives that increase overnight visitors.
- Create strategies to leverage FIFA 2026 and other packages in Seattle for tourism growth.
- Implement a targeted destination sales program.
- Promote tourism and group business through strategic initiatives by developing branded programs to increase overnight visitors during the need period.
- Support advertising, marketing, public relations, and communications to attract overnight visitors.
- Develop programs for corporate visits, meetings, conventions, festivals, and events to drive tourism and increase overnight stays.
- Ongoing collaboration with Visit Bellevue.

Budget and Timeline

Work continues to build Redmond's DMO, the following are the budget and timeline:

Proposed Timeline

	Q1 '26	Q2 '26	Q3 '26	Q4 '26
Research and Data	Administration and Staffing Data Analytics	Administration and Staffing Data Analytics Booking Engine Tracker Subscription Geofencing Subscription	Administration and Staffing Data Analytics	Administration and Staffing Data Analytics Customer Focus Group
Tourism Development	Transportation Program Signage and Wayfinding Program Research & Development Staffing	Transportation Program Signage and Wayfinding Program Research & Development Staffing	Transportation Program Signage and Wayfinding Program Research & Development Staffing	Transportation Program Signage and Wayfinding Program Research & Development Staffing
Destination Sales	Sales & Prospecting Meetings and Trade Show Participation Memberships Ad hoc Citywide Site Inspections Staffing	Sales & Prospecting Meetings and Trade Show Participation Ad hoc Citywide Site Inspections Staffing	Sales and Prospecting Meetings and Trade Show Participation 2026 Meetings & Tradeshow Evaluation Ad hoc Citywide Site Inspections Staffing	Sales and Prospecting Meetings and Trade Show Participation 2026 Meetings & Trade Show Evaluation Ad hoc Citywide Site Inspections Staffing
Marketing & Communications	Agency Content Development Promotion Materials Search Engine Optimization Social Media Staffing	Agency Content Development Promotion Materials Search Engine Optimization Social Media Staffing	Agency Content Development Promotion Materials Search Engine Optimization Social Media Staffing	Agency Content Development Promotion Materials Search Engine Optimization Social Media Staffing
Festivals & Events	Sponsorships Staffing	Sponsorships Staffing	Sponsorships Staffing	Sponsorships Staffing

Proposed Budget

Projected Revenue:

	Q1 '26	Q2 '26	Q3 '26	Q4 '26	Total
Revenue (Based on previous year occupancy)	\$ 219,870	\$ 265,565	\$ 289,680	\$ 227,075	\$ 1,002,190
Department of Revenue (1%)	\$ 2,199	\$ 2,656	\$ 2,897	\$ 2,271	\$ 10,022
Legislative Authority Fee (Up to 5%)	\$ 10,994	\$ 13,278	\$ 14,484	\$ 11,354	\$ 50,110
Net Revenue	\$ 206,678	\$ 249,631	\$ 272,299	\$ 213,451	\$ 942,059

Revenue Will Also Include:

TPA remittances and will have an additional draw of \$480,634 from the reserve funding for 2026 for Transportation Programs, Wayfinding, and Event Grants.

Projected Expenses:

	Q1 '26	Q2 '26	Q3 '26	Q4 '26	Total
Marketing & Communications	\$ 64,500	\$ 64,500	\$ 64,500	\$ 64,500	\$ 258,000
Administrative/Research/Data	\$ 46,800	\$ 58,050	\$ 46,800	\$ 54,800	\$ 206,450
Tourism Development *	\$ 147,988	\$ 147,988	\$ 147,988	\$ 147,988	\$ 591,952
Festivals & Events	\$ 24,393	\$ 24,393	\$ 24,393	\$ 24,393	\$ 97,572
Destination Sales	\$ 56,500	\$ 38,000	\$ 37,000	\$ 37,000	\$ 168,500
Contingency (10%)	\$ 21,987	\$ 26,557	\$ 28,968	\$ 22,708	\$ 100,219
Total Expenses	\$ 362,168	\$ 359,487	\$ 349,649	\$ 351,388	\$ 1,422,693
* Reserve Draw for Tourism Development (Transportation Programs, Wayfinding, and Event Grants)					\$ 480,634

Expenses Include:

Marketing & Communications:

- Agency Fees Marketing and PR for developed programs
- Paid Marketing, Advertising, SEO, and Social Media
- Content Development
- Data Tracking Tools
- Staffing and/or Consultants

Administrative/Research/Data:

- Management and Overhead
- Research and Data
- Data Analytics, Simpleview Book Direct, Geofencing

Tourism Development:

- Pilot program development and enhancements to existing programs
- Tourism Transportation
- Tourism Development Programs, Grants, FAM Trips, Expos, Package SWAG
- Signage and Wayfinding
- Staffing and/or Consultants

Festivals and Events

- Festival and Events sponsorships
- Convention and Meeting sponsorships
- Staffing and/or Consultants

Destination Sales:

- Trade Shows
- Conferences, Seminars, Meetings, and Travel
- Sales Missions
- Site Inspections
- Paid Marketing and Collateral
- Memberships
- Additional Sales Tools
- Staffing and/or Consultants



Community Development

Attachment D

Destination Development Plan Update

AUGUST 2024

Bellevue, WA

Executive Director Foreword



In 2018, we embarked on a new journey with the mission to evolve Visit Bellevue into a full-service Destination Management Organization (DMO). Armed with the newly adopted Bellevue Destination Development Plan, we worked with our stakeholders to establish priorities for our foundational destination brand, supported by sales and marketing programs and a supportive vision for finance and governance. This plan also addressed the need for tourism development, festivals, events, activations and transportation needs. It felt like we were standing at a trailhead, boots and backpack on, looking up at the summit.

Today, I am so pleased with the collective progress we have made in building a sustainable DMO. Despite the difficult interruption and recovery process caused by the COVID-19 pandemic, we never took our eyes off the map.

There are many people to thank, but none more than our Visit Bellevue staff for staying true to the vision and plan, delivering excellent results and always thirsting for excellence. Special thanks to our Visit Bellevue Advisory Board, Industry Partners, Bellevue Convention Center Authority, our Tourism Councils and the City of Bellevue for building trust and wonderful collaborations.

One of the hardest but most rewarding efforts was establishing the needed financial resources that enable our work. A resounding thank you to our Bellevue hotels and the City of Bellevue for establishing the Bellevue-Redmond Tourism Promotion Area funding mechanism, which will continue to elevate Bellevue as a destination city.

As we prepare for our future and plan for the next segment of our destination development journey together, we are bullish and revitalized by the energy of our community through the planning and prioritization process. Resonance Consultancy has once again done excellent work, and the Visit Bellevue family is anxious to start climbing higher than we ever thought possible.

A handwritten signature in black ink, appearing to read "B. Jones", with a stylized flourish at the end.

Brad Jones
Executive Director



Executive Summary

Bellevue is a city experiencing a significant transformation, evolving from its early days as a young, under-developed suburb of Seattle into its own sophisticated urban center and destination city. As Bellevue navigates this transition, the question of “Who do we want to be?” becomes central to shaping its future. The updated Destination Development Plan (DDP) aims to position Bellevue as a premier destination that harmoniously blends urban sophistication, cultural richness, natural beauty and technological innovation. The plan outlines strategic recommendations across six key areas: urban lifestyle and placemaking, arts and innovation, recreation and experiences, culinary destination, conferences and events, and built environment and enabling conditions. Collectively, these strategies will drive sustainable growth, enhance the visitor experience and resident quality of life, and promote Bellevue’s unique identity.

Bellevue’s Destination Development Plan is a visionary roadmap designed to guide Visit Bellevue and its partners through the city’s transformation into a mature, vibrant and sustainable destination. By providing tactical strategic priorities that emphasize the city’s strengths and address its unique challenges, Bellevue will remain a dynamic, inclusive and attractive city for residents, businesses and visitors alike, fostering long-term prosperity and quality of life.

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01 Introduction



INTRODUCTION

Project Background

Bellevue, an established urban leisure and meetings destination, faces new challenges in the post-pandemic era. As the city's destination marketing and management organization, Visit Bellevue is tasked with implementing the Bellevue Destination Development Plan (DDP) and providing leadership to achieve the plan's vision, goals and objectives. This mission has been particularly challenging given the impacts of Covid-19 over the past four years.



Despite these unprecedented challenges, Visit Bellevue is now shifting its focus from pandemic response to future growth. The organization recognizes an opportunity to enhance tourism’s role in the community by aligning and coordinating efforts across city planning, economic development and destination management.

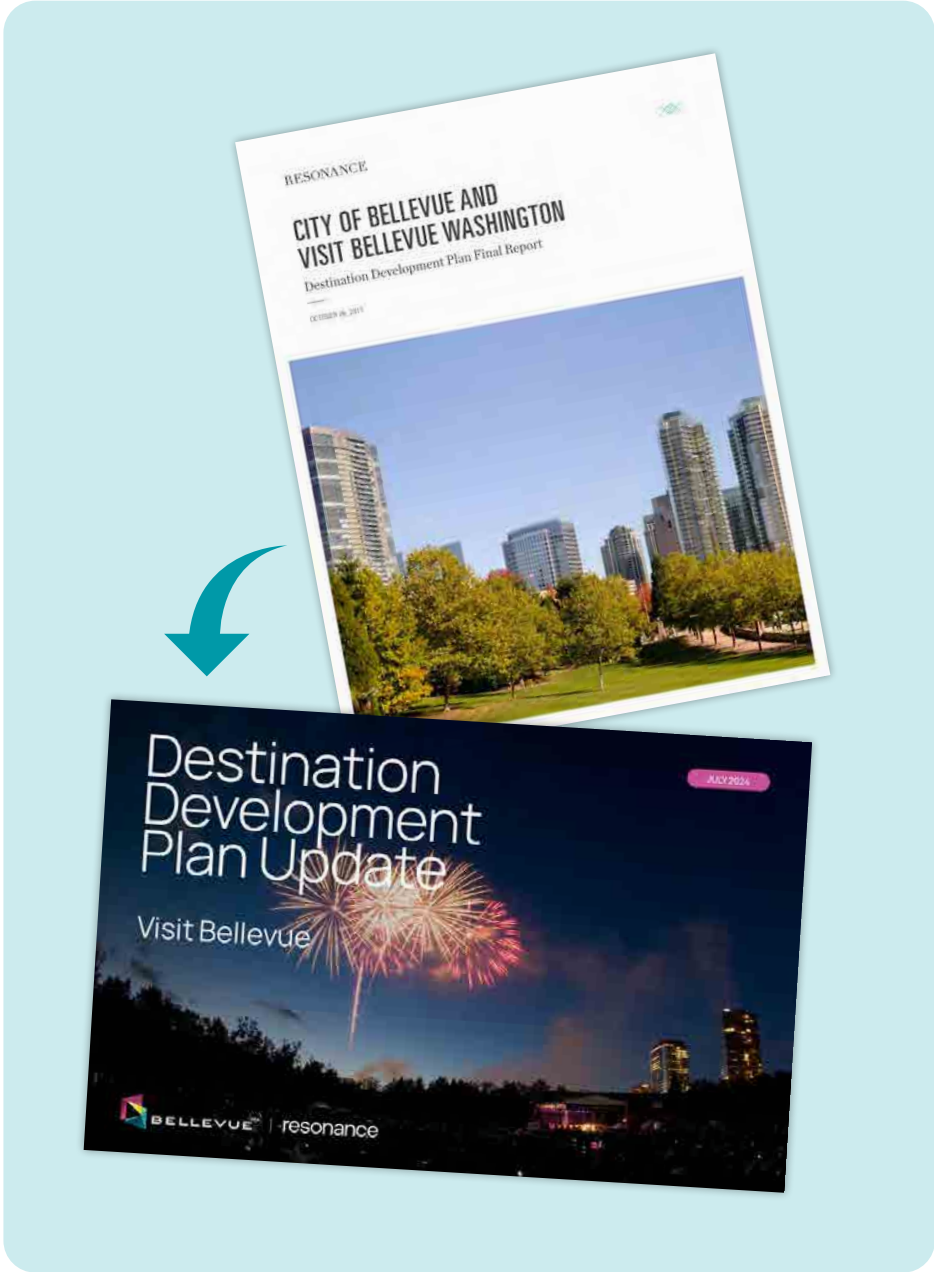
In 2024, Visit Bellevue initiated an update to the DDP to identify priorities for the next decade. The goal is to adapt current initiatives to the post-pandemic reality, capitalize on industry and market trends, and prepare for potential risks. To achieve this, Visit Bellevue engaged Resonance Consultancy to quantitatively review progress from the 2017 DDP and facilitate future-focused conversations with stakeholders. This approach empowers Visit Bellevue, its partners and stakeholders to articulate and share a clear vision for the future of tourism in the city.

Through extensive research and community engagement, the project team has developed a cohesive and strategic plan that builds upon previous efforts. This process has identified which existing initiatives have been accomplished and can be expanded upon, which remain relevant for

Bellevue’s future, and which new strategies may be needed to address emerging opportunities and challenges in the tourism landscape.

As a new organization in 2017, Visit Bellevue needed a plan to provide the foundation for future growth. The first DDP was a success, empowering the Visit Bellevue team to work with partners to accomplish nearly 90% of stakeholder-approved strategic priorities and organizational goals. This incredible feat is a testament to the quality of the original plan and positions Visit Bellevue and its partners to pursue more innovative, future-oriented initiatives to develop and promote the city’s vibrancy.

While many of the original initiatives in the 2017 DDP were accomplished, their overarching relevance to the city’s identity still remains. This new plan is a roadmap that will guide sustainable growth: building and expanding upon the impactful accomplishments made by Visit Bellevue and its partners, while also being innovative and adaptive enough to capitalize on future opportunities that could shape the city



Project Approach

PHASE 1: REGIONAL ASSESSMENT

Phase 1 included conducting an assessment of Bellevue's progress since 2017. The Resonance team reviewed the data collected by Visit Bellevue, the City of Bellevue and other key partners, and then engaged with over 20 stakeholders to establish a baseline of where Bellevue is today. The initial insights from this phase were assessed in a visioning workshop to ensure the crafted narrative aligned with the lived experiences of residents and city leadership.

The visioning workshop also provided context on which initiatives from the previous plan had been accomplished through efforts from Visit Bellevue and its partners, and it identified new initiatives that would help the city continue to grow its visitor economy.

PHASE 2: REGIONAL PLANNING

Phase 2 was an iterative process of designing a strategic framework and developing initial recommendations based on the research and stakeholder engagement completed in Phase 1. During this phase, the project team developed six strategic priorities for Visit Bellevue and its partners to focus on over the next decade.

The following report summarizes high-level insights, describes the vision for the destination's future and outlines the strategic priorities that will grow tourism in Bellevue in thoughtful and sustainable ways that value the needs of residents.



02 Bellevue Today



Destination Performance

Bellevue is a thriving destination nestled between Lake Washington and Lake Sammamish. Known for its stunning natural beauty, Bellevue offers a perfect blend of urban sophistication and outdoor adventure. The city boasts a vibrant downtown area, characterized by sleek skyscrapers, upscale shopping centers and diverse dining options. Bellevue Square, one of the region's premier shopping destinations, attracts visitors from all over with its mix of high-end and mainstream stores.

Bellevue is also a hub for technology and innovation, often referred to as the “Silicon Forest.” It hosts the headquarters of numerous tech giants, making it a key player in the tech industry. The city’s robust economy and excellent job market contribute to its high standard of living and attract professionals from various fields.

Outdoor enthusiasts appreciate Bellevue’s extensive network of parks, trails and green spaces. Mercer Slough Nature Park, a 320-acre wetland, offers opportunities for kayaking, birdwatching and hiking. The Bellevue Botanical Garden provides a serene escape with its beautifully curated landscapes, and the Bellevue Zip Tour offers an exhilarating treetop adventure through the Pacific Northwest forest canopy, featuring multiple ziplines and suspension bridges with scenic views of the surrounding landscape. The city’s proximity to three national parks and year-round seasonal activities make it an ideal base for travelers who want to explore diverse ecosystems, from the rugged coastlines of Olympic National Park to the glacial peaks of Mount Rainier and North Cascades national parks.

Yet Bellevue also faces some key challenges as it strives to enhance its destination appeal. One significant issue is its underdeveloped cultural identity. Despite its diverse population, Bellevue lacks a cohesive cultural narrative that distinguishes it from neighboring cities. This is compounded by an underfunded arts and culture sector, which may reduce the city’s appeal to culturally minded visitors. Additionally, the city’s limited nightlife options may make it less attractive to younger visitors and those seeking vibrant evening activities.

Bellevue’s rapid growth and recent emergence as a destination have left its tourism infrastructure playing catch-up. Unlike more established cities, Bellevue’s attractions and experiences are still in their nascent stages, lacking the depth and variety found in competing destinations. This underdevelopment is evident in the limited range of cultural institutions, signature events and unique local experiences that typically define a city’s tourism appeal. While Bellevue boasts natural beauty and a thriving tech scene, it has yet to fully capitalize on these assets to create a robust, diverse tourism ecosystem that can compete effectively with more mature destinations in the region.

This nascent stage of Bellevue’s tourism development is further complicated by its current market dynamics and infrastructure limitations, which pose additional challenges to its growth as a destination. Bellevue’s heavy reliance on corporate travel means it is vulnerable to economic shifts and changes in business travel trends. The city’s limited meeting and conference spaces restrict its ability to host large-scale events, while a lack of labor in the hospitality sector may hinder service quality and growth potential.

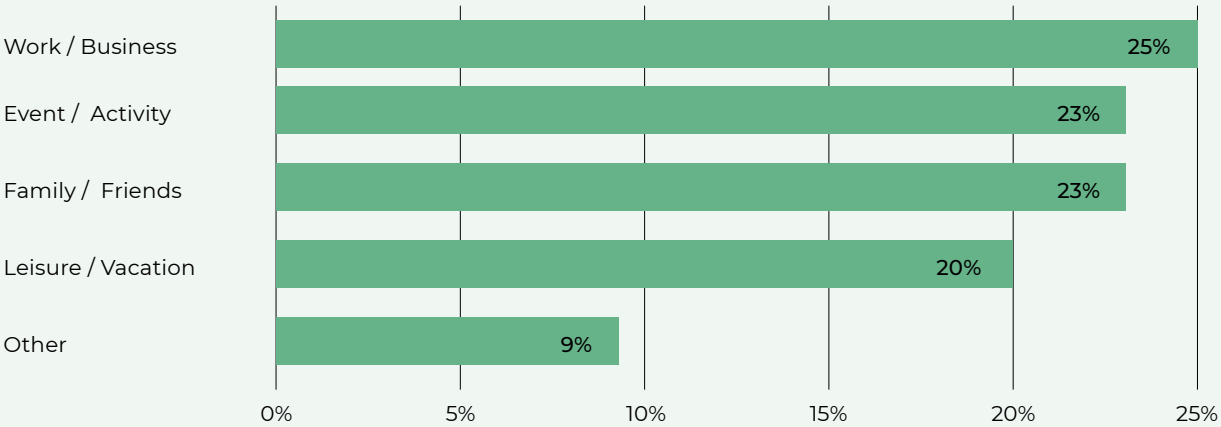


Visitor Profiles & Drivers

Understanding who Bellevue’s visitors have been over the past year can help us gain insight into who the city might attract in the future. In 2023, one in three visitors were between the ages of 18 and 54. More than one-third of visitors had annual incomes between \$30K-\$74K and one in four earned more \$100K. Visitors came from Washington State (35%), followed by Oregon (14%), California (9%), Texas (8%), Idaho (6%), Florida (5%) and New York (5%).

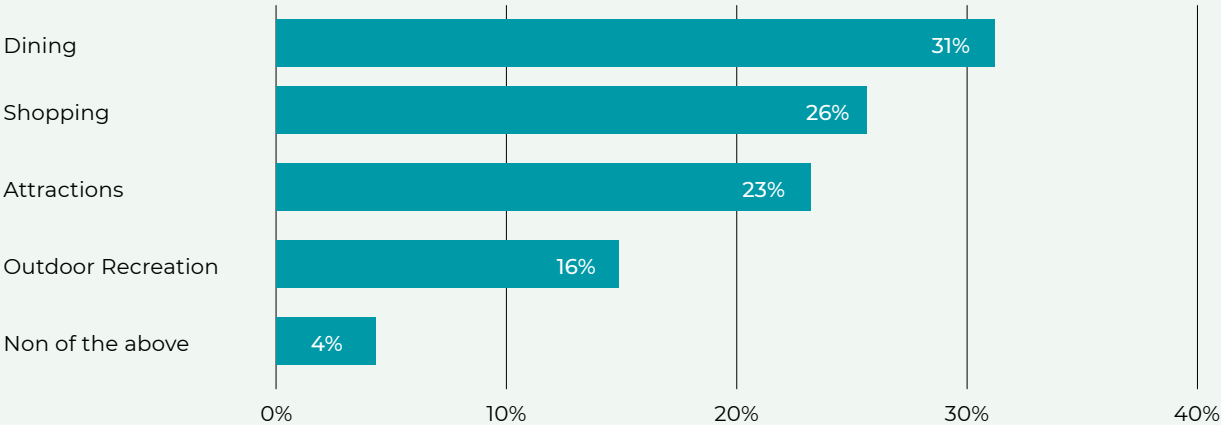
Travelers had different motivations for visiting Bellevue. One in four visited for work and business, and one in five came to the city for an event or activity, to visit family and friends, or for a vacation. Dining and shopping were the most popular activities enjoyed by visitors. Only 16% of past visitors participated in outdoor recreation activities.

Visitor Motivations



Source: Visit Bellevue Visitor Survey, 2024

Visitor Activities



Source: Visit Bellevue Visitor Survey, 2024



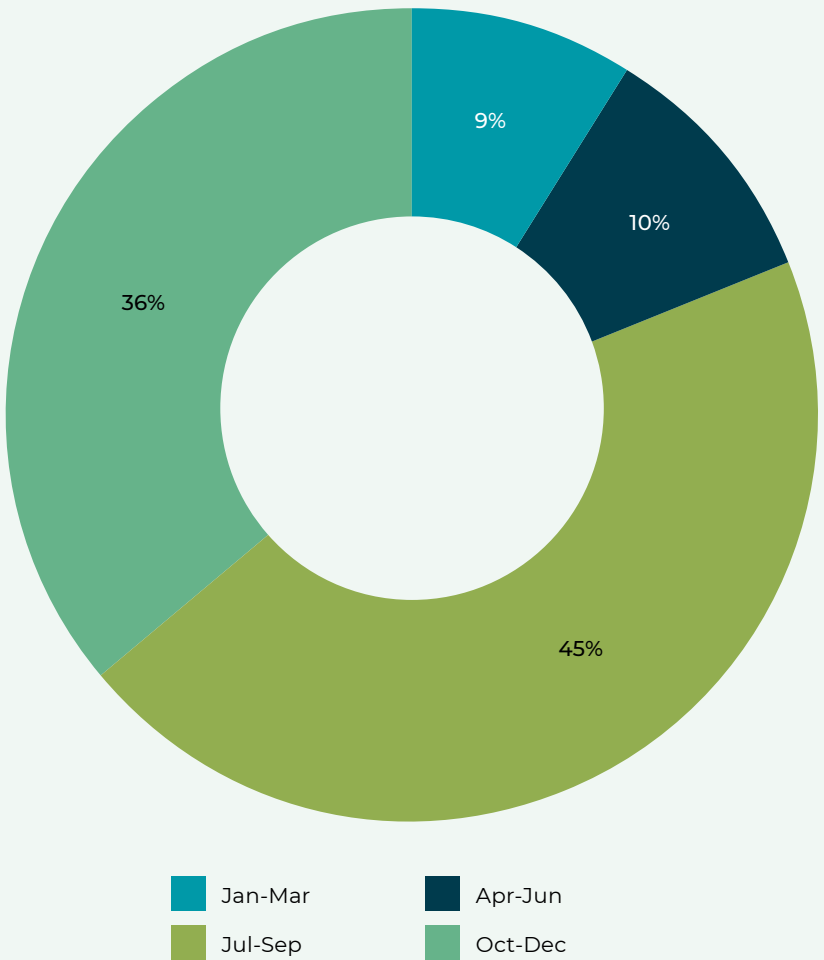
Spending & Visitation Trends

The majority of travelers visit Bellevue in the summer, with winter (9%) and spring (10%) seeing the lowest level of arrivals to the city. More than half of visitors visit downtown Bellevue and make limited visits to another neighborhood. Factoria (15%), Eastgate (12%) and Wilburton/Spring District (11%) are the most visited neighborhoods after downtown.

Domestic visitors represent 96% of spending. Retail represents more than one in three dollars spent in the destination, slightly outpacing restaurants and dining, which account for 25% of spending. International visitors spend less on other categories such as recreation and entertainment.

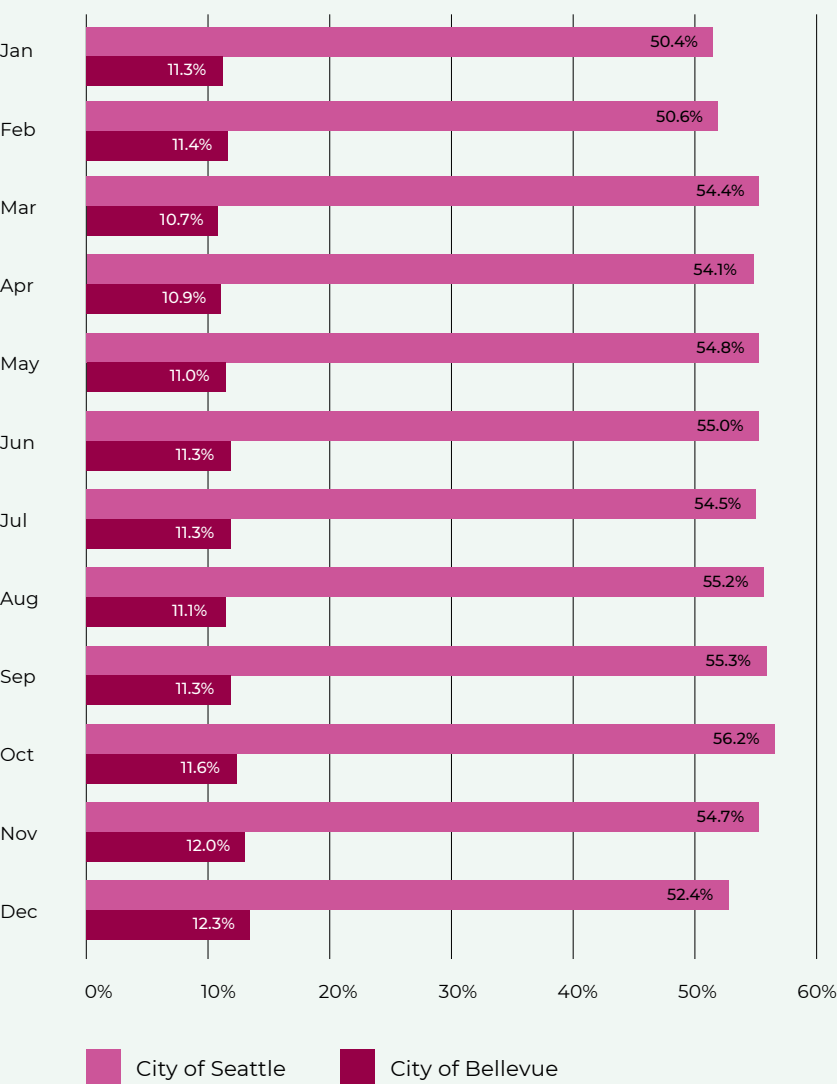
Bellevue's hotel supply makes up 12% of King County's overall hotel capacity. In 2023, Bellevue's market share was 11% of King County's booked hotel nights, with the lowest share in March at 10.7% and highest in November at 12.6%. Year-to-date in 2024, Bellevue's market share among King County overnight visitors has rebounded to 13%. Looking at overall hotel occupancy against the city's weekend occupancy, Bellevue's weekends lag on average 3% throughout the year, with the exception of the summer season and in December.

Visitation Trends



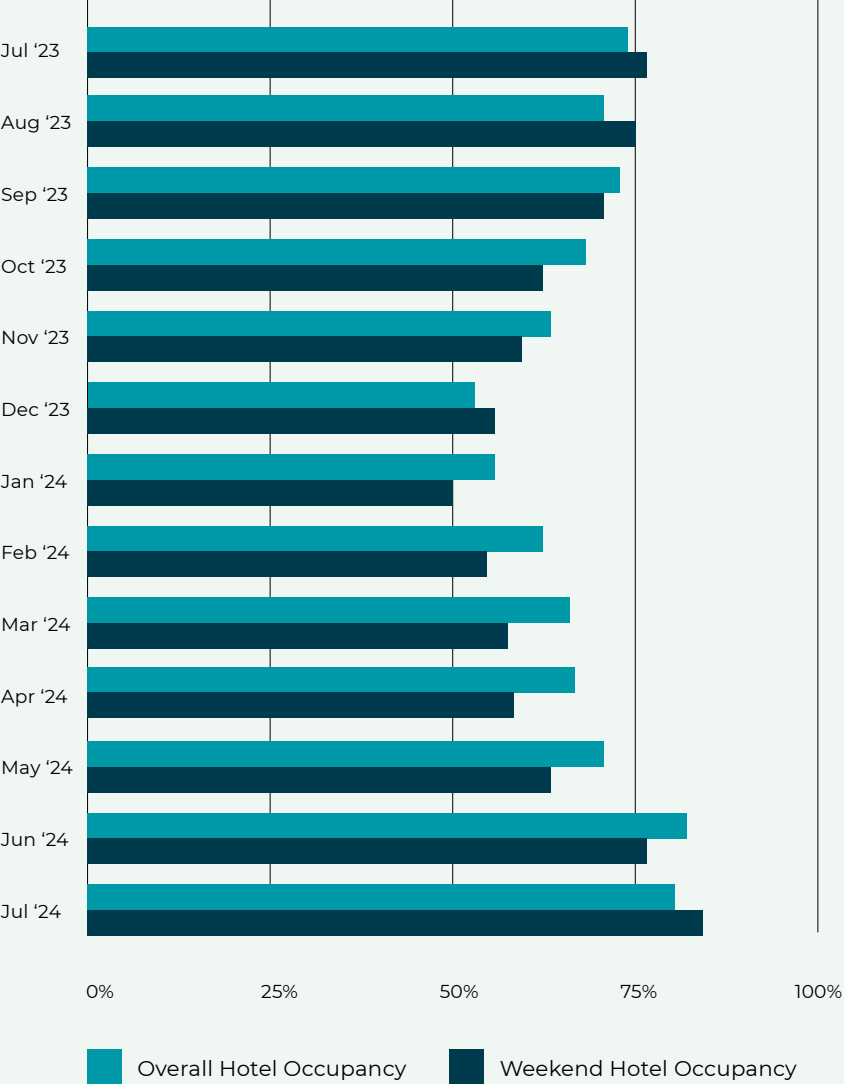
Source: Madden Voyage, 2023

Demand Market Share



Source: Co-Star, 2023

Overall Hotel Occupancy versus Weekend Hotel Occupancy





Key Strengths & Challenges

The following key strengths and challenges were identified and shared during Phase 1 of the project based on insights collected during the destination assessment, including stakeholder perspectives and destination performance analysis. These strengths and challenges form the foundation for the strategic recommendations that follow and they have guided the development of Bellevue's updated Destination Development Plan.

Strengths

CATEGORY

Built Environment

Ideal Location

Bellevue boasts scenic views of Lake Washington, lush parks and proximity to Seattle’s amenities.

Safe and Walkable Environment

“People choose Bellevue for its safety and cleanliness.”

Strategic Features

Diverse Population

Bellevue is a minority-majority community, with over 60% of its population being non-white.

Tech Industry Hub

The birthplace of several tech giants, the three top employers in Bellevue are in the tech sector.

Activites & Experiences

Access to Nature

A base camp for exploring the Pacific Northwest, Bellevue’s 80 miles of trails, close proximity to three national parks and access to Lake Washington set it apart for outdoorsy travelers.

Shopping Destination

Luxury and local shops make up Bellevue’s eclectic retail offerings.

Strong Local Culinary Scene

With over 200 highly rated restaurants, Bellevue is becoming known as a culinary hotspot.

Challenges

CATEGORY

Activites & Experiences

Underdeveloped Cultural Identity

“We have a vibrant, diverse community putting on shows, events and small festivals – people just aren’t aware.”

Limited Number and Maturity of Visitor Attractions

“As a rapidly maturing city, we lag behind other major cities’ tourism assets. We need to be intentional in how we design the future of Bellevue’s vibrancy.”

Underfunded Arts and Culture

“All great cities have museums, yet Bellevue’s are struggling. Part of this is because of limited capital and a scarcity mindset that to invest in Bellevue’s art and culture ecosystem is to inherently take away from others.”

Limited Nightlife

“Many of our restaurants close at 9 or 10 p.m., which makes it difficult to go out for a night on the town.”

Business Travel

Reliance on Corporate Travel

“Corporate travel has not recovered to pre-pandemic levels; what will replace reduced business travel, including in tech?”

Limited Meeting and Conference Spaces

“We recently lost a large contract to Seattle because our current facilities were too small.”

Industry Advancement

Lack of Labor

“There isn’t a defined pipeline for the service industry. Those that we are able to hire usually live well outside the city because they can’t afford to live closer.”

Affordability Concerns

Bellevue’s overall cost of living is 58% more than the national average and nearly 30% more than the state average.

03 Destination Vision

Vision for the Future

Bellevue is a vibrant, inclusive and innovative city that stands proudly as a premier leisure and lifestyle destination in the Pacific Northwest.

As a new urban leisure destination in the Pacific Northwest, Bellevue boasts a clean, safe and welcoming environment for all. This thriving community is where exceptional experiences are the norm, offering a bit of everything—from business and creative economies to rich cultural and recreational opportunities. Beyond Bellevue, visitors have seamless access to world-class skiing, wine country, Seattle’s urban attractions, a major international airport and breathtaking national parks.

Known as the safest city in the Seattle area, Bellevue is recognized for its high quality of life, driven by a commitment to innovation and technology. Bellevue embraces its diverse population, ensuring accessibility and openness in every aspect of city life. Bellevue invites you to choose a lifestyle of excellence, fostering a sense of pride and belonging. As a central hub of the Pacific Northwest, Bellevue is your gateway to unparalleled experiences, making it the ultimate place to live, work and explore.



Target Audiences & Visitor Personas

Defining the target audiences that Visit Bellevue and its partners are trying to attract to the city is a crucial step for informing strategic priorities. In 2017, we identified that Bellevue attracted mainly Active Adventurers. As the destination has evolved, stakeholders identified other important audiences, including Sophisticated Explorers and All-in Enthusiasts for leisure, along with a focus on business travelers in the context of Bellevue's economic growth.



TARGET AUDIENCE 01

Active Adventurers

Active Adventurers make the most frequent trips per year compared to the other target audiences. Active Adventurers are more likely to combine business trips with leisure vacations. This group doesn't see a vacation as a time to slow down or be indulgent; they want to explore new things and be active. Active Adventurers have a great interest in engaging with nature and participating in outdoor sports and health/fitness activities.

WHY BELLEVUE SHOULD TARGET ACTIVE ADVENTURERS

With the wealth of opportunities for outdoor recreation and being in nature, it makes sense that this audience group historically makes up the largest visitor segment to the city. Continuing to target Active Adventurers will help maintain the strength of Bellevue's tourism industry while aligning with the city's natural assets and business landscape. By focusing on Active Adventurers, Bellevue can leverage its unique positioning as a destination that seamlessly blends urban amenities with outdoor adventures, potentially increasing both business and leisure travel revenue.



TARGET AUDIENCE 02

Sophisticated Explorers

Sophisticated Explorers tend to be older than other target audience segments, have a higher net worth and are more likely to be retired with no children at home. The driving force for Sophisticated Explorers is seeking out experiences—specifically, exploring a destination’s cultures and traditions. Sightseeing, dining and visiting cultural attractions are the top activities Sophisticated Explorers enjoy while on vacation.

WHY BELLEVUE SHOULD TARGET SOPHISTICATED EXPLORERS

Their interest in cultural experiences aligns well with Bellevue’s diverse community and growing arts scene. Sophisticated Explorers are likely to stay longer and spend more on premium experiences, high-end dining and luxury accommodations, contributing disproportionately to the local economy. Additionally, their tendency to travel during off-peak seasons can help balance tourism throughout the year. By catering to this group, Bellevue can enhance its reputation as a sophisticated, culturally rich destination, potentially attracting more of these lucrative visitors and encouraging the development of more upscale and cultural offerings that benefit both tourists and residents alike.



TARGET AUDIENCE 03

All-In Enthusiasts

All-in Enthusiasts are the youngest segment, with the majority working full-time and having children living at home. All-in Enthusiasts want to do it all and any excuse to travel is a great one. They’re more likely to participate in most types of activities, and they go on vacations for many different reasons. Shopping, nightlife and attending events are most preferred by All-in Enthusiasts compared to other types of travelers.

WHY BELLEVUE SHOULD TARGET ALL-IN ENTHUSIASTS

Their diverse interests align well with Bellevue’s varied offerings, from shopping centers to outdoor activities and cultural events. All-in Enthusiasts tend to be higher spenders, engaging in a wide range of activities and experiences during their stay, which can boost overall tourism revenue. Their preference for nightlife and events can help stimulate the city’s evening economy. Additionally, as younger travelers with families, they have the potential to become long-term, repeat visitors as their children grow. Attracting more All-in Enthusiasts could invigorate Bellevue’s tourism scene, encouraging the development of new attractions and experiences that cater to their varied interests, ultimately benefiting all visitor segments and local residents.



Guiding Principles

Based on the vision we are seeking to achieve and the audiences we are seeking to attract, we designed the following guiding principles to direct and inform our planning, development and marketing of Bellevue as a destination.

CREATIVE

Bellevue is a hub of innovation and creativity, fostering an environment where businesses, artists and entrepreneurs can thrive. The city's vibrant arts scene, including galleries, theaters and public art installations, reflects our commitment to creativity. Bellevue also hosts numerous cultural festivals and events that showcase local and international talent, making it a dynamic and inspiring place to visit.

SAFE

Safety is a cornerstone of life in Bellevue. Recognized as the safest city in the Seattle area, we prioritize the well-being of our residents and visitors by maintaining a strong, proactive approach to community safety and inclusion.

DIVERSE

Bellevue embraces diversity, ensuring that people from all backgrounds feel welcome and included. Our diverse population enriches the community with a variety of cultures, languages and traditions. Bellevue promotes inclusivity through community programs, multicultural events and policies that celebrate and support its diverse residents.

SUSTAINABLE

Sustainability is at the heart of Bellevue's development. The city is dedicated to preserving its natural beauty and ensuring a sustainable future for generations to come in the Pacific Northwest.

04 Strategic Priorities

Strategic Priorities

DESTINATION DEVELOPMENT FRAMEWORK

Bellevue features a dynamic blend of urban sophistication, rich cultural heritage, lush parks and scenic views. This iteration of the Destination Development Plan builds upon the strong foundation laid by the initial plan, which was essential for establishing the Visit Bellevue organization and its core functions. With the foundational work now complete, this updated plan shifts our focus to growth and refinement. We can now concentrate on enhancing programming, driving innovation and executing strategic initiatives that align with Bellevue's evolving identity and aspirations.

As the future of this destination is envisioned, key strategic priorities have been identified to guide efforts in planning, managing and marketing the City of Bellevue.

STRATEGIC PRIORITY 1

Urban Lifestyle & Placemaking

To foster well-rounded retail destinations, vibrant public spaces and engaging community activities, Visit Bellevue and its partners will implement initiatives that emphasize the city’s exceptional quality of life and commitment to Pacific Northwest wellness. This includes promoting healthy living through accessible green spaces, wellness programs and a focus on sustainable urban development.



STRATEGIC PRIORITY 2

Arts & Innovation

As a quickly maturing city, Bellevue has the opportunity to distinguish itself as a destination at the intersection of arts and technology. By activating events, installations and collaboration opportunities that celebrate this intersection, the city can become the hub of art, culture and technology advancement.



STRATEGIC PRIORITY 3

Recreation & Experiences

Located in the heart of the Pacific Northwest, Bellevue’s natural beauty and access to recreational opportunities create a formidable foundation to attract visitors looking for outdoor adventures. By leaning into this strength, Bellevue can create experiences that leave lasting impressions and encourage repeat visits.



STRATEGIC PRIORITY 4

Culinary Destination

It takes intentional and strategic planning to become a culinary destination that not only showcases the city’s diverse flavors and creativity but also encourages visitors to choose Bellevue in their vacation itinerary. Partnering with local chefs, restaurants and food festivals can help curate a distinctive and ever-evolving experience.



STRATEGIC PRIORITY 5

Conferences & Events

From international conferences to local festivals, there are ample opportunities for Visit Bellevue and its partners to build upon existing events and create new activations that enhance the city’s reputation as a premier destination for business and leisure travelers.



STRATEGIC PRIORITY 6

Built Environment & Enabling Conditions

Ensuring that the visitor experience is both enjoyable and accessible is an important aspect of promoting destination stewardship. Improving Bellevue’s vibrancy only goes as far as a visitor can experience it. By prioritizing transportation, public spaces and sustainable development, Visit Bellevue and its partners can ensure that the city creates an ecosystem where visitors feel welcome and safe.



STRATEGIC PRIORITY 1

Urban Lifestyle & Placemaking

We will market our urban experience to foster well-rounded retail destinations, vibrant public spaces and engaging community activities. We aim to create a lively, attractive environment that encourages both locals and visitors to explore and enjoy everything Bellevue has to offer. We will emphasize Bellevue's exceptional quality of life and commitment to Pacific Northwest wellness, promoting healthy living through accessible green spaces, wellness programs and a focus on sustainable urban development.





WHY IT'S IMPORTANT

Urban lifestyle and placemaking enhance the attractiveness and livability of urban areas like Bellevue. An appealing urban lifestyle, marked by diverse dining, shopping and cultural opportunities, can elevate Bellevue’s profile and competitiveness. Thoughtful placemaking ensures that public spaces are inclusive, accessible and sustainable, contributing to the well-being of residents and creating memorable experiences for visitors. By creating vibrant, engaging spaces, placemaking fosters community pride and draws visitors seeking authentic experiences unique to Bellevue.

Stakeholders throughout the engagement echoed these sentiments, explaining that Bellevue needs to focus on developing both its urban core and surrounding neighborhoods to create a more distinct sense of place. They emphasized the importance of walkable neighborhoods, increased public art installations and the creation of gathering spaces that reflect the city’s diverse cultural heritage. Many highlighted the need for more street-level activities, outdoor dining options and interactive public spaces to enhance the city’s vibrancy and appeal to both residents and visitors. Stakeholders also stressed the importance of maintaining a balance between urban development and preserving green spaces, suggesting that this blend of urban amenities and natural beauty could become Bellevue’s unique selling point in attracting tourists and new residents alike.

STRATEGY 1.1

Promote Vibrant Neighborhoods & Districts

Highlighting various areas throughout Bellevue encourages visitors to explore beyond the main tourist spots, spreading economic benefits across the city and supporting local businesses. This approach also fosters community pride and involvement, as residents see their neighborhoods celebrated and valued. Promoting a variety of districts helps attract different tourist demographics, offering something for everyone, whether they are interested in historical sites and cultural enclaves or trendy dining and shopping areas. By showcasing the unique character of each neighborhood, Bellevue can position itself as a diverse destination with authentic, locally driven experiences. This strategy not only enhances the visitor experience but also contributes to the city’s overall vibrancy and economic resilience

ACTIONS

- Engage, partner and promote neighborhoods and districts that combine shopping, dining and entertainment options to create lively, walkable districts that attract visitors.
- Highlight areas where visitors can experience a unique and local Bellevue experience with access to diverse products.



CASE STUDY

Portland, Oregon

Portland, Oregon, has successfully cultivated a strong sense of place and community through its emphasis on character neighborhoods and positioning itself as a city of neighborhoods. Tourism Portland celebrates its neighborhoods and encourages visitors to connect with diverse communities. Neighborhood and street guides highlight some of the best places for visitors to explore the city.



STRATEGY 1.2

Enhance Public Spaces

The enhancement of public spaces plays a crucial role in fostering social interaction, cultural expression and community cohesion. These areas provide both visitors and residents with inviting places to gather, relax and engage in recreational activities. Bellevue currently boasts several pockets of accessible green spaces, safe environments and amenities that cater to diverse age groups and interests. By continuing to develop and improve these spaces throughout the city, Bellevue can drive increased foot traffic to small businesses and community events. This ongoing enhancement cultivates more vibrant, inclusive and sustainable environments that benefit both residents and visitors. Well-designed public spaces not only improve the quality of life for locals, but also create memorable experiences for tourists, contributing to Bellevue’s appeal as a destination.

ACTIONS

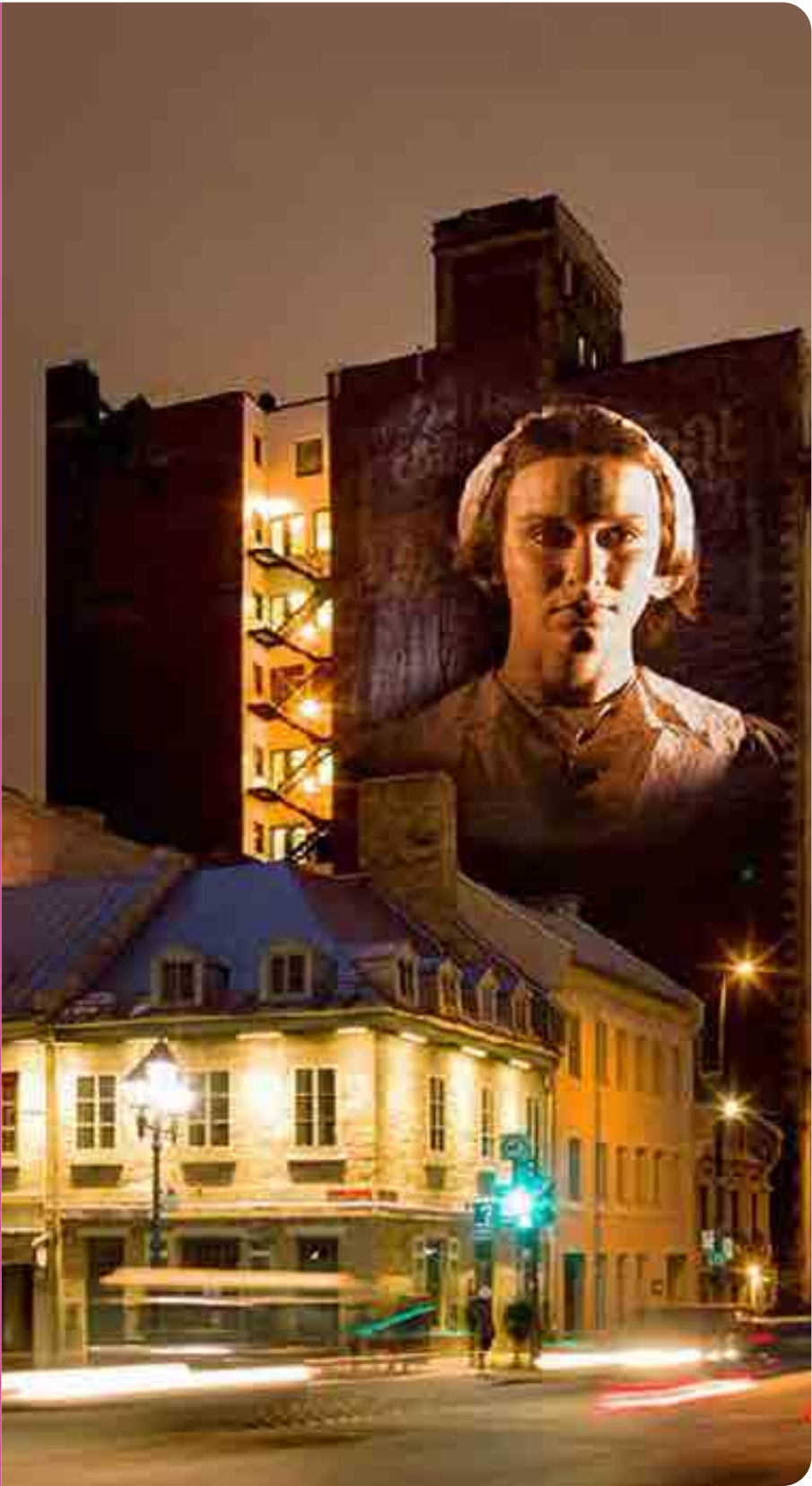
- Activate and promote parks, plazas and pedestrian areas throughout the city to create inviting and functional community hubs that appeal to visitors.
- Incorporate art installations, green spaces and seating areas to create picturesque and relaxing environments for visitors to enjoy.



CASE STUDY

Cité Mémoire, Montreal, Quebec

As a UNESCO City of Design and center for technology and arts, Montreal has embraced the development of phygital experiences, both indoor and outdoor. For example, Cité Mémoire, one of the world’s largest outdoor video-projection installations, is an urban multimedia experience that tells the stories of both famous and little-known Montrealers who have shaped the city and the world. Other immersive experiences have been developed at major attractions, such as Aura at the city’s Notre-Dame Basilica, in partnership with Moment Factory.



STRATEGY 1.3

Develop Immersive Experiences

The development of immersive experiences offers unique, memorable interactions that deeply connect visitors to Bellevue’s culture, history and environment. These experiences foster greater appreciation and loyalty, encouraging repeat visits and positive word-of-mouth recommendations. By creating distinctive, engaging attractions, Bellevue can differentiate itself from other destinations, enhancing its competitiveness in the global tourism market. Immersive experiences also support sustainable tourism by dispersing visitor traffic more evenly across various attractions and reducing pressure on popular sites. Integrating technology, local narratives and interactive elements into these experiences both enriches the visitor journey and supports local businesses and communities. This approach contributes to the overall economic and social vitality of Bellevue, creating a more dynamic and appealing destination for both tourists and residents.

ACTIONS

- Create interactive and immersive attractions, such as virtual reality experiences, themed entertainment centers and experiential museums, to offer unique visitor experiences.
- Partner with technology companies to develop cutting-edge attractions that leverage Bellevue’s reputation for innovation.



STRATEGY 1.4

Support Bellevue’s Nightlife & Music Scene

Bellevue’s vibrant nightlife and dynamic music scene create a lively atmosphere that attracts entertainment-seeking tourists and encourages cultural engagement. These elements not only entice visitors to extend their stays and increase local spending, but also contribute significantly to the city’s unique identity. By differentiating itself from other destinations, Bellevue fosters a strong brand image that resonates with tourists and locals alike. The city’s support of local talent and cultural expressions enhances community pride while offering authentic experiences that deeply connect with visitors. Furthermore, nurturing the nightlife and music scene can spur economic growth by generating job opportunities and attracting talent in both the hospitality and creative industries. Through this strategic focus, Bellevue positions itself as a destination that offers rich, memorable experiences beyond traditional tourist attractions.

ACTIONS

- Encourage the development of nightlife nodes with a variety of bars, clubs and late-night eateries to expand activity in the evening.
- Support the establishment of music stages and venues that can host acts both large and small.
- Promote and support local musicians through events and marketing, creating a vibrant nightlife that appeals to residents and visitors.

STRATEGY 1.5

Foster Unique Shopping

Bellevue’s reputation for luxury, high-end shopping, complemented by its diverse array of eclectic local businesses, is a powerful draw for tourists. These distinctive retail experiences encourage visitors to extend their stays and increase their spending, thereby bolstering the local economy and supporting small businesses. By continuing to seamlessly integrate entertainment, dining and cultural elements into its shopping districts, Bellevue can transform these areas into vibrant social hubs that appeal to both tourists and residents. The city’s focus on providing exclusive products and crafting immersive retail environments creates lasting impressions on visitors, encouraging repeat visits and positive recommendations. This approach enhances Bellevue’s appeal as a shopping destination while fostering sustainable tourism growth and contributing significantly to the city’s overall economic development. Through this strategic emphasis on unique shopping experiences, Bellevue solidifies its position as a premier retail destination that offers something much more lasting than transactions: memorable experiences that resonate with diverse consumer preferences

ACTIONS

- Promote Bellevue’s distinctive shopping experiences, including upscale shopping centers, specialty stores and local markets.
- Partner with a diverse range of retail businesses, including unique boutiques and high-end brands, to offer a compelling shopping experience for visitors.

STRATEGY 1.6

Promote Bellevue as a Premier Destination City with High Quality of Life & Well-Being in the Pacific Northwest

Bellevue’s commitment to destination stewardship is exemplified through its abundant green spaces, cleanliness and safety. By emphasizing these strengths, the city showcases its dedication to maintaining a high quality of life for both residents and visitors. Leveraging these assets, along with the distinctive regional identity of the Pacific Northwest, Bellevue positions itself to attract a new demographic of tourists seeking a more relaxed and well-balanced travel experience. This approach highlights the city’s natural beauty and commitment to sustainability, and it also aligns with growing trends in wellness tourism and eco-friendly travel. By promoting its Pacific Northwest lifestyle, Bellevue differentiates itself from more urban-centric destinations, offering visitors a unique blend of modern amenities and natural serenity. This strategy allows the city to tap into a market of travelers who prioritize well-being, outdoor activities and a connection to nature in their travel experiences, potentially expanding its tourism base and reinforcing its image as a desirable, health-conscious destination.

ACTIONS

- Promote Bellevue as a clean, safe and modern urban destination that offers the best of city life, attracting visitors looking for a more relaxed urban experience.
- Highlight Bellevue’s commitment to wellness through outdoor fitness classes, health fairs and accessible green spaces, attracting health-conscious travelers.
- Develop wellness-themed travel packages that include wellness experiences, healthy dining options and outdoor recreational activities.



CASE STUDY

Boulder, Colorado

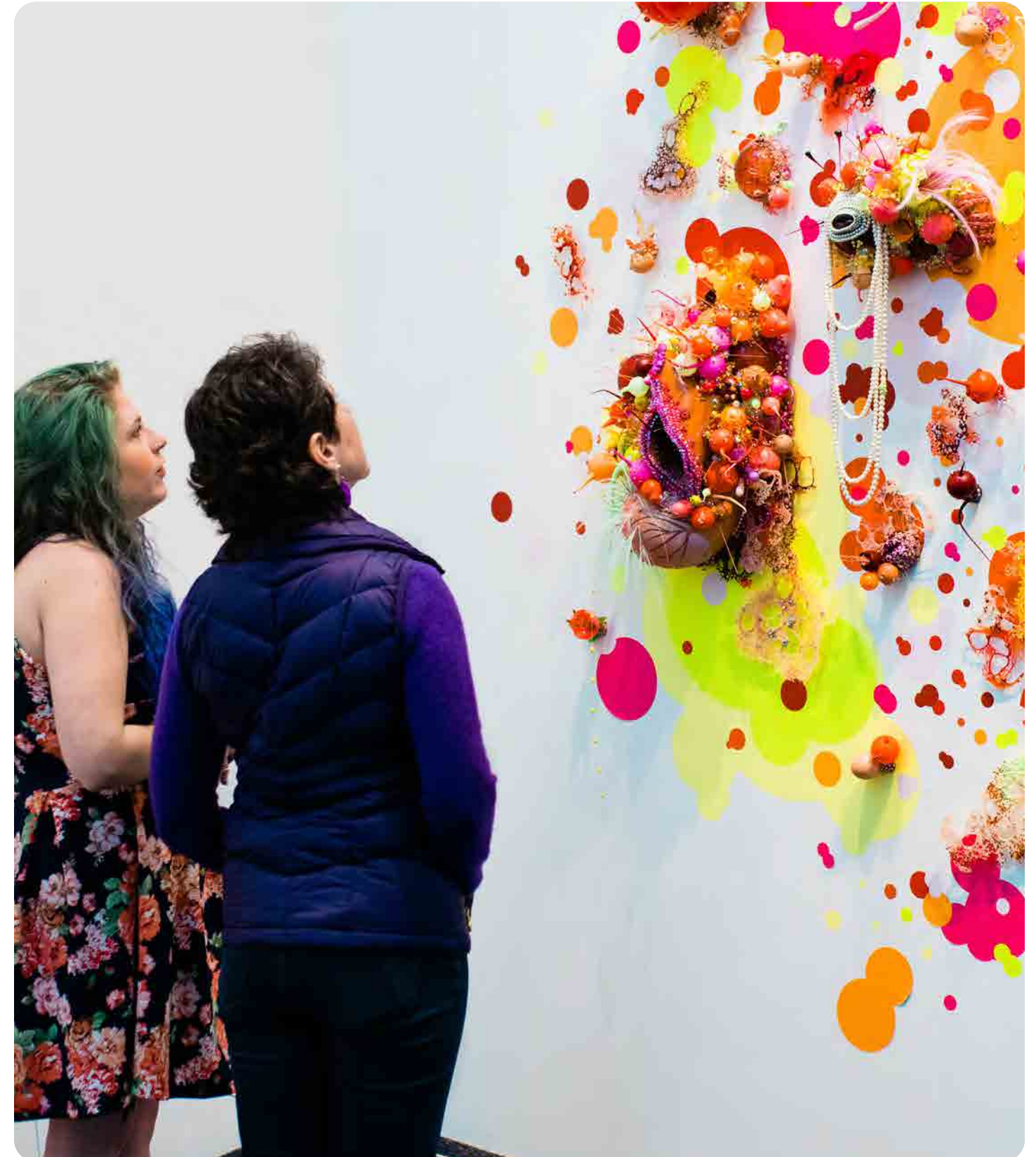
Known for its outdoor recreation and focus on sustainability, Boulder has successfully marketed itself as a place to live and play by aligning its promise with community values and applying these in the development of the destination.



STRATEGIC PRIORITY 2

Arts & Innovation

We will help develop and market the diverse offerings of arts and innovation within Bellevue, highlighting the technological history of the city. By supporting art installations, tech showcases and creative enterprises, we aim to position Bellevue as a hub of cultural and technological advancement, celebrating the city's unique blend of creativity and innovation.





WHY IT'S IMPORTANT

Exploring the intersection of arts and innovation will enhance Bellevue's cultural richness and technological edge. Integrating these fields fosters a vibrant, creative community that attracts artists, innovators and tech professionals, boosting the local economy and drawing visitors. This synergy can lead to innovative art forms and cutting-edge technological advancements, reinforcing Bellevue's reputation as a forward-thinking, dynamic city. Embracing this intersection helps Bellevue stand out as a unique destination, appealing to both visitors and residents seeking a blend of creativity and innovation.

As Bellevue continues to grow and mature, stakeholders stressed the critical need for enhancing the city's arts scene. They view this development as essential for creating a well-rounded, vibrant urban environment that can attract and retain diverse talent, businesses and visitors.

A robust arts culture, they argue, complements Bellevue's strong technological presence, offering a balanced and enriching experience for residents and tourists alike. Stakeholders emphasized that investing in the arts fosters creativity, drives economic growth through cultural tourism and enhances the overall quality of life. They envision Bellevue as a city where innovation and artistic expression coexist and mutually reinforce each other, creating a distinctive and appealing destination that stands out in the competitive landscape of modern urban centers.

STRATEGY 2.1

Develop & Promote Bellevue as an Arts & Cultural Destination

Arts and culture attract diverse tourist demographics, enriching the Bellevue visitor experience through unique, authentic local offerings. Cultural events and attractions such as festivals, museums, galleries and performances not only draw in tourists, but also foster community pride and engagement. For residents, a vibrant cultural scene enhances the livability and lovability of the city, promoting social cohesion and community identity.

ACTIONS

- Invest in and market key cultural institutions to establish Bellevue as a cultural destination.
- Host exhibitions, performances and cultural festivals that showcase both local and international artists, attracting a diverse range of visitors.
- Support public art initiatives throughout the city, creating an engaging and visually stimulating environment for visitors.



CASE STUDY

The River Arts District (RAD), Asheville, North Carolina

Asheville has successfully transformed a former industrial area into a vibrant arts district featuring galleries, studios and public art. The revitalization of the River Arts District has attracted artists, tourists and residents, contributing to the city's cultural identity.



STRATEGY 2.2

Leverage Technology in Arts & Culture

By leveraging digital tools like augmented reality and virtual reality, Bellevue can offer immersive experiences that bring historical sites, museums and public art installations to life. Interactive digital art exhibits and tech-driven cultural events can create dynamic, engaging attractions that appeal to a tech-savvy audience. Additionally, technology can enhance marketing efforts through targeted campaigns and personalized visitor experiences via mobile apps. This integration not only boosts tourism by offering innovative experiences, but also enriches the cultural fabric of the city, fostering creativity and community involvement.

For a city like Bellevue, whose history and economic fabric is tied to technological revolutions, this integration can increase its overall visibility globally—attracting future artists, innovators and residents along with visitors who desire to be a part of its dynamic growth, innovative culture and vibrant community.

ACTIONS

- Integrate technology into cultural attractions, such as virtual reality exhibits, interactive installations and digital art experiences, to provide visitors with unique and immersive experiences.
- Foster partnerships between the arts and tech communities to create interdisciplinary projects and events that showcase the intersection of creativity and technology.
- In partnership with tech companies, create campaigns and exhibits that highlight Bellevue’s history and achievements in technology to attract visitors interested in the city’s innovative legacy.
- Develop residency programs that attract artists from around the world to live and work in Bellevue, enriching the local arts community and providing educational programs and workshops in the arts and technology.



CASE STUDY

Mural Arts Philadelphia, Philadelphia, Pennsylvania

Mural Arts Philadelphia grows and maintains the city’s wide collection of mural art. In addition to paid guided tours in the spring and summer, the organization has also developed a mobile-friendly, digital self-guided tour of mural arts that takes visitors to over 40 individual sites with information on the artwork and artist.



STRATEGY 2.3

Advocate For New Performance Venues

Bellevue has an opportunity to expand its performance and event offerings by developing new performance venues. By expanding its event infrastructure, Bellevue can host larger and more varied events, elevating its status as a thriving city that appeals to both residents and visitors. These performance venues will benefit artists throughout the city and region, and may attract new performers and touring events, diversifying Bellevue’s offerings.

ACTIONS

- Collaborate with stakeholders to advance new performance and event venues in Bellevue.
- Highlight the economic and cultural benefits of such venues, including their potential to attract top-tier performers and enhance Bellevue’s reputation as a destination for live entertainment.
- Engage with the community to gather support and identify potential locations for venues, ensuring that they meet the needs and preferences of both residents and visitors.



STRATEGY 2.4

Promote Bellevue as an Innovation Hub

As the birthplace of several tech giants, Bellevue’s reputation as an innovation hub is well established. By continuing to develop initiatives and programs that foster collaboration, as well as promoting success stories between artists and tech entrepreneurs, the city can enhance its unique identity and attract visitors interested in technological advancements.

ACTIONS

- Develop and promote areas dedicated to innovation and technology, where visitors can experience cutting-edge advancements and creative enterprises.
- Establish creative spaces and hubs where artists, innovators and entrepreneurs can collaborate and showcase their work to the public, and promote these hubs as key attractions for visitors interested in the arts and innovation.
- Partner with tech companies and start-ups to create interactive exhibits and events that showcase Bellevue’s role in technological innovation.
- Collaborate with the City and local companies to explore and secure funding sources for innovation-related projects, including federal and state grants, private investment and public-private partnerships.



CASE STUDY

Beakerhead, Calgary, Alberta

Drawing international presenters and attendees, Beakerhead is a multi-day festival held every September in Calgary that combines the arts/ culture sectors with the science/technology sectors to encourage collaboration, innovation and science education through interactive art exhibits, engineered installations, entertainment and workshops. Beakerhead also includes a year-round education and outreach initiative.



STRATEGY 2.5

Celebrate Bellevue’s Multicultural Heritage

Showcasing diverse cultures through festivals, events and cultural institutions highlights Bellevue’s rich history and global connections. This inclusivity enhances social cohesion, promotes mutual respect and enriches the local culture, making Bellevue a more appealing and dynamic place to visit and live. By embracing and promoting its cultural diversity, Bellevue can strengthen its community bonds and enhance its reputation as a welcoming, diverse and culturally rich destination.

ACTIONS

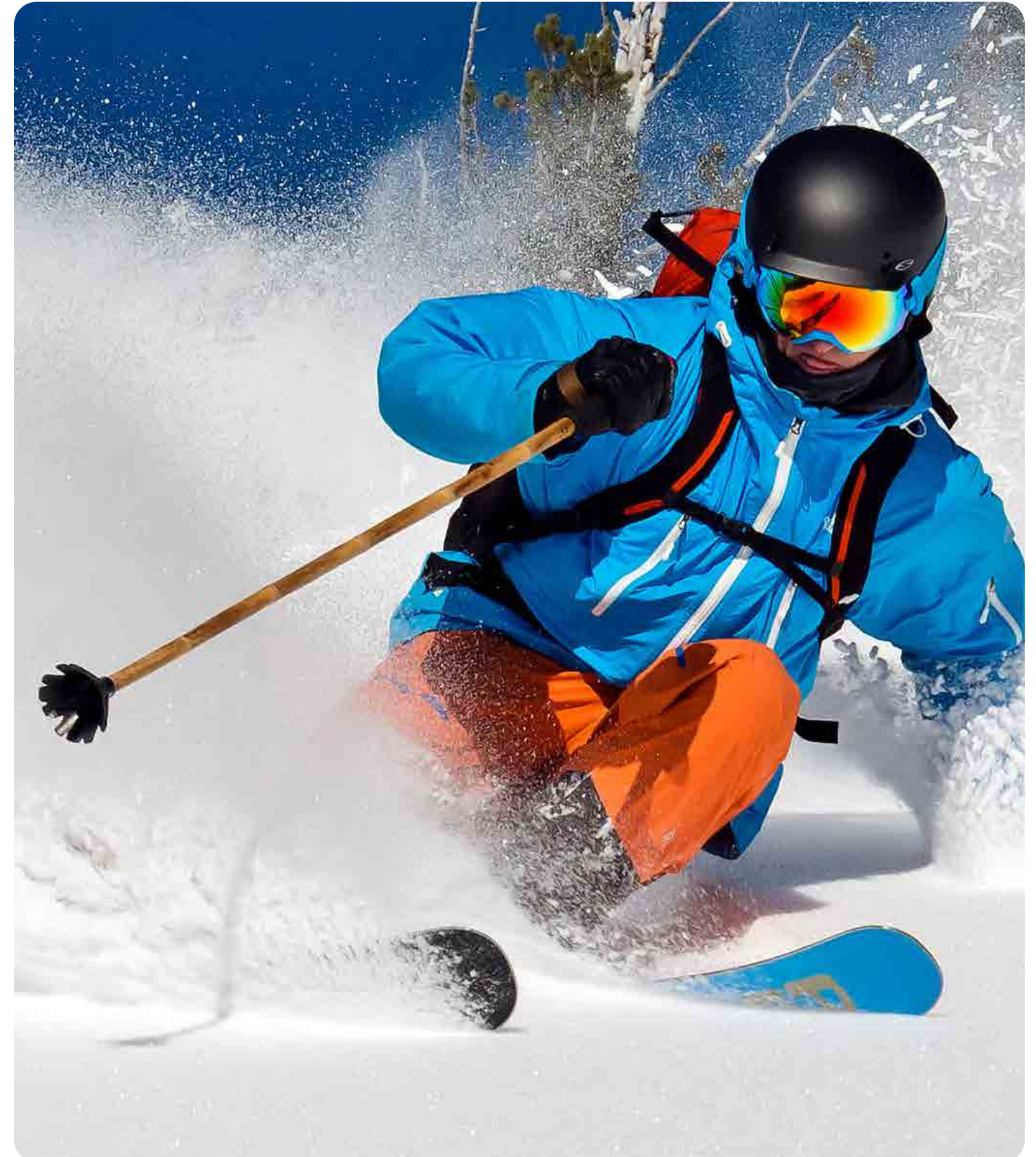
- Develop partnerships with local multicultural communities to celebrate and promote their rich cultural heritage through exhibitions, performances and educational programs.
- Host events such as international trade shows, traditional craft fairs and storytelling sessions to provide visitors with an authentic experience of the many cultures in Bellevue.
- Create permanent exhibits and installations that honor the history and contributions of international and multicultural communities in the Bellevue area.



STRATEGIC PRIORITY 3

Recreation & Experiences

We will promote and activate experiences that highlight Bellevue's natural beauty and access to recreational opportunities. From outdoor adventures in our parks and trails to interactive community events, we aim to offer a variety of Pacific Northwest activities that cater to all interests, ensuring every visitor finds something memorable and engaging.





WHY IT'S IMPORTANT

The continual enhancement of recreation and experiences is crucial for elevating Bellevue’s appeal to visitors. By promoting outdoor recreation, activating waterfront attractions and emphasizing family-friendly activities, the city can create a diverse array of engaging opportunities that cater to various tourist preferences. These offerings provide visitors with memorable experiences, encouraging longer stays, repeat visits and positive recommendations. Outdoor activities and waterfront attractions allow tourists to connect with the city’s natural assets, while family-friendly options ensure inclusivity for all types of travelers. Such a comprehensive approach to visitor experiences not only differentiates Bellevue from other destinations but also contributes to its unique identity in the competitive tourism market. As visitors enjoy these enhanced recreational opportunities, they contribute to the local economy, supporting businesses and potentially inspiring new tourism-related developments.

Throughout both phases of the project, a recurring theme emerged: the importance of leveraging Bellevue’s existing assets while promoting family-friendly initiatives. Many stakeholders emphasized the value of these built-in resources for enhancing the city’s appeal and quality of life. They advocated for new developments and programs that would cater to families, attracting an important demographic of travelers while also improving the quality of life for residents. However, this enthusiasm was tempered by concerns raised by some stakeholders regarding the potential overuse of parks by tourists. These individuals voiced apprehension about maintaining the balance between promoting natural assets and preserving their quality and accessibility for long-term residents. This dichotomy highlights the need for thoughtful planning and management to ensure that Bellevue’s growth and development align with the preservation of its cherished public spaces.

STRATEGY 3.1

Promote Outdoor Recreation

Visit Bellevue and its partners should capitalize on the growing global demand for nature-based and active leisure activities by promoting outdoor experiences. This strategy attracts a diverse range of tourists, from adventure enthusiasts to families, who seek unique, sustainable and health-oriented vacations. By highlighting activities such as hiking, kayaking and mountain biking, organizations can showcase Bellevue’s natural beauty while simultaneously fostering environmental stewardship. These outdoor pursuits enhance the destination’s appeal and contribute significantly to local economies by creating jobs and supporting local businesses. Moreover, the promotion of outdoor recreation aligns with current trends in sustainable tourism, offering visitors immersive experiences that connect them with nature.

ACTIONS

- Highlight Bellevue’s natural beauty and outdoor recreational opportunities, such as hiking, biking and water sports, and its convenient access to the Puget Sound region.
- Develop and maintain well-marked trails, parks and nature reserves throughout the city to provide a variety of outdoor activities for visitors.
- Create and promote cultural and heritage trails that guide visitors through Bellevue’s historical sites, cultural landmarks and natural attractions.
- Partner with local businesses and organizations to offer package deals and itineraries that combine multiple recreational activities.



CASE STUDY

Outdoors RVA, Richmond, Virginia

Richmond, Virginia, has successfully positioned itself as a family-friendly destination through a combination of historical attractions, interactive experiences and outdoor activities. Through Outdoors RVA, Richmond Region Tourism purposefully connected the region’s outdoor activities to its place-branding strategy to target adventurers and families.



STRATEGY 3.2

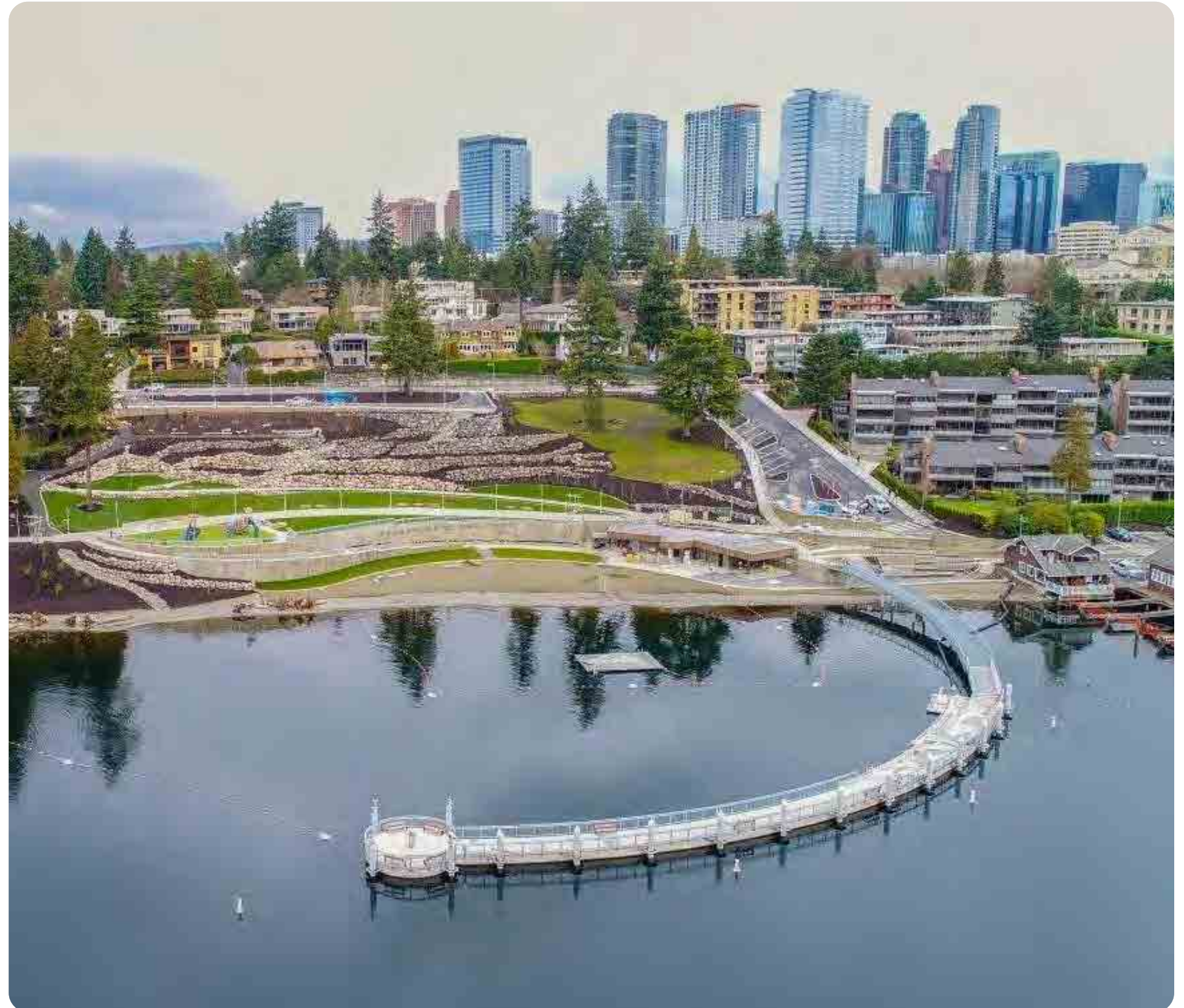
Activate Waterfront Activations

Waterfronts serve as natural magnets for visitors, offering diverse recreational opportunities such as boating, waterside dining and cultural events. By strategically leveraging these spaces, destinations can transform underutilized areas into vibrant community hubs that both boost tourism and stimulate local economies through increased visitor spending.

Bellevue is unique in that Meydenbauer Park—one of the city’s most noted waterfront parks—is located in a residential neighborhood. While a major city asset, there are concerns that activating this park more may negatively impact residents. Balancing community needs with development potential is crucial. By carefully managing development and prioritizing community input, Bellevue can transform Meydenbauer Park into a vibrant waterfront destination that enhances residents’ quality of life while attracting visitors and boosting the local economy.

ACTIONS

- Invest in, promote and activate Bellevue's waterfront areas to create attractive destinations for water-based recreation and leisure activities.
- Organize events along the waterfront to draw visitors and highlight its appeal.
- Create and market wellness-focused experiences that celebrate the unique lifestyle of the Pacific Northwest.





STRATEGY 3.3

Promote Family-Friendly Activities

Promoting family-friendly activities will attract a broad market segment, while also improving the quality for residents. Families often seek destinations that offer safe, enjoyable and diverse experiences for all age groups, resulting in extended stays and higher spending on accommodations, dining and attractions. By catering to this demographic, destinations enhance their appeal, fostering repeat visits and positive word-of-mouth recommendations. Family-friendly activities also promote community engagement and enrich the local culture, creating a welcoming atmosphere for both residents and visitors. Ultimately, this approach boosts economic growth, strengthens the destination’s reputation and ensures sustainable tourism development.

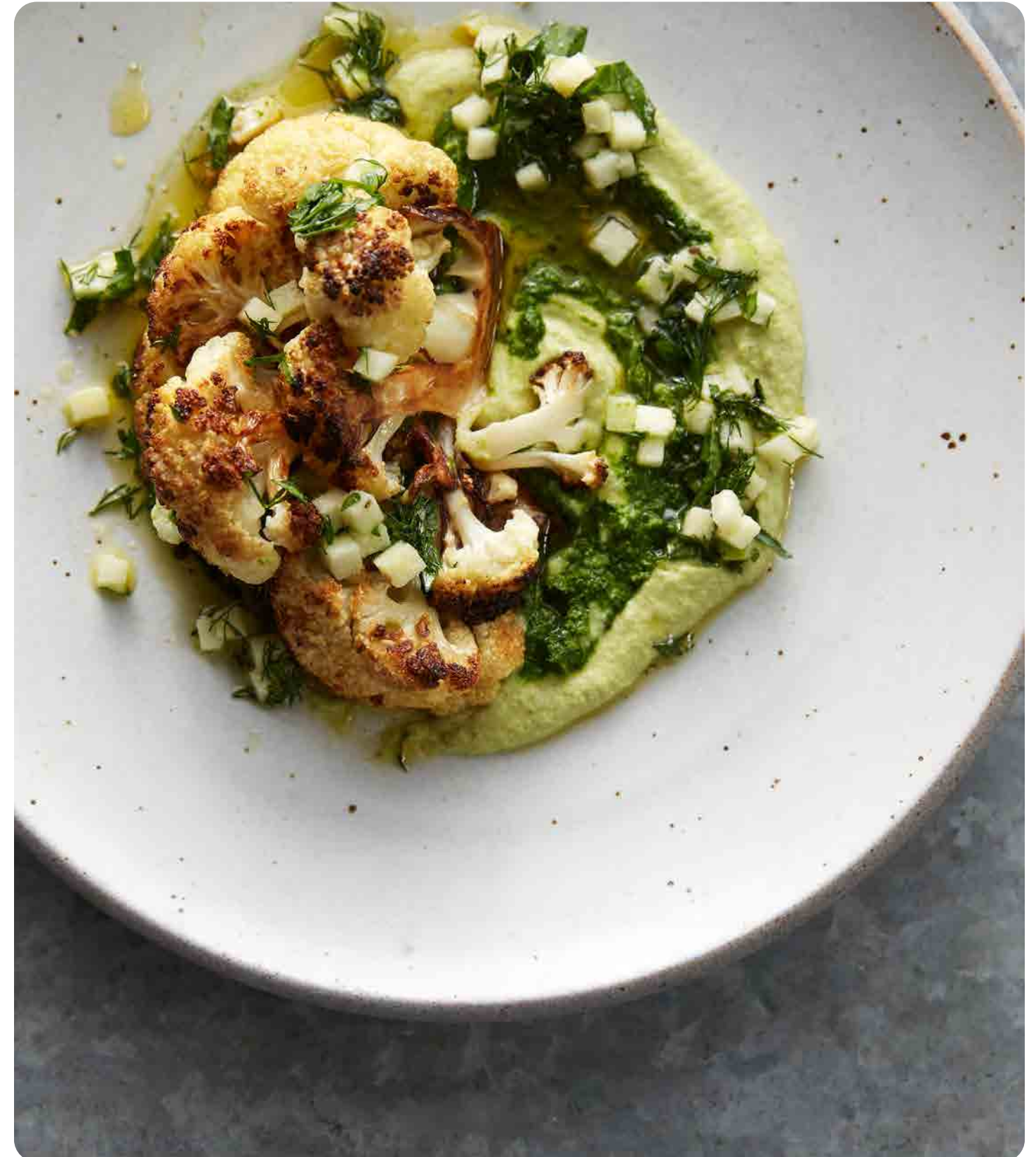
ACTIONS

- Develop and market recreational activities that cater to families, such as adventure parks, children’s museums and family-oriented events.
- Ensure that parks and recreational facilities throughout the city have amenities that appeal to families, such as playgrounds, picnic areas and family-friendly trails.

STRATEGIC PRIORITY 4

Culinary Destination

We will curate and attract unique culinary experiences that both drive visitor traffic and increase our residents' quality of life. By supporting local chefs, restaurants and food festivals — and telling their stories — we aim to create a dynamic culinary scene that showcases Bellevue's diverse flavors and creativity, making it a culinary destination.





WHY IT'S IMPORTANT

Food and drink are integral parts of a region's identity, reflecting its history, traditions and local produce. By promoting culinary experiences, Visit Bellevue and its partners can differentiate Bellevue as a destination and create memorable, sensory-rich encounters for visitors.

As Visit Bellevue continues to expand its culinary tourism programs, aligning them with the city's identity, leveraging local restaurants and chefs, and creating all-around unique experiences will help ensure that the destination stands out as a premier food-focused getaway. These efforts will not only attract food enthusiasts, but will also contribute to the city's economic growth and cultural vibrancy. By showcasing Bellevue's diverse culinary landscape, from farm-to-table establishments to innovative fusion restaurants, the city can create a strong gastronomic brand that resonates with both locals and visitors. This approach will foster a sense of pride in the community, encourage sustainable tourism practices and ultimately position Bellevue as a must-visit destination for those seeking exceptional dining experiences in the Pacific Northwest.

STRATEGY 4.1

Position Bellevue as a Culinary Destination

Positioning a city as a culinary destination taps into the growing trend of food tourism. Culinary attractions draw visitors eager to explore local flavors, unique dining experiences and gastronomic events. This not only boosts tourism revenue but also supports local farmers, chefs and food producers, fostering a vibrant local economy. Highlighting a city’s culinary scene enhances its cultural appeal and differentiates it from other destinations, attracting diverse tourist demographics. Additionally, food tourism encourages longer stays and repeat visits, as travelers often seek to revisit destinations that offer memorable dining experiences. Overall, promoting culinary tourism strengthens the city’s brand and contributes to sustainable economic growth.

ACTIONS

- Promote Bellevue’s diverse culinary scene by showcasing local restaurants, food markets and specialty food shops that offer unique and authentic dining experiences.
- Develop marketing campaigns that highlight Bellevue’s culinary diversity, including Pacific Northwest cuisine and international flavors.
- Collaborate with hotels, travel agencies and local businesses to create culinary travel packages that include dining, accommodations and food-related activities.
- Offer special promotions and packages for visitors participating in culinary events or dining at multiple local restaurants.



CASE STUDY

Food + Beverage Powerhouse, Portland, Oregon

Known for its farm-to-table movement, Portland has successfully positioned itself as a culinary destination. The city’s emphasis on local ingredients and innovative cuisine has attracted food enthusiasts from around the world. Portland is also renowned for its craft beer and spirits scene, with numerous breweries offering a wide variety of styles and experiences, and it is the host of the Oregon Brewers Festival, one of the largest beer festivals in the world. Residents and visitors also have access to local culinary experiences, cooking schools and classes, providing opportunities to learn about local cuisine and cooking techniques.



STRATEGY 4.2

Create Unique Culinary Experiences

Creating unique culinary experiences benefits a city by attracting food enthusiasts and boosting tourism. These experiences, such as farm-to-table dining, culinary festivals and local food tours, showcase the city’s cultural heritage and gastronomic innovation. This differentiation enhances the city’s appeal, drawing visitors who seek authentic and memorable dining adventures. Unique culinary offerings also support local farmers, chefs and food artisans, fostering economic growth and community pride. Additionally, these experiences encourage longer stays and higher visitor spending, contributing to the city’s overall economic development. By highlighting its distinct food culture, a city can build a strong, competitive identity in the tourism market.

ACTIONS

- Develop and promote culinary trails that guide visitors through Bellevue’s top dining spots, food markets and artisan food producers.
- Promote unique dining experiences such as pop-up restaurants, food trucks and themed dining events that offer visitors something out of the ordinary.
- Partner with local chefs and culinary artists to create exclusive, limited-time dining events that generate buzz and attract visitors.
- Develop beverage trails and tasting tours that attract visitors interested in exploring Bellevue’s craft beverage scene.



STRATEGY 4.3

Develop Culinary Events & Festivals

Developing culinary events and festivals benefits a city by attracting diverse visitors, boosting tourism and increasing local spending. These events highlight local cuisine, promote cultural heritage and provide unique, memorable experiences that draw food enthusiasts. Culinary festivals create opportunities for local businesses, such as restaurants and food producers, to showcase their offerings, fostering community pride and economic growth. They also encourage longer stays and repeat visits, enhancing the city’s reputation as a vibrant, food-centric destination. Overall, culinary events and festivals stimulate the local economy, support local talent and enhance the city’s appeal and competitiveness in the tourism market.

ACTIONS

- Organize and/or support local and international food festivals and culinary excursions that celebrate Bellevue’s vibrant and diverse food culture.
- Partner with local chefs, restaurants and food producers to create signature events that draw visitors from near and far.
- Encourage local restaurants to participate in food-related events and promotions that highlight their culinary offerings.



CASE STUDY

Chicago’s Culinary Scene, Chicago, Illinois

Chicago has successfully leveraged its diverse culinary scene to create a vibrant calendar of food-focused events and festivals. Taste of Chicago showcases the city’s culinary diversity, offering a wide range of food vendors and live entertainment. Chicago Gourmet is a high-end food and wine festival featuring renowned chefs and restaurants, and the annual Chicago Restaurant Week encourages diners to explore the city’s diverse culinary offerings through special menus and promotions.

STRATEGY 4.4

Support Bellevue’s Emerging Culinary Scene

Supporting a city’s emerging culinary scene enhances the city’s attractiveness to food enthusiasts and travelers seeking unique, authentic experiences. An emerging culinary scene reflects innovation, local culture and diversity, making the city a compelling destination. Promoting local chefs, restaurants and food producers stimulates economic growth, encourages entrepreneurship and supports local agriculture. Additionally, a vibrant culinary scene can foster community pride and engagement. By highlighting the city’s gastronomic offerings, destination marketing organizations can differentiate the city from competitors, attract media attention and drive tourism, ultimately contributing to the city’s long-term economic and cultural vitality.

ACTIONS

- Promote up-and-coming chefs and food entrepreneurs by featuring them in local events, media campaigns and culinary competitions.
- Create programs that support culinary start-ups and innovation to foster a dynamic and evolving food scene in Bellevue.
- Promote restaurants and eateries that emphasize farm-to-table practices and sustainable sourcing.
- Develop partnerships with local farmers and food producers to create farm-to-table dining events and experiences.



CASE STUDY

Culinary Content, Visit St. Pete-Clearwater, Florida

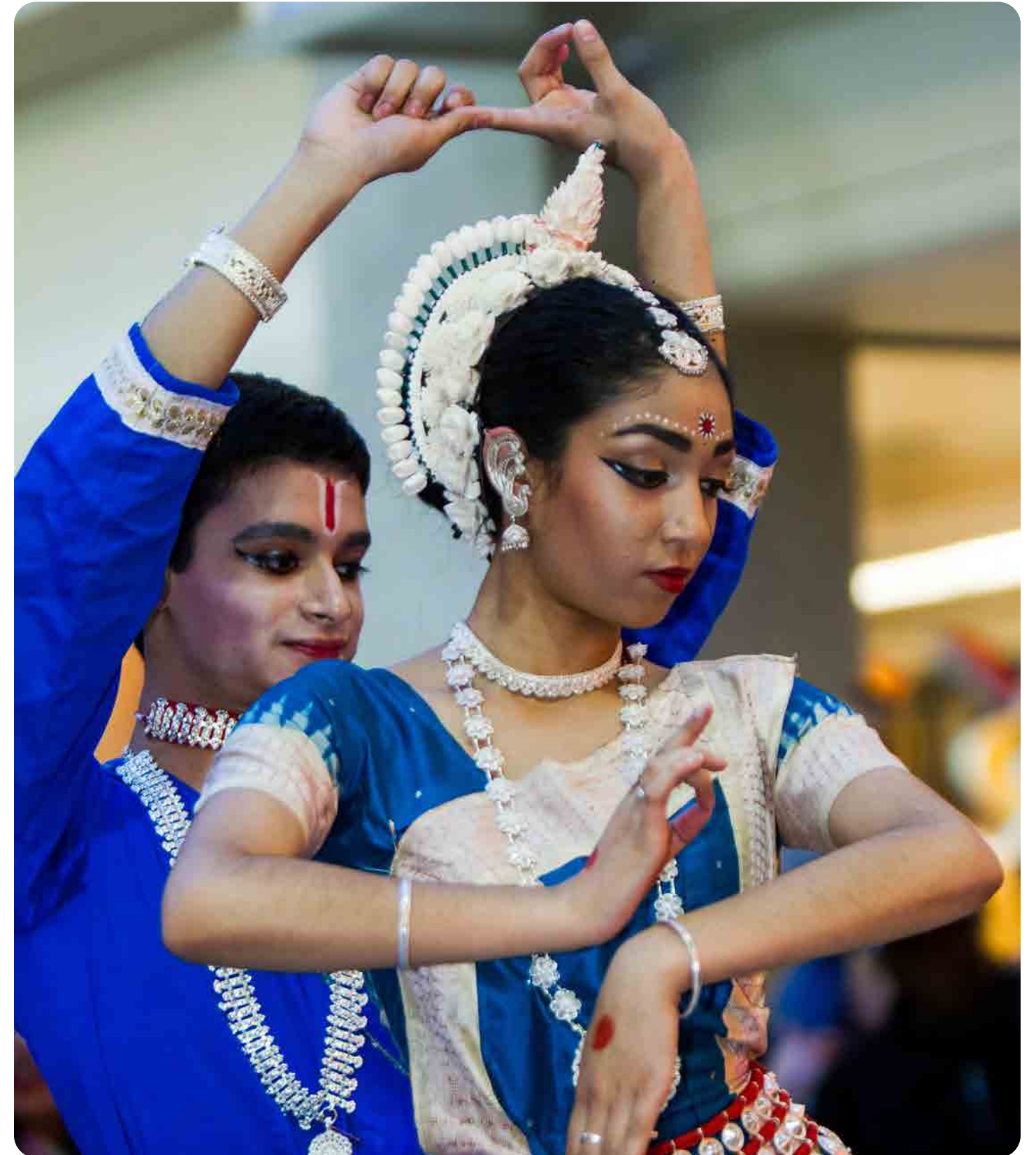
Visit St. Pete-Clearwater provides extensive content on their dining, brewery and overall food scene, shared through both digital and print channels. Their efforts include an ongoing video series in both short and long formats, such as Savor This, as well as an innovative gamification of their brewery trail.



STRATEGIC PRIORITY 5

Conferences & Events

We will cultivate and curate a dynamic calendar of events and festivals that celebrate our unique heritage and attract new audiences. From international conferences to local festivals, we aim to create a vibrant event landscape that enhances Bellevue's reputation as a premier destination for business and leisure gatherings.





WHY IT'S IMPORTANT

Bellevue, renowned for its business travel and luxury retail shopping, must continue to elevate its visitor experience. This will require expanding and diversifying conference events to attract business travelers, as well as offering unique events that draw in targeted audiences. The goal is to entice business travelers to extend their stays, adding a day or two for leisure.

These diverse events generate direct revenue through visitor spending while enhancing Bellevue's brand image as a dynamic, culturally rich destination. They foster a vibrant local ecosystem by creating opportunities for networking, knowledge exchange and community engagement. A strong event strategy can lead to repeat visits and positive word-of-mouth marketing, further amplifying the destination's appeal and long-term economic benefits.



STRATEGY 5.1

Market Bellevue as the Destination For Conferences

Marketing a city as a competitive place to host conferences attracts meeting delegates and business travelers, boosting tourism and stimulating the local economy. Conferences bring in delegates who spend on accommodations, dining and local attractions, driving economic growth. Promoting the city’s modern venues, accessibility and unique cultural offerings enhances its appeal to event organizers. A strong conference market fosters networking opportunities, knowledge exchange and investment, raising the city’s profile as a meeting hub. Additionally, successful conferences generate positive word-of-mouth and repeat visits, further establishing the city as a premier destination for both business and leisure tourism.

ACTIONS

- Promote Bellevue as a premier destination for conferences by highlighting its unique blend of urban amenities, connectivity, natural beauty and innovative spirit.
- Encourage local businesses and residents to participate in and support conferences and events, fostering a sense of community pride and ownership.

STRATEGY 5.2

Convention Center Expansion

Expanding a conference center allows a city to attract larger and more diverse events, boosting tourism and local economic growth. A larger, state-of-the-art facility can accommodate more attendees and offer enhanced amenities, making the city more competitive in the conference and events market. This attracts a steady influx of business travelers who spend on accommodations, dining and local attractions, benefiting local businesses. With more travelers, the city may be better positioned to help facilitate the development and investment of new hotels — further diversifying and expanding Bellevue’s offers. Additionally, hosting major conferences and conventions raises the city’s profile as a business hub, fostering networking opportunities and potential investments. An expanded conference center also supports job creation and community development, contributing to the city’s long-term economic and cultural vitality.

ACTIONS

- Advocate for the expansion of the Meydenbauer Center and the development of new facilities to increase Bellevue’s capacity to host larger and more high-profile conferences.
- Highlight the economic and community benefits of expanding conference infrastructure to attract support from local stakeholders and investors.

STRATEGY 5.3

Grow Existing Events

Growing existing events helps a city become a competitive tourist destination by attracting more visitors and increasing local spending. Enhancing popular events can draw larger crowds, boost media attention and create a buzz that extends beyond the city's borders. Well-developed events showcase the city's culture, heritage and unique attractions, enhancing its overall appeal. Additionally, successful events foster community pride and engagement, providing economic benefits to local businesses including hotels, restaurants and retailers. By scaling up existing events, the city can build a reputation for hosting memorable experiences, driving tourism and promoting sustainable economic growth year-round.

ACTIONS

- Encourage and support the organization of events and festivals that have the potential to attract significant visitor numbers and media attention.
- Provide logistical support, funding and marketing assistance to ensure the success and growth of events.
- Create and maintain a dynamic calendar of events, including conferences, festivals and cultural activities, to attract a diverse range of visitors year-round.
- Partner with local organizations and venues to ensure a variety of events that cater to different interests and demographics.
- Collaborate with stakeholders to coordinate event schedules and marketing efforts, ensuring a seamless and complementary event landscape.



CASE STUDY

BLINK festival, Cincinnati, Ohio

BLINK is a week-long, night-time event featuring large-scale projection mapping, media light, interactive light sculptures, murals and public art by local, national and international artists. The event cuts across various neighborhoods, encouraging visitors to explore the city at night, and is a grassroots initiative organized in partnership with a number of local art collectives and cultural institutions. Since its inception in 2019, BLINK has grown in prominence to become the nation’s largest light, art and projection mapping experience, attracting over 1.2 million visitors annually.



STRATEGY 5.4

Develop New Events

Developing new events helps a city become a competitive tourist destination by attracting diverse visitors and creating fresh, engaging experiences. New events can highlight the city’s unique culture, heritage and innovations, differentiating it from other destinations. These events draw tourists during off-peak seasons, boosting local businesses and stimulating the economy year-round. Additionally, fresh events generate media attention and social media buzz, enhancing the city’s visibility and appeal. They also foster community pride and participation, encouraging locals to engage and support tourism efforts. By continually introducing new attractions, the city can maintain a dynamic and appealing profile, attracting repeat visits and establishing itself as a vibrant destination.

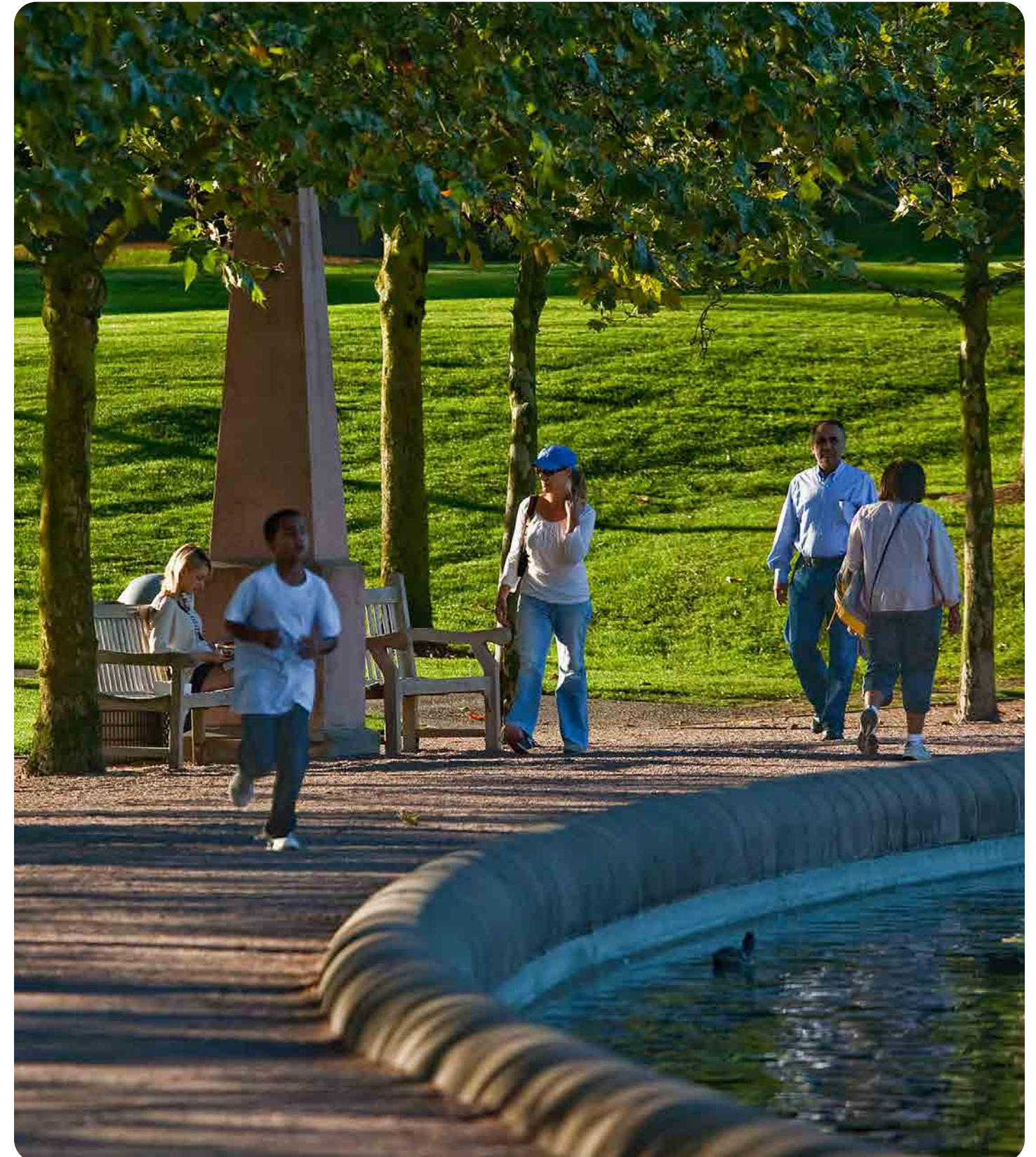
ACTIONS

- Introduce new events that align with Bellevue’s positioning, such as events that focus on technology, sustainability, culinary offerings and wellness, or events that celebrate local culture and community.
- Identify gaps in programming and events that could drive more traffic during peak seasons and shoulder periods, ensuring a steady flow of visitors throughout the year.
- Engage with the City, industry leaders and organizations to identify opportunities for new events and event locations.

STRATEGIC PRIORITY 6

Built Environment & Enabling Conditions

We will support and advocate for infrastructure investments that increase the vibrancy and accessibility of our place. By prioritizing transportation, public spaces and sustainable development, we aim to enhance the overall visitor experience and ensure that Bellevue remains an accessible, welcoming and forward-thinking destination.





WHY IT'S IMPORTANT

By advocating for infrastructure investments, Visit Bellevue can ensure that the city remains competitive and attractive to tourists. Improved transportation and public spaces enhance accessibility, allowing more visitors to explore the area comfortably. Sustainable development practices demonstrate a commitment to environmental responsibility, which increasingly resonates with conscious travelers.

These initiatives contribute to the overall quality of life for residents, creating a more vibrant and livable city that naturally becomes more appealing to visitors—something mentioned and emphasized by multiple stakeholders. By aligning tourism development with urban planning and sustainability goals, Visit Bellevue can foster a holistic approach to destination management, ensuring Bellevue's continued success as a desirable location for both leisure and business travelers.

STRATEGY 6.1

Enhance Event Infrastructure & Services

Enhancing event infrastructure and services positions a city as a premier destination for conferences, festivals and large-scale events, driving tourism and economic growth. Upgraded venues, modern amenities and efficient services attract high-profile events and larger audiences, boosting local businesses such as hotels, restaurants and retailers. Improved infrastructure enhances the overall visitor experience, fostering positive word-of-mouth and repeat visits. Additionally, state-of-the-art facilities and professional services ensure successful event execution, raising the city’s profile as a reliable and attractive location for event organizers. By investing in infrastructure and services, the city can support community engagement, cultural enrichment and long-term economic vitality.

ACTIONS

- Develop structures (e.g., semi-permanent, permanent) that can be adapted for various events and festivals, providing flexible and cost-effective solutions for hosting large-scale events.
- Invest in the development and maintenance of dedicated event grounds with the necessary infrastructure to host major events, concerts and festivals.



CASE STUDY

Hayden Homes Amphitheater, Bend, Oregon

The Hayden Homes Amphitheater is an outdoor riverfront venue built in the historic Old Mill District that is designed to host concerts, craft beer festivals, graduations, races and more. It has become a destination for musicians and fans alike in the heart of the community.



STRATEGY 6.2

Wayfinding Across the City

Implementing wayfinding across a city enhances the visitor experience by making navigation easy and intuitive, encouraging exploration and longer stays. Clear, well-placed signs and digital guides help tourists efficiently find attractions, amenities and services, reducing frustration and increasing satisfaction. Wayfinding promotes accessibility, making the city more welcoming to all, including those with disabilities. It also boosts local businesses by directing foot traffic to shops, restaurants and cultural sites. Effective wayfinding reflects a city’s commitment to hospitality and organization, enhancing its reputation as a tourist-friendly destination. Overall, it supports tourism growth, local economic development and community pride.

ACTIONS

- Implement a comprehensive and innovative wayfinding system across Bellevue so visitors can navigate the city easily.
- Utilize technology to enhance the visitor experience and provide real-time information and guides on activities.
- Partner with transit partners to guide visitors, residents and regional explorers to events, festivals and activations throughout Bellevue.



STRATEGY 6.3

Accessibility First

Promoting accessibility is crucial for a destination as it ensures that all visitors, regardless of physical abilities, can enjoy its attractions and services. Accessible facilities and inclusive experiences attract a broader range of tourists, including those with disabilities, elderly travelers and families with young children. This inclusivity fosters a welcoming environment, enhancing the destination’s reputation for hospitality. Additionally, accessible tourism supports social equity, aligns with legal standards and demonstrates a commitment to diversity and inclusion. By prioritizing accessibility, destinations can boost visitor satisfaction, drive repeat visits and generate positive word-of-mouth, ultimately contributing to sustainable tourism growth and economic benefits for the community.

ACTIONS

- Support the improvement of pedestrian pathways, bike lanes and public transportation options to ensure easy access to downtown Bellevue and key attractions.
- Enhance the connectivity and safety of routes leading to popular destinations, making them more visitor-friendly.
- Develop seamless connections between light rail stations and major attractions, hotels and the conference center through shuttle services, pedestrian walkways and bike-sharing programs.
- Promote the use of public transit by providing comprehensive information on routes, schedules and ticketing options.



CASE STUDY

Comprehensive Plan 2040, Denver, Colorado

Denver has implemented a Comprehensive Plan 2040, which includes training for different sectors, including tourism professionals, on disability awareness and best practices to serve individuals with disabilities and promoting accessible businesses. The city works closely with disability advocacy groups to identify and address accessibility challenges on an ongoing basis to improve the in-destination experience.



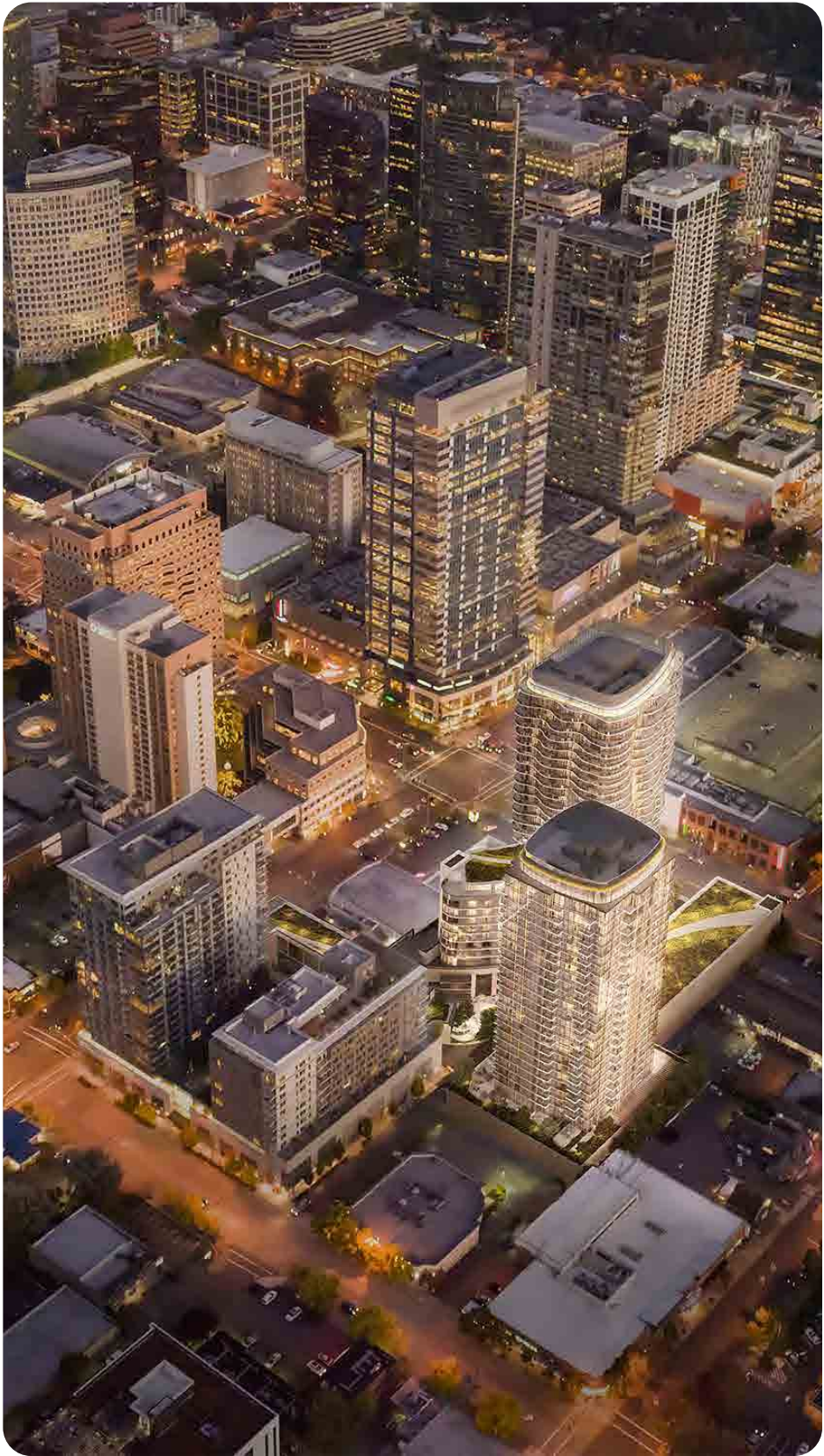
STRATEGY 6.4

Destination Sustainability

Pursuing sustainable tourism is essential for a Destination Marketing Organization (DMO) as it ensures the long-term viability and attractiveness of the destination. Sustainable tourism minimizes environmental impacts, conserves natural resources and protects cultural heritage, which is crucial for maintaining the destination’s appeal. It also promotes economic stability by supporting local businesses and communities, ensuring that tourism benefits are widely distributed. Sustainable practices enhance the visitor experience, meeting the growing demand for eco-friendly and responsible travel options. By championing sustainability, Visit Bellevue can build a positive, forward-thinking brand image, attract environmentally conscious travelers and contribute to the overall health and prosperity of the destination and its residents.

ACTIONS

- Support the implementation of city-wide sustainability initiatives that focus on reducing carbon footprint, enhancing green spaces and promoting eco-friendly tourism practices.
- Encourage local businesses, hotels and event organizers to obtain sustainability certifications to promote environmentally friendly practices.
- Partner with local environmental organizations to create programs and campaigns that educate visitors on sustainable practices and encourage their participation.
- Highlight certified establishments and events in marketing materials across all channels and markets.



STRATEGY 6.5

Tourism Workforce Development

Supporting the creation of a tourism workforce is crucial for a city's economic and cultural vitality. A well-trained workforce ensures high-quality service, enhancing visitor experiences and promoting positive word-of-mouth. It helps local businesses thrive, from hotels and restaurants to tour operators, driving economic growth and job creation. Additionally, a skilled tourism workforce reflects the city's commitment to hospitality and professionalism, attracting more tourists and events. Investing in tourism education and training programs fosters local talent, reduces unemployment and supports career development. Overall, a robust tourism workforce strengthens the city's competitiveness as a premier travel destination, benefiting both the community and the local economy.

ACTIONS

- Collaborate with local educational institutions and industry partners to develop training programs that equip the workforce with skills needed in the tourism and hospitality sectors.
- Encourage ongoing professional development for the existing workforce through workshops, certifications and advanced training in customer service, event management and sustainable practices.
- Promote career opportunities in tourism and hospitality to attract talent and support local employment.



CASE STUDY

Visit Baltimore Diversity Apprenticeship Program, Baltimore, Maryland

Sponsored by local partners, Visit Baltimore's paid Diversity Apprenticeship Program offers BIPOC and under-represented employees the opportunity to work in various roles within the Visit Baltimore organization and with industry partners (including breweries, hotels, attractions and sports facilities). The program aims to create new career pathways for minority leaders and employees and guarantees a minimum coordinator-level position upon completion of the program.

Governance, Programs & Resources

Effective governance is key to sustaining growth and ensuring Bellevue remains vibrant, inclusive and competitive. Visit Bellevue's current shared governance model with the Bellevue Convention Center Authority and Bellevue-Redmond Tourism Promotion Area , coupled with industry advisory through the Visit Bellevue Advisory Board and community input from Bellevue Tourism Councils, plays a crucial role in this effort. To maintain momentum and adaptability, it is important to continually evolve this governance model, ensuring it remains streamlined and connected. This will enhance Visit Bellevue's ability to efficiently lead and collaborate with both public and private partners, driving forward the city's vision. This governance section outlines key organizational recommendations aimed at enhancing Visit Bellevue's capacity to lead the development of the destination.



Grow Organizational Capacity

EXPERIENCE DEVELOPMENT

As Bellevue enhances its current offerings and develops new products and programming, Visit Bellevue’s visitor experience team must expand its capacity to keep pace with the city’s growth. A well-resourced team, with the addition of a Tourism Manager dedicated to visitor experience, will be essential in ensuring Bellevue continues to offer compelling and memorable experiences for all who visit.

DESTINATION STEWARDSHIP

While destination stewardship is a shared responsibility, it will be crucial to establish a dedicated role, Director of Destination Stewardship & Community Relations, focused on sustainability, inclusion and accessibility within Visit Bellevue. This role will support Bellevue to grow as a destination with a commitment to long-term environmental stewardship, economic viability and social equity, securing a sustainable future for the city and its stakeholders.

Develop Strategic Partnerships

RESEARCH PARTNERSHIPS

Forming strategic research partnerships will be essential for Visit Bellevue and its partners to stay informed about visitor behaviors and emerging trends. By centralizing resources and insights, these partnerships will enable the organization to anticipate changes in the tourism landscape and adapt accordingly, ensuring that Bellevue remains competitive and innovative in its offerings.

MARKETING PARTNERSHIPS

Co-marketing partnerships with local and regional organizations will enhance Visit Bellevue’s ability to reach new audiences and markets. By partnering with complementary destinations, and other tourism-related entities, Visit Bellevue can leverage shared resources and marketing platforms to amplify its message. These partnerships will enable joint campaigns that highlight Bellevue’s unique offerings for leisure and business.

Funding

The sustainability and growth of Bellevue’s tourism efforts are underpinned by a solid financial foundation. A key milestone in achieving this was the Bellevue Convention Center Authority’s commitment to optimizing Visit Bellevue’s finance plan by dedicating \$2.5 million annually from the Transient Occupancy Tax. This significant allocation has enabled Visit Bellevue to strategically invest in initiatives that drive tourism growth and enhance the visitor experience.

Additionally, the establishment of the new Tourism Promotion Area by Bellevue Hotels and the City of Bellevue marks a pivotal advancement in the city’s tourism strategy. The \$2.50 per night assessment provides a reliable and robust funding stream that directly supports the development and promotion of Bellevue.

These funding sources are essential for the long-term success of Visit Bellevue. To remain competitive in the dynamic tourism landscape, it is crucial that these funding mechanisms are sustained and adjusted annually to keep pace with inflation and market demands, enabling Bellevue to continue to attract visitors and drive economic growth. Stable and predictable funding maintains current success and future-proofs the destination and organization.

05 Destination Roadmap

STRATEGIC PRIORITY 1

Urban Lifestyle & Placemaking

Strategy	Action
1.1 Promote Vibrant Neighborhoods & Districts	<ul style="list-style-type: none">• Engage, partner and promote neighborhoods and districts that combine shopping, dining and entertainment options to create lively, walkable districts that attract visitors.• Highlight areas where visitors can experience a unique and local Bellevue experience with access to diverse products.
1.2 Enhance Public Spaces	<ul style="list-style-type: none">• Activate and promote parks, plazas and pedestrian areas throughout the city to create inviting and functional community hubs that appeal to visitors.• Incorporate art installations, green spaces and seating areas to create picturesque and relaxing environments for visitors to enjoy.
1.3 Develop Immersive Experiences	<ul style="list-style-type: none">• Create interactive and immersive attractions, such as virtual reality experiences, themed entertainment centers and experiential museums, to offer unique visitor experiences.• Partner with technology companies to develop cutting-edge attractions that leverage Bellevue’s reputation for innovation.
1.4 Support Bellevue’s Nightlife & Music Scene	<ul style="list-style-type: none">• Encourage the development of nightlife nodes with a variety of bars, clubs and late-night eateries to expand activity in the evening.• Support the establishment of music stages and venues that can host acts both large and small.• Promote and support local musicians through events and marketing, creating a vibrant nightlife that appeals to residents and visitors.
1.5 Foster Unique Shopping	<ul style="list-style-type: none">• Promote Bellevue’s distinctive shopping experiences, including upscale shopping centers, specialty stores and local markets.• Partner with a diverse range of retail businesses, including unique boutiques and high-end brands, to offer a compelling shopping experience for visitors.
1.6 Promote Bellevue as a Premier Destination City with High Quality of Life & Well-Being in the Pacific Northwest	<ul style="list-style-type: none">• Promote Bellevue as a clean, safe and modern urban destination that offers the best of city life, attracting visitors looking for a more relaxed urban experience.• Highlight Bellevue’s commitment to wellness through outdoor fitness classes, health fairs and accessible green spaces, attracting health-conscious travelers.• Develop wellness-themed travel packages that include wellness experiences, healthy dining options and outdoor recreational activities.

STRATEGIC PRIORITY 2

Arts & Innovation

Strategy	Action
2.1 Develop & Promote Bellevue as an Arts & Cultural Destination	<ul style="list-style-type: none">• Invest in and market key cultural institutions to establish Bellevue as a cultural destination.• Host exhibitions, performances and cultural festivals that showcase both local and international artists, attracting a diverse range of visitors.• Support public art initiatives throughout the city, creating an engaging and visually stimulating environment for visitors.
2.2 Leverage Technology in Arts & Culture	<ul style="list-style-type: none">• Integrate technology into cultural attractions, such as virtual reality exhibits, interactive installations and digital art experiences, to provide visitors with unique and immersive experiences.• Foster partnerships between the arts and tech communities to create interdisciplinary projects and events that showcase the intersection of creativity and technology.• In partnership with tech companies, create campaigns and exhibits that highlight Bellevue's history and achievements in technology attracting visitors interested in the city's innovative legacy.• Develop residency programs that attract artists from around the world to live and work in Bellevue, enriching the local arts community and providing educational programs and workshops in the arts and technology.
2.3 Advocate for New Performance Venues	<ul style="list-style-type: none">• Collaborate with stakeholders to advance new performance and event venues in Bellevue.• Highlight the economic and cultural benefits of such venues, including their potential to attract top-tier performers and enhance Bellevue's reputation as a destination for live entertainment.• Engage with the community to gather support and identify potential locations for venues, ensuring that they meet the needs and preferences of both residents and visitors.

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STRATEGIC PRIORITY 2

Arts & Innovation

Strategy	Action
2.4 Promote Bellevue as an Innovation Hub	<ul style="list-style-type: none">• Develop and promote areas dedicated to innovation and technology, where visitors can experience cutting-edge advancements and creative enterprises.• Establish creative spaces and hubs where artists, innovators and entrepreneurs can collaborate and showcase their work to the public, and promote these hubs as key attractions for visitors interested in the arts and innovation.• Partner with tech companies and start-ups to create interactive exhibits and events that showcase Bellevue’s role in technological innovation.• Collaborate with the City and local companies to explore and secure funding sources for innovation-related projects, including federal and state grants, private investment and public-private partnerships.
2.5 Celebrate Bellevue’s Multicultural Heritage	<ul style="list-style-type: none">• Develop partnerships with local multicultural communities to celebrate and promote their rich cultural heritage through exhibitions, performances and educational programs.• Host events such as international trade shows, traditional craft fairs and storytelling sessions to provide visitors with an authentic experience of the many cultures in Bellevue.• Create permanent exhibits and installations that honor the history and contributions of international and multicultural communities in the Bellevue area.

STRATEGIC PRIORITY 3

Recreation & Experiences

Strategy	Action
3.1 Promote Outdoor Recreation	<ul style="list-style-type: none">• Highlight Bellevue’s natural beauty and outdoor recreational opportunities, such as hiking, biking and water sports, and its convenient access to the Puget Sound region.• Develop and maintain well-marked trails, parks and nature reserves throughout the city to provide a variety of outdoor activities for visitors.• Create and promote cultural and heritage trails that guide visitors through Bellevue’s historical sites, cultural landmarks and natural attractions.• Partner with local businesses and organizations to offer package deals and itineraries that combine multiple recreational activities.
3.2 Activate Waterfront Attractions	<ul style="list-style-type: none">• Invest in, promote and activate Bellevue’s waterfront areas to create attractive destinations for water-based recreation and leisure activities.• Organize events along the waterfront to draw visitors and highlight its appeal.• Create and market wellness-focused experiences that celebrate the unique lifestyle of the Pacific Northwest.
3.3 Promote Family-Friendly Activities	<ul style="list-style-type: none">• Develop and market recreational activities that cater to families, such as adventure parks, children’s museums and family-oriented events.• Ensure that parks and recreational facilities throughout the city have amenities that appeal to families, such as playgrounds, picnic areas and family-friendly trails.

STRATEGIC PRIORITY 4

Culinary Destination

Strategy	Action
4.1 Position Bellevue as a Culinary Destination	<ul style="list-style-type: none">• Promote Bellevue’s diverse culinary scene by showcasing local restaurants, food markets and specialty food shops that offer unique and authentic dining experiences.• Develop marketing campaigns that highlight Bellevue’s culinary diversity, including Pacific Northwest cuisine and international flavors.• Collaborate with hotels, travel agencies and local businesses to create culinary travel packages that include dining, accommodations and food-related activities.• Offer special promotions and packages for visitors participating in culinary events or dining at multiple local restaurants.
4.2 Create Unique Culinary Experiences	<ul style="list-style-type: none">• Develop and promote culinary trails that guide visitors through Bellevue’s top dining spots, food markets and artisan food producers.• Promote unique dining experiences such as pop-up restaurants, food trucks and themed dining events that offer visitors something out of the ordinary.• Partner with local chefs and culinary artists to create exclusive, limited-time dining events that generate buzz and attract visitors.• Develop beverage trails and tasting tours that attract visitors interested in exploring Bellevue’s craft beverage scene.
4.3 Develop Culinary Events & Festivals	<ul style="list-style-type: none">• Organize and/or support local and international food festivals and culinary excursions that celebrate Bellevue’s vibrant and diverse food culture.• Partner with local chefs, restaurants and food producers to create signature events that draw visitors from near and far.• Encourage local restaurants to participate in food-related events and promotions that highlight their culinary offerings.
4.4 Support Bellevue’s Emerging Culinary Scene	<ul style="list-style-type: none">• Promote up-and-coming chefs and food entrepreneurs by featuring them in local events, media campaigns and culinary competitions.• Create programs that support culinary start-ups and innovation to foster a dynamic and evolving food scene in Bellevue.• Promote restaurants and eateries that emphasize farm-to-table practices and sustainable sourcing.• Develop partnerships with local farmers and food producers to create farm-to-table dining events and experiences.

STRATEGIC PRIORITY 5

Conferences
& Events

Strategy	Action
5.1Market Bellevue as the Destination for Conferences	<ul style="list-style-type: none">• Promote Bellevue as a premier destination for conferences by highlighting its unique blend of urban amenities, connectivity, natural beauty and innovative spirit.• Encourage local businesses and residents to participate in and support conferences and events, fostering a sense of community pride and ownership.
5.2Convention Center Expansion	<ul style="list-style-type: none">• Advocate for the expansion of the Meydenbauer Center and the development of new facilities to increase Bellevue's capacity to host larger and more high-profile conferences.• Highlight the economic and community benefits of expanding conference infrastructure to attract support from local stakeholders and investors.
5.3Grow Existing Events	<ul style="list-style-type: none">• Encourage and support the organization of events and festivals that have the potential to attract significant visitor numbers and media attention.• Provide logistical support, funding and marketing assistance to ensure the success and growth of events.• Create and maintain a dynamic calendar of events, including conferences, festivals and cultural activities, to attract a diverse range of visitors year-round.• Partner with local organizations and venues to ensure a variety of events that cater to different interests and demographics.• Collaborate with Seattle and King County to coordinate event schedules and marketing efforts, ensuring a seamless and complementary event landscape.
5.4Develop New Events	<ul style="list-style-type: none">• Introduce new events that align with Bellevue's positioning, such as events that focus on technology, sustainability, culinary offerings and wellness, or events that celebrate local culture and community.• Identify gaps in programming and events that could drive traffic during peak seasons and shoulder periods, ensuring a steady flow of visitors throughout the year.• Engage with the City, industry leaders and organizations to identify opportunities for new events and event locations.

STRATEGIC PRIORITY 6

Built Environment
& Enabling
Conditions

Strategy	Action
6.1 Enhance Event Infrastructure & Services	<ul style="list-style-type: none">• Develop structures (e.g., semi-permanent, permanent) that can be adapted for various events and festivals, providing flexible and cost-effective solutions for hosting large-scale events.• Invest in the development and maintenance of dedicated event grounds with the necessary infrastructure to host major events, concerts and festivals.
6.2 Wayfinding Across the City	<ul style="list-style-type: none">• Implement a comprehensive and innovative wayfinding system across Bellevue, so visitors can navigate the city easily.• Utilize technology to enhance the visitor experience and provide real-time information and guides on activities.• Partner with transit partners to guide visitors, residents and regional explorers to events, festivals and activations throughout Bellevue.
6.3 Accessibility First	<ul style="list-style-type: none">• Support the improvement of pedestrian pathways, bike lanes and public transportation options to ensure easy access to downtown Bellevue and key attractions.• Enhance the connectivity and safety of routes leading to popular destinations, making them more visitor-friendly.• Develop seamless connections between light rail stations and major attractions, hotels and the conference center through shuttle services, pedestrian walkways and bike-sharing programs.• Promote the use of public transit by providing comprehensive information on routes, schedules and ticketing options.

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STRATEGIC PRIORITY 6

Built Environment
& Enabling
Conditions

Strategy	Action
6.4 Destination Sustainability	<ul style="list-style-type: none">• Support the implementation of city-wide destination sustainability initiatives that focus on reducing carbon footprint, enhancing green spaces and promoting eco-friendly tourism practices.• Encourage local businesses, hotels and event organizers to obtain sustainability certifications to promote environmentally friendly practices.• Partner with local environmental organizations to create destination programs and campaigns that educate visitors on sustainable practices and encourage their participation.• Highlight certified establishments and events in marketing materials across all channels and markets.
6.5 Tourism Workforce Development	<ul style="list-style-type: none">• Collaborate with local educational institutions and industry partners to develop training programs that equip the workforce with skills needed in the tourism and hospitality sectors.• Encourage ongoing professional development for the existing workforce through workshops, certifications and advanced training in customer service, event management and sustainable practices.• Promote career opportunities in tourism and hospitality to attract talent and support local employment.

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your place together.

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Community Development

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BELLEVUE TOURISM PROMOTION AREA

2026 SCOPE OF WORK

EXECUTIVE SUMMARY

This Scope of Work outlines the Bellevue Tourism Promotion Area (TPA) administered by Visit Bellevue, the official Destination Marketing Organization (DMO) for Bellevue, Washington. Visit Bellevue's primary objective is to stimulate economic growth and development in Bellevue's visitor economy and curate memorable visitor experiences.

2025 is a year of refresh as we build toward new growth and resilience in Bellevue's tourism and visitor economy. In 2024, we were able to complete a new Bellevue Destination Development Plan (DDP) to serve as our strategic roadmap and informs our new destination brand development and marketing plan. At the heart of this growth and resilience is the TPA program which has fueled new marketing, sales, and tourism development programs that have directly contributed to increased hotel occupancy and revenue allowing us to surpass previous benchmark levels.

In 2026, we are striving toward continued growth for our destination sales, marketing and communications, visitor experience, and tourism development programs which include further optimization with these priorities as identified and validated by our industry partners and community stakeholders. 2026, will also bring the implementation of our Destination Stewardship department which will administer programs such as destination sustainability, destination accessibility, urban placemaking, arts, innovation, build environment, and a heightened community relations strategy.

We aim to increase overnight annual visitors to 2.5 million and provide an economic impact of \$2.1 billion by the end of 2026. Our improved marketing strategy includes a robust paid media campaign, content development, public relations to grow earned media, expanded international overseas marketing campaign, and social media. Our Destination Sales programs will continue developing relationships to achieve 425,000 room night leads and 80,000 contracted in sales. Visitor Experience initiatives will lead us to exceed guest satisfaction and continue the development of tourism offerings with new tours, experiences, festivals and events.

THE TOURISM PROMOTION AREA

In 2026, the TPA will enter the third full year and was strategically established to fuel destination marketing, sales, and tourism development initiatives, aimed at driving incremental overnight visitor demand and now fostering smart resilient growth that is right for Bellevue. Visit Bellevue, a specialized division of the Bellevue Convention Center Authority (BCCA), plays a pivotal role in crafting and executing destination sales, marketing, visitor experience, and destination stewardship programs. These programs are designed to elevate Bellevue's status as a premier destination city for leisure, meetings, conventions, and corporate tourism. In close collaboration with Bellevue's diverse tourism industry partners, Visit Bellevue acts as the unified voice of the destination, positioning Bellevue as a top-of-mind destination in the Seattle and Pacific Northwest region.

Partnership and community play a key role in ensuring alignment and effectiveness. Visit Bellevue operates under the guidance of the Bellevue Convention Center Authority, a public development authority steered by a 7-member board of directors. Additionally, the appointed 22-member Visit Bellevue Advisory Board, and various tourism councils comprising of both industry experts and non-industry community representatives provide valuable insights and direction. The TPA's role extends our organization to providing oversight and strategic direction, ensuring that investments and programs are seamlessly integrated to enhance Visit Bellevue's initiatives. This collaborative approach ensures that our collective efforts translate into tangible results, contributing to Bellevue's vibrant future as a sought-after travel destination.



VISIT BELLEVUE

Visit Bellevue serves as the official Destination Marketing and Management Organization for Bellevue, Washington. Our mission is to stimulate economic growth and development in Bellevue's visitor economy and inspire memorable visitor experiences. We strive to be a collective voice to develop, grow, and manage Bellevue's hospitality and tourism community.

Our dedicated and passionate team, guided by an advisory board comprised of civic and travel industry leaders, is eager to engage with you. Visit Bellevue is not just an organization, but a collective effort to make Bellevue a premier destination for visitors, providing them with meaningful experiences while contributing to the city's economic growth and development.



Destination Sales

Drives overnight visitation by promoting Bellevue for conventions, meetings, events, and corporate travel



Marketing & Communications

Elevates Bellevue's brand by creating awareness, visibility, strategic content, public relations, and targeted paid media campaigns



Visitor Experience

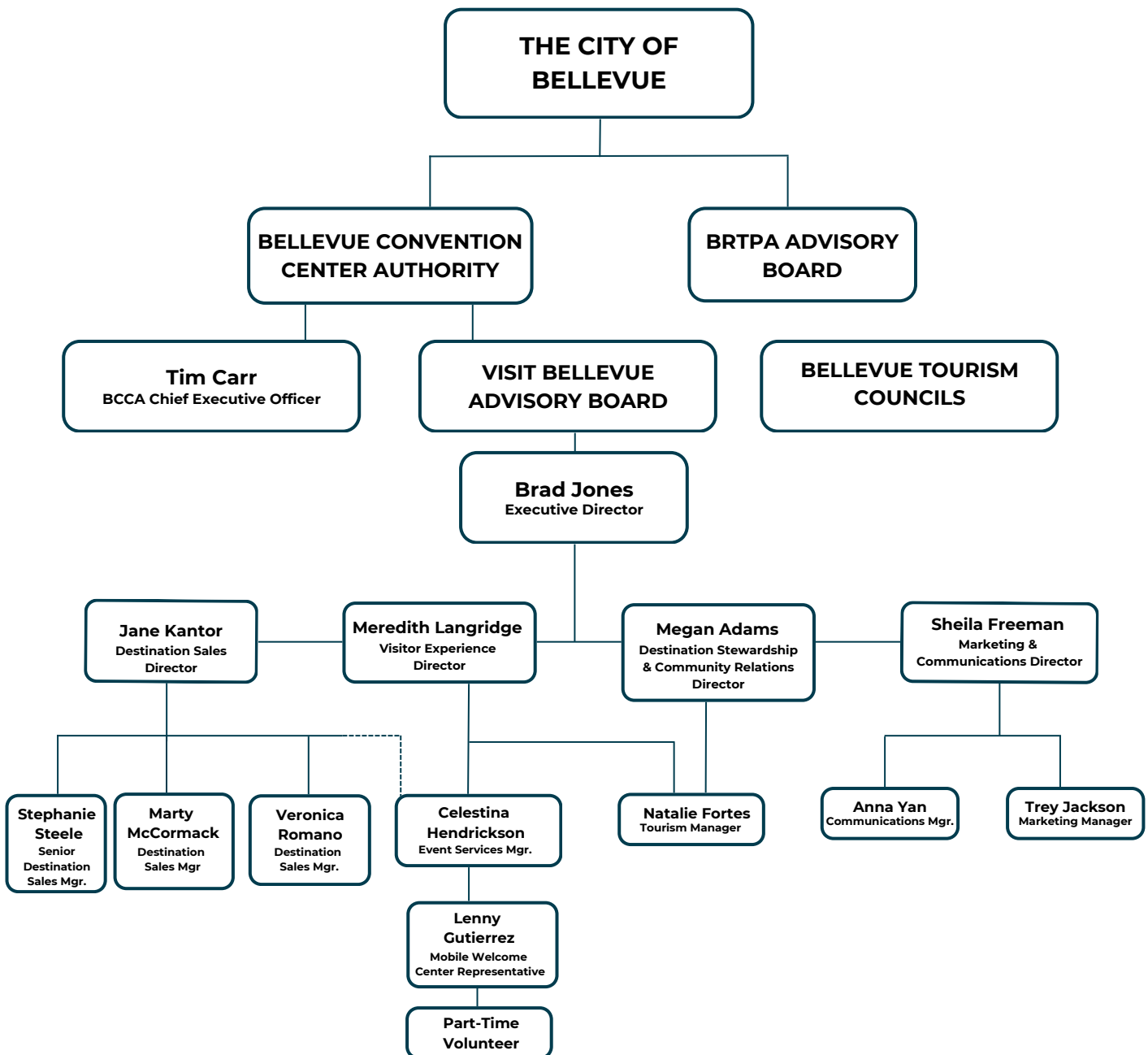
Enhances visitor experience through training, coordination, visitor services, festivals, and tourism development



Destination Stewardship & Community Relations

Developing Bellevue's built environment and enabling conditions including the arts, innovation, sustainability, accessibility

VISIT BELLEVUE ORGANIZATIONAL CHART



DESTINATION DEVELOPMENT PLAN

Optimizing Bellevue's ability to attract overnight visitors, bringing new economic growth, and establishing Bellevue as a destination city with the City of Bellevue through its strategic partnership with Visit Bellevue we re-engaged Resonance Consultancy to update the Bellevue Destination Development Plan.

Bellevue is a city experiencing significant transformation, evolving from its early days as a young suburb of Seattle into its own sophisticated neo urban center and destination city. As Bellevue navigates this transition, the question of "Who do we want to be?" becomes central to shaping its future. The updated Destination Development Plan (DDP) aims to position Bellevue as a premier destination that harmoniously blends urban sophistication, cultural richness, natural beauty and technological innovation.

The plan outlines strategic recommendations across six key areas: urban lifestyle and placemaking, arts and innovation, recreation and experiences, culinary destination, conferences and events, and built environment and enabling conditions. Collectively, these strategies will drive sustainable growth, enhance the visitor experience and resident quality of life, and promote Bellevue's unique identity.

Bellevue's Destination Development Plan is a visionary roadmap designed to guide Visit Bellevue and its partners through the city's transformation into a mature, vibrant and sustainable destination. By providing tactical strategic priorities that emphasize the city's strengths and address its unique challenges, Bellevue will remain a dynamic, inclusive and attractive city for residents, businesses and visitors alike, fostering long-term prosperity and quality of life.

Strategic Priorities for Sustainable Growth

- Urban Lifestyle & Placemaking – Strengthening Bellevue's identity as a world-class city.
- Arts & Innovation – Supporting creative industries and cultural experiences.
- Recreation & Experiences – Expanding outdoor activities and unique attractions.
- Culinary Destination – Positioning Bellevue as a premier food and beverage hub.
- Conferences & Events – Enhancing Bellevue's reputation as a top-tier meeting destination.
- Built Environment & Enabling Conditions – Investing in infrastructure, accessibility, and sustainability.

FUNDING & PRIORITIES

Visit Bellevue's funding is derived from a portion of the COB lodging tax and the Bellevue TPA assessment collections. By adding the TPA assessment in 2023, Bellevue has now established a competitive funding level which is working to create destination awareness, fuel new sales, drive marketing campaigns, develop new tourism programs and increasing our market share of visitors and hotel revenue.

The strategic program of the Bellevue's TPA:

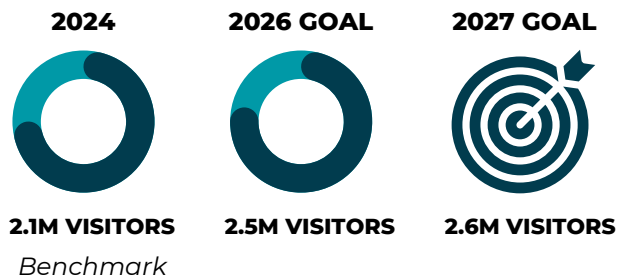
- Advocating, informing, and organization on behalf of our lodging and tourism industry
- Driving new growth and resiliency
- Implementation of the Bellevue Destination Development Plan
- Driving overnight visitation and increasing overnight visitor market share
- Destination sales and destination marketing programs
- Tourism development to drive future overnight visitors to Bellevue, including events, conventions, festivals, attractions, activities, and tour programs. Improving and elevating the Bellevue visitor experience
- Delivering value for hotel industry stakeholders
- Destination Stewardship programs to drive smart
- community centric growth.

Visit Bellevue's funding drawing from the City lodging tax and TPA assessment, will serve as a catalyst for community vitality, initiating a chain reaction that benefits the economy, enhances quality of life, and promotes overall community well-being.

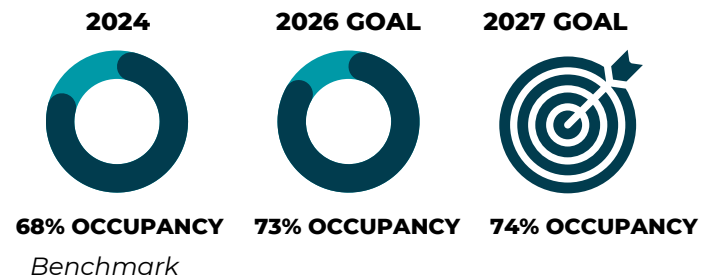


OVERALL GOALS

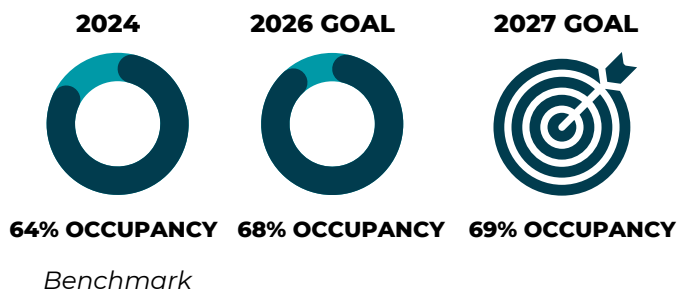
OVERNIGHT VISITORS



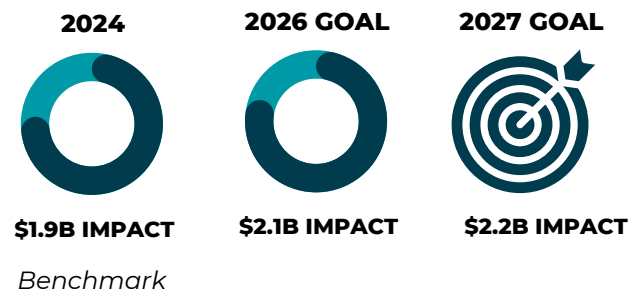
CITYWIDE HOTEL OCCUPANCY



WEEKEND HOTEL OCCUPANCY



ECONOMIC IMPACT



PROJECTED OVERALL TPA IMPACT SUMMARY

- Attract 500K new overnight visitors
- Improve citywide hotel occupancy by 12% and weekend occupancy by 9%
- Increase visitor spending by \$147M and overall economic impact by \$402M

DESTINATION SALES

Destination Sales in Bellevue is a critical strategy to growing incremental business at our hotels and venues, the success is felt by all hotels and business in Bellevue through added compression, maximized occupancy, and added visitor spending. Our destination focus will target group and event business planners in our core segments, along with targeting those events who will book events in the seasons and days of week when we most need the business. A strategy that emphasizes the importance of placing groups and events on top of the existing visitor flow, creating a seven-day-a-week business model that contributes to a robust and well-rounded visitor experience.

Through direct selling, ongoing relationship building, trade shows, sales missions, familiarization tours, site visits, and a new paid marketing strategy for sales we strive to achieve the following high-level results:

- Increase overnight visitors to 2.5 million
- Contribute 80,000 contracted room nights, reflecting the incremental business that enhances Bellevue's base visitor economy
- Generate 425,000 room night leads, focusing on groups and events that wouldn't normally be in the City and that fill our high-need areas
- Increase city-wide hotel occupancy to 73%, creating a seven-day-a-week business model as a vital part of this work

Our Destination Sales Team, acting as the spokes of our plan, will work in tandem with the staff of Bellevue's hotels and convention center, the hub of the plan. This collaboration will focus on the features and benefits of Bellevue as a destination, maximizing the economic impact of each group. Our team will attend tradeshow, execute sales calls, conduct sales missions, and organize site inspections, all aimed at promoting Bellevue as a premier destination.



TASKS & TACTICS

Bellevue is a destination that offers unique opportunities for event professionals and their attendees. Its status as a tech hub, corporate headquarters, proximity to nature, and closeness to SEA airport, combined with the compact downtown core and surrounding neighborhoods, parks, and attractions, make it an attractive choice for businesses looking at neo-urban cities with high-quality amenities.

SALES AND MARKETING PLANS

Our destination sales plan is designed to introduce awareness and visibility for event professionals to Bellevue. It includes a robust travel and tradeshow schedule, an array of thoughtful site inspections tailored to each group and meeting professional, sales missions that activate feeder markets, and sales calls executed within the region, state, and across the country. These efforts are focused on vertical markets including corporation, association, and SMERF, along with new areas like business travel, festivals and events, cruise, incentive, and esports.

Our marketing plan and paid media campaign is carefully constructed with our marketing agency with messaging specific to meeting professionals, illuminating the possibility of reducing friction to book conventions, meetings, and events in Bellevue across all channels. The Destination Sales infrastructure will include a full complement of tradeshows, sales calls, sales missions, site inspections, and paid marketing, each focused on the features and benefits of Bellevue as a destination and growing our brand and product visibility.



STRATEGY & GOALS

PROSPECTING & SALES MISSIONS

Our Destination Sales Team is committed to creating, maintaining, and augmenting a comprehensive database of clients and potential clients. Sales calls provide an opportunity for one-on-one interaction with planners and can take the form of dynamic presentations, sales proposals, and networking events. Sales missions, on the other hand, allow us to execute an in-market brand activation, bringing the unique traits of Bellevue to the destination to create a memorable experience.

SITE INSPECTIONS

Seeing is believing. Bringing meeting planners with viable RFPs to Bellevue expedites conversion of those groups. When meeting planners are brought to Bellevue for a site inspection, they get a firsthand experience of what the city has to offer.



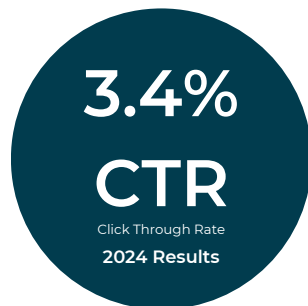
PROJECTED TPA DESTINATION SALES IMPACT SUMMARY

- Improved weekend and off- season hotel occupancy
- 85% pick up of room blocks
- 26% Increase of booked rooms
- 21% Increase of leads
- Establish relationships with new annual events for Bellevue.

MARKETING & COMMUNICATIONS

Our marketing and communications strategy is designed to elevate Bellevue's brand and position it as a premier visitor destination. As we enter a new chapter of growth, we have embarked on an exciting brand refresh and developed a revitalized marketing strategy that builds upon our previous brand positioning. With an enhanced digital presence, a strategic content marketing approach, proactive public relations, engaging social media, targeted paid media, an innovative overseas marketing program, and a culinary tourism program, our evolved strategy aims to welcome visitors from around the globe.

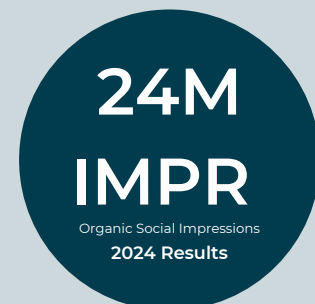
PAID MARKETING



Fueled by our refreshed brand and informed by deep insights from previous campaigns, our paid media program is entering a dynamic new era. We're refining our identity and showcasing Bellevue's unique offerings to distinguish ourselves among Pacific Northwest competitors. Leveraging dynamic ad formats, our strategy includes targeted programmatic advertising, SEM intercept marketing, and engaging campaigns across YouTube, Epsilon, and site-direct platforms.

SOCIAL MEDIA & CONTENT

Social media and owned media channels are the powerhouse of our marketing efforts, driving engagement, inspiration, and visitation. Our content-led strategy delivers impactful story telling that helps enrich visitor experiences. Our owned media channels—including Aspire, Insider's Edge, The Buzz, Rush Hour Alerts, Media Alerts, and organic social media—generate tens of millions of impressions annually, amplifying overall marketing effectiveness. With continued TPA support, we'll further enhance content quality and expand reach through influential partnerships, compelling weekly videos, and targeted boosted campaigns.





WEBSITE

With continued TPA support, we will launch a comprehensive website redesign to significantly enhance user experience and effectively showcase Bellevue's offerings. Our website is central to our strategy, achieving a 183% traffic increase in 2024 with 604,754 unique users and 630,183 sessions. Event pages, listings, and blogs consistently rank in top search results, positioning us as the leading digital resource for Bellevue visitors, and we're committed to surpassing these results.

PUBLIC RELATIONS

We've partnered with a new PR agency to elevate Bellevue's visibility in national and overseas media, leveraging strategic pitches, impactful storytelling, media relations, and targeted press trips. With continued support from the TPA, we'll execute three annual media missions in key markets and host group press trips, driving impactful earned coverage and strengthening Bellevue's reputation as a premier destination.



OVERSEAS MARKETING CAMPAIGN

Following a successful inaugural campaign in Japan, we will maintain an always-on presence while expanding into new international markets. Leveraging insights gained from our Japan efforts, we will confidently launch a campaign in India in 2026. With support from our international agency, we've established professional representation to guide media relations, manage paid and organic social media, coordinate journalist FAMs, and support campaign development—including the launch of our Yuru-Chara mascot, Belle the Bobcat. These efforts ensure Bellevue's continued growth and visibility in key global markets.

CULINARY TOURISM PROGRAM

Inspired by the Destination Development Plan's strategic pillar to position Bellevue as a premier food and beverage destination, Visit Bellevue launched a comprehensive Culinary Tourism Program to showcase the city's dynamic and diverse dining scene.

This multi-faceted program includes:

- The Bellevue Eats video series, hosted by celebrity chef Shota Nakajima
- A dedicated culinary newsletter
- Culinary Weeks and themed events
- Foodie trails and guided tours
- Strategic sponsorship of local culinary events

BELLEVUE EATS WITH CHEF SHOTA NAKAJIMA

Hosted by Chef Shota Nakajima, Bellevue Eats takes viewers on a guided journey through Bellevue's exceptional culinary landscape. Each episode features in-depth conversations with local chefs and restaurateurs, offering insider insights into the artistry, innovation, and cultural diversity behind Bellevue's food scene.

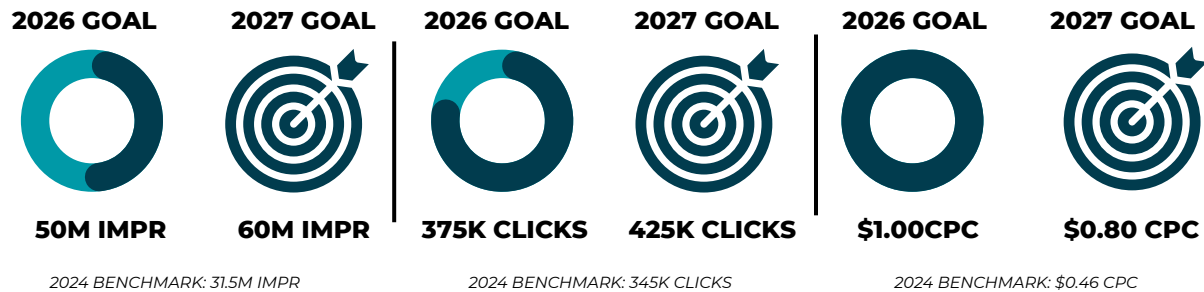
In alignment with our commitment to international accessibility, each episode includes expert Japanese translation, thoughtfully designed to support our overseas visitors and Japanese marketing campaign.

Following a successful first season, with over 1m impressions and 11k engagements, we're proud to continue the series in partnership with Chef Shota, expanding our video library and reaching new audiences.

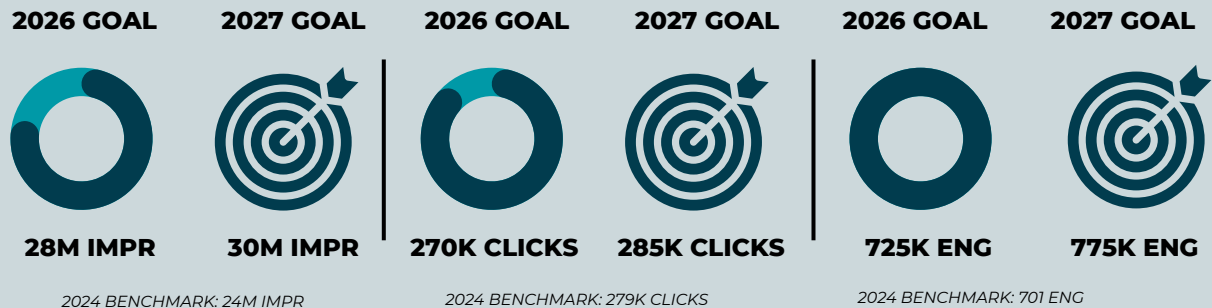


MARKETING & COMMUNICATIONS GOALS

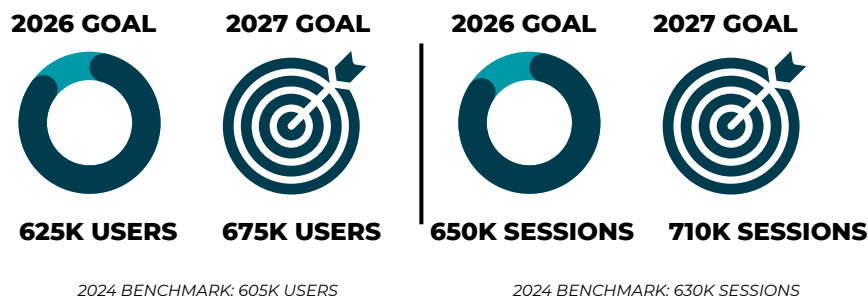
PAID MEDIA GOALS



SOCIAL MEDIA GOALS

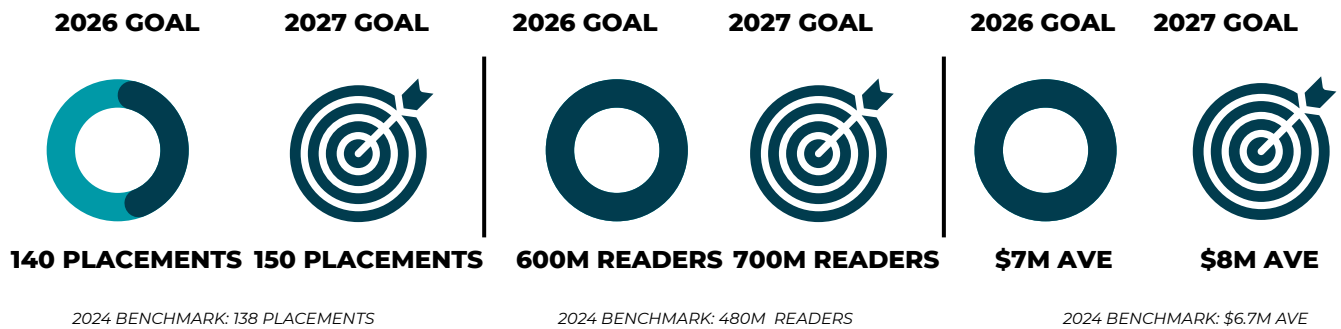


WEBSITE GOALS



*Impressions (IMPR), Cost Per Click (CPC), Engagements (ENG)

PUBLIC RELATIONS GOALS



PROJECTED TPA IMPACT SUMMARY

- Create 35M new impressions
- Create 190K Clicks additional website sessions
- Improve CPC by \$1.81
- Create more social media impressions, engagements, and clicks
- Generate \$15M in earned media coverage

VISITOR EXPERIENCE & TOURISM DEVELOPMENT

Our visitor experience and tourism development program partnerships are designed to enhance the Bellevue experience and stimulate tourism growth. We have gathered visitor data together with our destination development plan priorities to create solutions to address the challenges faced by visitors while developing priority areas of our community with a focus improving and providing visitors with memorable authentic experience.

BELLHOP

In 2026, BellHop service will enter its third full year of operations. This free, electric, on-demand shuttle service is designed to solve the first mile – last mile challenges in Bellevue. By providing a convenient and eco-friendly transportation option, we are enhancing the visitor experience and making it easier for visitors, community members and workforce to navigate and connect the city. Together with BelleHop's funding partners we will strive to expand the service area and connect the service to all Bellevue hotels.

MOBILE WELCOME CENTER

Bellevue's Mobile Welcome Center, an all-electric traveling welcome center has provided visitor services and information to more than 26k visitors for 218 days of activation. It is strategically located on an ongoing basis at popular spots throughout the city, including Bellevue Downtown Park, Bellevue Arts Museum, Bellevue Botanical Garden, Sound Transit Link Downtown Station, area hotels and shopping areas. We also attend monthly area events to interact with visitors, providing them with valuable information and enhancing their experience in Bellevue.



BELLEVUE INNOVATION & TECH WALKING TOUR

In 2026, Visit Bellevue is excited to launch our first ever augmented reality walking tour. This tour will be free and always available on mobile devices and will showcase technology overlayed in digital information with virtual elements available to tour participants to enhance the exploration of Bellevue while highlighting our interesting points of interest with tech and eGaming as a core theme. We hope to establish this as an innovative way for visitors and our community to learn about Bellevue as a destination experience.

FESTIVALS AND EVENTS INCUBATOR PROGRAM

Bellevue's Multicultural Council is a vital force in preparing the city to welcome the world with open arms. As a city that values hospitality, diversity, inclusion, and equity, Bellevue strives to create an environment where everyone feels welcome. The Council's efforts extend to promoting minority-owned businesses and providing resources to explore and appreciate the diverse cultures that comprise Bellevue. Since its establishment, Visit Bellevue has created a robust visitor resource hub that reflects the city's commitment to excellence in multicultural hospitality and tourism.

MULTICULTURAL TOURISM COUNCIL

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REGIONAL COLLABORATION

Visit Bellevue has successfully established the Eastside Regional Tourism Council (ERTC), actively working with neighboring cities such as Woodinville, Redmond, Bothell, Kirkland and Issaquah to enhance our regional appeal. Our aim is to encourage longer-stay visitors by expanding the portfolio of tourism activities and attractions, thereby increasing the collective economic impact of tourism across the region.

MOBILE CONCIERGE WEB-BASED APP AND FREESTANDING INTERACTIVE KIOSK

This progressive web app serves as an essential tool for attendees and visitors, offering real-time information on dining, attractions, shopping, events, and nightlife in Bellevue. With features like personalized itinerary building, online reservations, interactive mapping, wayfinding, live-chat attendee services, and social media integrations, Bellevue's offerings are conveniently accessible in the palm of your hand.

EVENTS SERVICES

Visit Bellevue's Event Services program plays a critical role in delivering high-impact, high-touch support to events hosted in Bellevue. By aligning closely with planners' goals and elevating the attendee experience, this program ensures meaningful engagement, strong attendance, and economic impact. Event Services has been central to the success of our Event Incubator Program, supporting the growth and execution of major events like the Northwest Chocolate Festival, Fly Fishing Show, and BrickCon. With services including pre-event consultation, attendee content strategies, on-site concierge support, and post-event reporting, our team helps maximize value for both planners and the Bellevue community.

TOURISM DEVELOPMENT PROGRAM

The Bellevue Tourism Development programs are designed to develop more Bellevue-centric experiences that will differentiate our destination while enhancing our community experiences. By identifying and working with partners to develop and create products and services that align to our destination development plan strategy.

Our partnership strategy is to operate land and water experiences in and around Bellevue with Bellevue Lodging at its core

BELLEVUE LAKE CRUISES

Visit Bellevue worked with Duffy Boats Northwest and the city of Bellevue to develop a pilot program to experience surrounding the waterfront beauty of Lake Washington aboard a luxury Duffy Electric boat. Guests enjoyed the incredible views of the Bellevue and Seattle skyline. The guided tour is a relaxing excursion past the old whaling station, floating bridges, and incredible shoreline estates. Guests enjoyed the beautiful vistas of Mt. Rainier, Olympic Mountains, and Bellevue's natural wetlands. During the 90-day pilot program we delivered a cruise to 688 guests from 15 states and 12 countries. We are currently seeking the continuation of this program and the ability for year around seasonal and special themed experiences.

SAVOR BELLEVUE FOOD TOURS

Bellevue's Multicultural Council is a vital force in preparing the city to welcome the world with open arms. As a city that values hospitality, diversity, inclusion, and equity, Bellevue strives to create an environment where everyone feels welcome. The Council's efforts extend to promoting minority-owned businesses and providing resources to explore and appreciate the diverse cultures that comprise Bellevue. Since its establishment, Visit Bellevue has created a robust visitor resource hub that reflects the city's commitment to excellence in multicultural hospitality and tourism.

BELLEVUE AIRPORT SHUTTLE

Seeking help to solve our collective connectivity and transportation challenges, Visit Bellevue worked to develop a new partnership with Eagle Transportation Service to establish the Bellevue Airport Shuttle program. Seeking a safe, reliable and convenient connection between SEA (Seattle-Tacoma International Airport) and hotels in Bellevue with a seven day a week hourly schedule an affordable fixed rate.

This Bellevue Airport Shuttle service continues to develop and establish itself as a best-in-class elevated shared transportation airport service. We continue to develop the service with special corporate and group discounts together with special logistics for locals and Bellevue workforce. We expect to be serving 150 – 200 passengers a day when fully optimized.

BIKEHOP PROGRAM

BikeHop is a new tourism pilot program developed in 2024 for Bellevue visitors offering complimentary e-bike at a four participating Bellevue hotels. We hope to continue to bring awareness and visibility to Bellevue's excellent outdoor recreation, parks and trails. Each complimentary e-bike comes with everything visitors need for the perfect outing. In 2025 we are seeking to add a few more hotel locations as well as establishing a central point along Eastrail where all hotels can send their guests for free e-bike usage.

BELLEVUE BOUND PODCAST

Bellevue Bound is Visit Bellevue's first-ever B2B podcast, created to connect Bellevue's tourism and business community through candid, insightful, and often fun conversations. Designed as a platform for collaboration and storytelling, the podcast helps stakeholders better promote, understand, and elevate Bellevue's identity as a vibrant, multifaceted destination. Each episode uncovers Bellevue's best through the voices of destination trailblazers, while tackling outdated perceptions, educating frontline staff, and weaving Bellevue more fully into broader regional and statewide tourism narratives. As a new tool in our communications strategy, Bellevue Bound supports stronger partner engagement and a unified destination message.

Visit Bellevue establishes a set of criteria to evaluate the goals and success of each program. Based on the timing, expenses, transportation, and tour options we will build a funding and evaluation model. To encourage tourism development and increase overnight visitors, we will continue to invest in new partnerships and monitor existing programs on an ongoing basis.

VISITOR EXPERIENCE GOALS

FESTIVALS AND EVENTS

2026 GOAL



**\$15M NEW VISITOR
SPENDING**

2026 GOAL



**20K WEEKEND
ROOM NIGHTS**

2026 GOAL



**40K OVERNIGHT
VISITORS**

2026 GOAL



**\$35M ECONOMIC
IMPACT**

BELLHOP

2026 GOAL



**126K NEW
PASSANGERS SERVED**

2026 GOAL



**8-10 MINUTE WAIT
TIME**

2026 GOAL



**4.9 OUT OF 5
SERVICE SCORE**

VISITOR KIOSKS

2026 GOAL



**22K UNIQUE USER
SESSIONS**

2026 GOAL



**2 MINUTE SESSION
TIME**

VISITOR EXPERIENCE GOALS

BIKEHOP

2026 GOAL



GOAL IS TO IMPLEMENT A PROGRAM THAT ALL BELLEVUE HOTELS CAN SEND THEIR VISITORS TO FOR THE BIKEHOP PROGRAM AND SERVE MORE THAN 1200 USERS IN A YEAR

AIRPORT SHUTTLE

2026 GOAL



36K PASSANGERS
SERVED

EVENT SERVICES

2026 GOAL



80% ROOM PICK UP
FROM EVENTS BOOKED

VISITOR EXPERIENCE GOALS

Our robust tourism development and Visitor Experience programs collectively contribute to Bellevue's competitive edge as a destination, ensuring that visitors enjoy a rich, diverse, and convenient experience. From leveraging technology to enhance accessibility, to celebrating cultural diversity and supporting local events, we are at the forefront of growing resilient tourism development.



PROJECTED TPA IMPACT SUMMARY

- Promote Multicultural Tourism
- Improve visitor transportation
- Develop culinary tourism programs
- Support keeping Bellevue clean & safe
- Develop new Bellevue tours and attractions
- Improve nightlife



DESTINATION STEWARDSHIP

Visit Bellevue's Destination Stewardship & Community Relations department was created to ensure that Bellevue's rapid growth as a visitor destination is aligned with the needs of the community, the integrity of the environment, and the long-term health of the local economy.

This department leads key initiatives that support the principles of responsible tourism, inclusive economic development, and environmental stewardship, while also serving as the connective tissue between Visit Bellevue and our community stakeholders, cultural institutions, and tourism-related businesses.

SUSTAINABILITY PROGRAM

Inspired by Strategic Initiative 6.4 in the Bellevue Destination Development Plan and built in alignment with the City of Bellevue's Sustainable Environmental Stewardship Plan (2026–2030), Visit Bellevue has developed a Destination Sustainability Plan to ensure tourism continues to enrich Bellevue for generations to come. This plan embraces a holistic approach to sustainability across three key pillars: social sustainability, environmental sustainability, and economic sustainability. Implementation of this program will begin in May 2025 and will involve active collaboration with the City of Bellevue, local partners, and community stakeholders.

PARTNERSHIPS & COMMUNITY ENGAGEMENT

Visit Bellevue works closely with hospitality, arts, dining, attractions, transportation, retail, and other tourism-related industries to build strong, mutually beneficial partnerships. Through our Partner Portal, newsletters, trainings, and business listings, we provide free resources and support to help Bellevue's tourism ecosystem thrive.

Key Partnership offerings include:

- Certified Tourism Ambassador (CTA) Program
- Partnership/Community Engagement initiatives
- Event and business listings on VisitBellevueWA.com
- Bellevue Boost
- Bellevue Bound Podcast
- Partner Activation & Networking Meetings



ADVANCED TOOLS & INDUSTRY SUPPORT

Visit Bellevue is steadfast in its commitment to delivering unparalleled quality for the City of Bellevue. Our strategy extends beyond the creation of an exceptional professional team; we have also invested in state-of-the-art tools and sought the expertise of industry leaders to help us realize our ambitious objectives. These external resources are integral to our operations, and we are proud to consider them as extensions of our team.

INNOVATIVE REASEARCH & INSIGHTS DASHBOARD

We've invested in multiple data analytics platforms to provide us with the most accurate visitor insights. We use Zartico, Voyage, and Visa Destinations to collect invaluable data on our visitors' origin and habits during their stay. Our dashboard technology underscores our commitment to data-driven decision making. This industry-leading platform by Madden offers destination intelligence that empowers DMOs to strategize effectively, measure impact accurately, and fulfill fiduciary responsibilities efficiently.

Data and research uncover previously unseen insights and new trends and revealing origin markets or popular points of interest that can inspire fresh marketing opportunities. Moreover, it encourages us to evolve beyond traditional KPIs, focusing instead on key performance impacts such as quality visits from key markets.



MEET OUR AGENCIES

We have enlisted the assistance of top-tier agencies in the travel and tourism industry. Their support ensures that our team stays abreast of the latest trends and is equipped to achieve our goals for Bellevue.



DIAMOND PR

Our new PR agency brings bi-coastal expertise and global reach, specializing in travel storytelling. With a team spanning Miami to the U.K., they craft compelling narratives and curate impactful visual content to elevate Bellevue's presence across media and social platforms.



SIMPLEVIEW

Our partner for CRM, CMS, website support, and SEO support, is part of a global force working to elevate the relevance of travel and tourism. Their network includes partners specializing in solutions ranging from reservations to research, as well as industry associations addressing policy and public relations.



62ABOVE

Our new agency specializes in travel and tourism marketing and is leading our brand refresh while refining Bellevue's unique positioning. Their expertise in branding, design, video, and paid media brings fresh creative energy to our evolving destination marketing strategy.



PACRIM

We have selected PacRim, with offices and experienced representatives worldwide to deliver and advise Visit Bellevue on the most effective and relevant strategies to reach our key markets and audiences in Asia.

TPA BUDGET

Projected TPA Revenue	Q1 2026	Q2 2026	Q3 2026	Q4 2026	Total
TPA Collections (\$2.50 per room)	\$620,000	\$765,000	\$910,000	\$840,000	\$3,135,000
DOR Fee (1% Fee)	\$ 6,200	\$ 7,650	\$ 9,100	\$ 8,400	\$ 31,350
Legislative Authority Fee (5%)	\$ 31,000	\$ 38,250	\$ 45,500	\$ 42,000	\$ 156,750
Net Revenue	\$582,800	\$719,100	\$855,400	\$789,600	\$2,946,900
Projected TPA Expenses	Q1 2026	Q2 2026	Q3 2026	Q4 2026	Total
Marketing & Communications	\$277,000	\$218,000	\$228,000	\$247,500	\$970,500
Destination Sales	\$195,500	\$157,200	\$175,500	\$134,000	\$662,200
Destination Stewardship & Tourism Development	\$175,000	\$198,000	\$211,000	\$159,500	\$743,500
Festivals & Events	\$ 43,000	\$102,000	\$ 16,500	\$142,000	\$303,500
Administration & Research	\$ 27,600	\$ 27,600	\$ 27,600	\$ 27,600	\$110,400
Contingency (5%)	\$ 31,000	\$ 38,250	\$ 45,500	\$ 42,000	\$156,750
Total Expenses & Contingency	\$749,100	\$741,050	\$704,100	\$752,600	\$2,946,850

THANK YOU



As Bellevue's Official DMO, Visit Bellevue is ideally positioned to manage the newly instated TPA funds. Our mission to stimulate economic growth and inspire memorable visitor experiences is backed by a proven track record and a commitment to elevating the visitor experience while increasing visitor spending and overall economic impact.

Our dedicated team, innovative initiatives, and comprehensive approach to destination marketing and management will be able to successfully invest the TPA fund to improve Bellevue's attractiveness as a travel destination. We are excited about the potential of the new TPA and are committed to using these funds to enhance Bellevue's position as a premier leisure, meetings, and corporate destination. We look forward to working with our partners and stakeholders to achieve our shared goals and contribute to Bellevue's vibrant future.



11100 NE 6TH Street, Bellevue, WA 98004
P: (877) 425-2075
www.visitbellevuewa.com



Community Development

Attachment F

OneRedmond

8383 158th Ave NE Suite 225
Redmond, WA 98052
+14258854014
invoices@oneredmond.org
www.oneredmond.org



INVOICE

BILL TO
Lizzette Flores
City of Bellevue
Finance Department - Procurement Services
450 110th Ave NE
Bellevue, WA 98004

INVOICE 1201-2167
DATE 02/12/2025
TERMS Due upon receipt
DUE DATE 02/12/2025

P.O. NUMBER
2350467.000

DESCRIPTION	QTY	RATE	AMOUNT
Admin and Research - Operation of the BRTPA–Redmond Zone January 1, 2025-January 31, 2025 • Research, data, bookkeeping, and indirect • Software Subscriptions Staffing and contract costs to build tourism infrastructure in Redmond through research and administration; communication and action items as it relates to Redmond Hotels and government partners; Resourcing leads for hotel partners.	1	27,125.575	27,125.58
Destination Development Costs for Operation of the BRTPA–Redmond Zone • Master planning, special events transportation, and research for a concierge program • Uber Gift Card purchases for Hotel Wine Weekend packages	1	18,565.25	18,565.25
Sales Support Costs for Operation of the BRTPA–Redmond Zone • Paid marketing and collateral, memberships, exploring options for booking links and lead gen tools	1	173.833	173.83

Please contact OneRedmond to pay via credit card.
Administrative Agreement for Operation of the BRTPA–Redmond
Zone (RCW 35.101.130(2))

BALANCE DUE **\$45,864.66**

Pay invoice

Jan-25

Admin and Research

TPA Direct Expenses	17,684.24
<i>Details to the right</i>	
General Admin Services & Expenses	5,259.66
Travel	50.34
Utilities	100.49
Rent / Office Lease	2,156.63
Equip Rental and Maintenance	133.06
Additional Staffing	16,212.36
Admin Charges	4,267.88
	<u>45,864.67</u>

TPA Direct Purchases

Research	-
AF Expense report	-
ML Expense Report	1,936.21
Tourism Development	15,590.00
Memberships	-
Meetings	158.03
	<u>17,684.24</u>

OneRedmond

8383 158th Ave NE Suite 225
Redmond, WA 98052
+14258854014
invoices@oneredmond.org
www.oneredmond.org



INVOICE

BILL TO
Lizzette Flores
City of Bellevue
Finance Department - Procurement Services
450 110th Ave NE
Bellevue, WA 98004

INVOICE 1201-2190
DATE 03/21/2025
TERMS Due upon receipt
DUE DATE 03/21/2025

P.O. NUMBER
2350467.000

DESCRIPTION	QTY	RATE	AMOUNT
Operation of the BRTPA–Redmond Zone February 1, 2025-March 21, 2025	1	47,112.14	47,112.14

Please contact OneRedmond to pay via credit card.
Administrative Agreement for Operation of the BRTPA–Redmond
Zone (RCW 35.101.130(2))

BALANCE DUE **\$47,112.14**

Pay invoice

PAGE 2: SUMMARY

1. MARKETING & COMMUNICATION.....	\$1,702.13
2. ADMIN & RESEARCH.....	\$30,470.93
3. FESTIVALS & EVENTS.....	\$3,076.30
4. DESTINATION SALES.....	\$4,273.33
5. TOURISM DEVELOPMENT.....	\$7,589.45
6. CONTINGENCY.....	\$0.00

TOTAL: \$47,112.14

PAGE 3:

Category: MARKETING & COMMUNICATION

P&L Line Item	Description	MARKETING & COMMUNICATION
Computer & Software	Adobe	5.12
Computer & Software	Adobe	5.12
Computer & Software	Shutterstock	7.46
Computer & Software	Adobe	7.72
Computer & Software	Adobe	7.72
Computer & Software	Constant Contact	33.83
Computer & Software	FlipHTML	34.76
Equip Rental/Maintenance	GoDaddy	48.48
Equip Rental/Maintenance	GoDaddy	30.07
Staffing	SM 2/1-3/21 PR	1,521.84

TOTAL \$1,702.13

PAGE 4:

Category: ADMIN & RESEARCH

Category	Description	ADMIN & RESEARCH
Bank Fees	Chase, BizX, QB	58.68
Computer & Software	Microsoft.	38.60
Computer & Software	SalesForce	57.85
Computer & Software	Easy Board 25% Discount	335.95
Computer / Server Work	BEMO	277.95
Equip Rental/Maintenance	KYOCERA COPIER Feb	133.06
Equip Rental/Maintenance	KYOCERA COPIER Mar	133.06
Equip Rental/Maintenance	TechSoup IT	495.59
Insurance	Redmond General Insurance Agency Feb	174.00
Insurance	Redmond General Insurance Agency Mar	174.00
Legal + Accounting	HRK Advisors Feb	283.10
Rent / Office Lease	Rent / Office Lease Feb	2,224.17
Rent / Office Lease	Rent / Office Lease Mar + Jan correct	2,291.68
Staffing	AF Health Feb	712.28
Staffing	AF Health Mar	712.28
Staffing	JM 2/1-3/21 PR	459.15
Staffing	AF 2/1-3/21 PR	13,956.94
Staffing	Fees	127.55
Staffing	KH 2/1-3/21 PR	6,676.82
Subscriptions	THE BUSINESS JOURNALS	46.66
TPA	ML Consulting Hours	775.00
TPA	ML Expenses: Workshop, Mileage, Meals	118.51
TPA	Ticket Refund Program	7.04
Utilities	Comcast Feb	100.51
Utilities	Comcast Mar	100.51

TOTAL \$30,470.93

PAGE 5:

Category: FESTIVALS & EVENTS

Category	Description	FESTIVALS & EVENTS
Staffing	AF 2/1-3/21 PR	2,791.39
Staffing	AF Health Feb	142.46
Staffing	AF Health Mar	142.46

TOTAL \$3,076.30

PAGE 6:

Category: DESTINATION SALES

Category	Description	DESTINATION SALES
TPA	ML Consulting Hours	1,400.00
	AF Expenses: TSE Conference, Travel, Uber,	
TPA	Meals, PSBJ Event	996.58
TPA	ML Consulting Hours	897.50
TPA	GBTA Membership	545.00
TPA	WSDMO Symposium	143.50
TPA	AF Expenses: Meals, Tolls, Mileage	87.10
TPA	Puget Sound Business Journal - Event Ticket	80.00
Memberships	AWB Association of Washington Business	116.65
Memberships	PRO SUB FEE	3.50
Memberships	PRO SUB FEE	3.50

TOTAL \$4,273.33

PAGE 7:

Category: TOURISM DEVELOPMENT

Category	Description	TOURISM DEVELOPMENT
Supplies	BLACK COOLER (UNIVERSAL) RENTAL	6.68
TPA	SceneThink	69.00
TPA	SceneThink	69.00
TPA	SceneThink	69.00
TPA	GotPrint	75.48
TPA	JetSpace	125.00
TPA	Matt's Rotisserie & Oyster Lounge	206.05
TPA	Staples	1,985.40
TPA	4Imprint	2,473.83
Staffing	AF Health Feb	94.97
Staffing	AF Health Mar	94.97
Staffing	JM 2/1-3/21 PR	459.15
Staffing	AF 2/1-3/21 PR	1,860.93

TOTAL \$7,589.45

One Redmond

OneRedmond

8383 158th Ave NE Suite 225
Redmond, WA 98052
+14258854014
invoices@oneredmond.org
www.oneredmond.org



INVOICE

BILL TO
Lizzette Flores
City of Bellevue
Finance Department - Procurement Services
450 110th Ave NE
Bellevue, WA 98004

INVOICE 1201-2221
DATE 04/18/2025
TERMS Due upon receipt
DUE DATE 04/18/2025

P.O. NUMBER
2450317

DESCRIPTION	QTY	RATE	AMOUNT
Operation of the BRTPA–Redmond Zone March 22, 2025 - April 18, 2025	1	32,208.75	32,208.75

Please contact OneRedmond to pay via credit card.
Administrative Agreement for Operation of the BRTPA–Redmond
Zone (RCW 35.101.130(2))

BALANCE DUE **\$32,208.75**

Pay invoice

PAGE 2: SUMMARY

Page:

3. MARKETING & COMMUNICATION.....	\$2,027.19
4. ADMIN & RESEARCH.....	\$18,680.30
5. FESTIVALS & EVENTS.....	\$0.00
6. DESTINATION SALES.....	\$3,136.77
7. TOURISM DEVELOPMENT.....	\$8,364.49
8. CONTINGENCY.....	\$0.00

TOTAL: \$32,208.75

PAGE 3:

Category: MARKETING & COMMUNICATION

P&L Line Item	Description	MARKETING & COMMUNICATION
Computer & Software	Adobe	15.18
Computer & Software	Shutterstock	7.46
Computer & Software	Constant Contact	33.83
Computer & Software	Zoom	35.25
Staffing	Dedicated hours from four staff members	1935.47

TOTAL \$ 2,027.19

PAGE 4:

Category: ADMIN & RESEARCH

Category	Description	ADMIN & RESEARCH
Bank Fees	Chase, BizX, QB	3.27
Computer & Software	Microsoft.	38.59
Computer & Software	SalesForce	57.85
Computer / Server Work	BEMO	376.41
Equip Rental/Maintenance	KYOCERA COPIER Apr	133.04
Insurance	Redmond General Insurance Agency Mar	174.00
Legal + Accounting	HRK Advisors	1355.00
Rent / Office Lease	Rent / Office Lease Apr	2,223.84
Staffing	AF Health Apr	712.28
Staffing	Dedicated hours from four staff members	12,116.19
TPA	ML Consulting Hours	1272.50
TPA	ML Expenses: Workshop, Mileage, Meals	18.00
	Residence Inn Redmond and OneRedmond Tourism	
TPA	team lunch meeting	99.08
Utilities	Comcast Internet Apr	100.50

TOTAL \$ 18,680.30

PAGE 5:

Category: FESTIVALS & EVENTS

This category is not used in 2025 Budget

Category

Description

**FESTIVALS
& EVENTS**

TOTAL \$ 0.00

PAGE 6:

Category: DESTINATION SALES

		DESTINATION
Category	Description	SALES
TPA	Destinations International	1,205.00
TPA	WSDMO	1,100.00
Staffing	Dedicated hours from four staff members	831.77

TOTAL \$ 3,136.77

PAGE 7:

Category: TOURISM DEVELOPMENT

Category	Description	TOURISM DEVELOPMENT
Supplies	BLACK COOLER (UNIVERSAL) RENTAL	6.68
TPA	SceneThink – Correct March	.99
TPA	SceneThink – Correct March	.99
TPA	SceneThink – Correct March	.99
Staffing	AF Health Apr	94.97
TPA	ML – Pup Crawl Hours	1,425.00
TPA	ML – Pup Crawl Expense	18.00
TPA	Seattle Sports Commission	55.00
TPA	Premier Media Group	595.00
TPA	SceneThink	2.97
Staffing	Dedicated hours from four staff members	1697.12
Staffing	Dedicated hours from four staff members	3889.75
Staffing	AF Health Apr	142.46
TPA	Staples – Pup Crawl	59.28
TPA	Amazon – Pup Crawl	64.79
TPA	Auction of WA Wine	310.50

TOTAL \$ 8,364.49

PAGE 8:

Category: Contingency

For overages in categories in 2025 Budget

Category

Description

Contingency

TOTAL \$ 0.00

One Redmond

OneRedmond

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INVOICE

BILL TO
Lizzette Flores
City of Bellevue
Finance Department - Procurement Services
450 110th Ave NE
Bellevue, WA 98004

INVOICE 1201-2240
DATE 05/09/2025
TERMS Net 30
DUE DATE 06/08/2025

P.O. NUMBER
2450317

DESCRIPTION	QTY	RATE	AMOUNT
Operation of the BRTPA–Redmond Zone April 18, 2025 - May 9, 2025	1	29,290.46	29,290.46

Please contact OneRedmond to pay via credit card.
Administrative Agreement for Operation of the BRTPA–Redmond
Zone (RCW 35.101.130(2))

BALANCE DUE **\$29,290.46**

Pay invoice

PAGE 2: SUMMARY

Page:

3. MARKETING & COMMUNICATION.....	\$1,536.44
4. ADMIN & RESEARCH.....	\$20,851.40
5. FESTIVALS & EVENTS.....	\$0.00
6. DESTINATION SALES.....	\$657.72
7. TOURISM DEVELOPMENT.....	\$6,244.90
8. CONTINGENCY.....	\$0.00

TOTAL: \$29,290.46

PAGE 3:

Category: MARKETING & COMMUNICATION

P&L Line Item	Description	MARKETING & COMMUNICATION
Computer & Software	Adobe	7.72
Computer & Software	Constant Contact	33.83
Computer & Software	Google	6.17
Computer & Software	Zoom	2.33
Staffing	Dedicated hours from four staff members	1,486.39

TOTAL \$ 1,536.44

PAGE 4:

Category: ADMIN & RESEARCH

Category	Description	ADMIN & RESEARCH
Bank Fees	PayMode	706.58
Computer & Software	GoDaddy	54.58
Equip Rental/Maintenance	KYOCERA COPIER Apr	133.04
Insurance	Redmond General Insurance Agency Mar	173.98
Legal + Accounting	HRK Advisors	559.63
Rent / Office Lease	Rent / Office Lease Apr	2,223.84
Staffing	AF Health May	949.71
Staffing	Dedicated hours from four staff members	14,980.70
TPA	ML Consulting Hours	875.00
TPA	ML Expenses: Workshop, Mileage, Meals	25.36
TPA	AF Expenses	132.41
TPA	Transportation	36.57

TOTAL \$ 20,851.40

PAGE 5:

Category: FESTIVALS & EVENTS

This category is not used in 2025 Budget

Category

Description

**FESTIVALS
& EVENTS**

TOTAL \$ 0.00

PAGE 6:

Category: DESTINATION SALES

Category	Description	DESTINATION SALES
TPA	PSTBA	85.00
TPA	PSTBA GBTA	75.00
TPA	ML Expense	375.00
Staffing	Dedicated hours from four staff members	122.72

TOTAL \$ 657.72

PAGE 7:

Category: TOURISM DEVELOPMENT

Category	Description	TOURISM DEVELOPMENT
TPA	Vista Print	143.36
TPA	Annual Meeting & Destination Awards	49.87
TPA	OneRedmond Foundation Pup Crawl Reimburse	525.00
TPA	AF Expenses	42.00
TPA	Northwest Wine Report	240.00
TPA	ML Expenses	325.00
Staffing	Dedicated hours from four staff members	4919.67

TOTAL \$ 6,244.90

PAGE 8:

Category: Contingency

For overages in categories in 2025 Budget

Category

Description

Contingency

TOTAL \$ 0.00



Community Development

Attachment G



Bellevue Convention Center Authority

INVOICE NUMBER: TPA-2025-01

INVOICE DATE: 02/18/2025

DUE DATE: 03/18/2025

Invoice

11100 NE 6th Street
Bellevue, WA 98004

P 425-637-1020

F 425-637-0166

www.meydenbauer.com

ychedwick@meydenbauer.com

TO: CITY OF BELLEVUE
ATTN: LIZZETTE FLORES
PO BOX 90012
BELLEVUE, WA 98009

QUANTITY	DESCRIPTION	UNIT PRICE/MONTH	TOTAL
1	Visit Bellevue tourism promotion area (TPA) services reimbursement for January 1, 2025 - January 31, 2025.	\$142,822.84	\$142,822.84
			\$142,822.84

Make all payments through Meydenbauer Center's online payment portal
THANK YOU FOR YOUR BUSINESS!

**TPA Services for the City of Bellevue
January, 2025**

1. Marketing & Communications	\$	7,218.99
2. Tourism Development	\$	124,250.59
3. Festivals & Events	\$	-
4. Administration & Research	\$	6,000.00
5. Destination Sales	\$	5,353.26
TOTAL	\$	142,822.84

1. Marketing & Communications

TRX Date	Journal Entry	Description	Debit Amount
1/15/2025	190352	AMY NGUYEN	550.00
1/15/2025	190356	CHASE THE DREAM	1,500.00
1/15/2025	190357	KARA PATAJO	1,300.00
1/15/2025	190358	NELSON YONG	1,500.00
1/27/2025	190660	TREY JAN 2025 CC	580.00
1/27/2025	190660	TREY JAN 2025 CC	542.70
1/27/2025	190662	ANNA JAN 2025 CC	285.11
1/27/2025	190662	ANNA JAN 2025 CC	38.79
1/31/2025	180079	JANUARY 2025 PREPAID EXPENSES - CERTIFIED FOLDER	922.39

7,218.99

2. Tourism Development

TRX Date	Journal Entry	Description	Debit Amount
1/15/2025	190436	EAGLE TOWNCAR	40,000.00
1/27/2025	190652	MEREDITH JAN 2025 CC	55.00
1/27/2025	190652	MEREDITH JAN 2025 CC	454.56
1/31/2025	190684	MEDIUM GIANT	3,000.00
1/31/2025	190733	CIRCUIT TRANSIT	80,741.03

124,250.59

3. Festivals & Events

TRX Date	Journal Entry	Description	Debit Amount

-

4. Administration & Research

TRX Date	Journal Entry	Description	Debit Amount
1/31/2025	183532	JAN 2025 INDIRECT COST ALLOCATION	6,000.00

6,000.00

5. Destination Sales

TRX Date	Journal Entry	Description	Debit Amount
1/1/2025	190138	VISIT SEATTLE	3,640.00
1/2/2025	190132	RIBIC PRODUCTIONS	2,500.00
1/3/2025	190122	CALEB BURKHARD	200.00
1/3/2025	190123	DRAKE GUTIERREZ	200.00
1/3/2025	190124	GYES KAI	200.00
1/10/2025	190277	PUBLIC LANDS ALLIANCE	829.03
1/13/2025	190437	LAMONTCO	3,900.00
1/13/2025	190438	LAMONTCO	2,925.00
1/15/2025	174406	JAN 2025 BOM PAYROLL	78.00
1/27/2025	190643	JAN 2025 GHOST CARD CC	1,274.66
1/27/2025	190643	JAN 2025 GHOST CARD CC	1,899.09
1/27/2025	190643	JAN 2025 GHOST CARD CC	(65.20)
1/27/2025	190646	CELESTINA JAN 2025 CC	133.00
1/27/2025	190646	CELESTINA JAN 2025 CC	210.00
1/27/2025	190646	CELESTINA JAN 2025 CC	53.06
1/27/2025	190646	CELESTINA JAN 2025 CC	14.00
1/27/2025	190647	JANE JAN 2025 CC	577.50
1/27/2025	190647	JANE JAN 2025 CC	240.86
1/27/2025	190647	JANE JAN 2025 CC	206.60
1/27/2025	190647	JANE JAN 2025 CC	67.00
1/27/2025	190647	JANE JAN 2025 CC	1,057.78
1/27/2025	190647	JANE JAN 2025 CC	384.00
1/27/2025	190647	JANE JAN 2025 CC	458.76
1/27/2025	190647	JANE JAN 2025 CC	501.60
1/27/2025	190647	JANE JAN 2025 CC	813.33
1/27/2025	190647	JANE JAN 2025 CC	8.00

1/27/2025	190647	JANE JAN 2025 CC	8.00
1/27/2025	190647	JANE JAN 2025 CC	14.97
1/27/2025	190647	JANE JAN 2025 CC	65.56
1/27/2025	190647	JANE JAN 2025 CC	168.73
1/27/2025	190647	JANE JAN 2025 CC	22.40
1/27/2025	190647	JANE JAN 2025 CC	95.02
1/27/2025	190647	JANE JAN 2025 CC	88.61
1/27/2025	190647	JANE JAN 2025 CC	38.91
1/27/2025	190647	JANE JAN 2025 CC	9.00
1/27/2025	190647	JANE JAN 2025 CC	109.29
1/27/2025	190647	JANE JAN 2025 CC	25.59
1/27/2025	190647	JANE JAN 2025 CC	1,210.40
1/27/2025	190650	MARTY JAN 2025 CC	1,057.79
1/27/2025	190650	MARTY JAN 2025 CC	10.00
1/27/2025	190650	MARTY JAN 2025 CC	129.15
1/27/2025	190650	MARTY JAN 2025 CC	942.65
1/27/2025	190650	MARTY JAN 2025 CC	(942.65)
1/27/2025	190650	MARTY JAN 2025 CC	60.00
1/27/2025	190650	MARTY JAN 2025 CC	830.58
1/27/2025	190650	MARTY JAN 2025 CC	330.09
1/27/2025	190657	STEPHANIE JAN 2025 CC	691.21
1/27/2025	190657	STEPHANIE JAN 2025 CC	64.00
1/27/2025	190657	STEPHANIE JAN 2025 CC	15.00
1/27/2025	190657	STEPHANIE JAN 2025 CC	43.21
1/27/2025	190657	STEPHANIE JAN 2025 CC	11.00
1/27/2025	190657	STEPHANIE JAN 2025 CC	5.39
1/27/2025	190657	STEPHANIE JAN 2025 CC	96.11
1/27/2025	190657	STEPHANIE JAN 2025 CC	65.05
1/27/2025	190657	STEPHANIE JAN 2025 CC	9.04
1/27/2025	190657	STEPHANIE JAN 2025 CC	87.61
1/27/2025	190657	STEPHANIE JAN 2025 CC	11.74
1/27/2025	190657	STEPHANIE JAN 2025 CC	187.81
1/27/2025	190657	STEPHANIE JAN 2025 CC	10.66
1/27/2025	190657	STEPHANIE JAN 2025 CC	12.83
1/27/2025	190657	STEPHANIE JAN 2025 CC	180.69
1/27/2025	190657	STEPHANIE JAN 2025 CC	55.55
1/27/2025	190657	STEPHANIE JAN 2025 CC	1,210.40
1/27/2025	190657	STEPHANIE JAN 2025 CC	830.79
1/27/2025	190657	STEPHANIE JAN 2025 CC	22.12
1/27/2025	190657	STEPHANIE JAN 2025 CC	6.00
1/27/2025	190657	STEPHANIE JAN 2025 CC	166.66

1/27/2025	190657	STEPHANIE JAN 2025 CC	14.00
1/27/2025	190661	VERONICA JAN 2025 CC	3,728.96
1/27/2025	190661	VERONICA JAN 2025 CC	449.00
1/27/2025	190661	VERONICA JAN 2025 CC	575.00
1/27/2025	190661	VERONICA JAN 2025 CC	206.60
1/28/2025	190471	CALEB BURKHARD	200.00
1/28/2025	190472	MELISSA TRAVIS	200.00
1/31/2025	180079	PREPAID EXPENSES JAN 2025 - HELMS BRISCOE	3,216.67
1/31/2025	190592	VARSITY SPIRIT	5,000.00
12/31/2024	190421	DEC 2024 ADJUSTMENT - HELMS BRISCOE	(38,600.00)

5,353.26



Bellevue Convention Center Authority

Invoice

11100 NE 6th Street
Bellevue, WA 98004
P 425-637-1020
F 425-637-0166
www.meydenbauer.com
ychadwick@meydenbauer.com

TO: CITY OF BELLEVUE
ATTN: LIZZETTE FLORES
PO BOX 90012
BELLEVUE, WA 98009

INVOICE NUMBER: TPA-2025-02
INVOICE DATE: 03/17/2025
DUE DATE: 04/17/2025

QUANTITY	DESCRIPTION	UNIT PRICE/MONTH	TOTAL
1	Visit Bellevue tourism promotion area (TPA) services reimbursement for February 1, 2025 - February 28, 2025.	\$171,368.15	\$171,368.15
			\$171,368.15

Make all payments through Meydenbauer Center's online payment portal
THANK YOU FOR YOUR BUSINESS!

TPA Services for the City of Bellevue
February, 2025

1. Marketing & Communications	\$	32,821.14
2. Tourism Development	\$	103,605.14
3. Festivals & Events	\$	-
4. Administration & Research	\$	6,000.00
5. Destination Sales	\$	28,941.87
TOTAL	\$	171,368.15

1. Marketing & Communications

TRX Date	Journal Entry	Description	Debit Amount
2/1/2025	190747	62 ABOVE INV1748795	4,000.00
2/1/2025	190748	62 ABOVE INV1748796	3,250.00
2/18/2025	190820	DIAMOND PR 678	1,826.72
2/25/2025	191041	ANNA FEB 2025 CC	369.26
2/25/2025	191043	TREY FEB 2025 CC	900.83
2/25/2025	191043	TREY FEB 2025 CC	574.42
2/25/2025	191043	TREY FEB 2025 CC	464.05
2/25/2025	191043	TREY FEB 2025 CC	44.66
2/25/2025	190939	62 ABOVE	5,760.00
2/28/2025	180079	SEATTLE AIRPORT MAGAZINE	922.39
2/28/2025	180079	DIAMOND PR 650	10,000.00
2/28/2025	181110	KARA PATAJO	1,300.00
2/28/2025	181110	NELSON YONG	1,500.00
2/28/2025	181110	Anthony and Marly Love	1,500.00
2/28/2025	180079	BRAD FEB 2025 CC	277.58
2/28/2025	181110	BRAD FEB 2025 CC	50.29
2/28/2025	181110	BRAD FEB 2025 CC	10.00
2/28/2025	181110	BRAD FEB 2025 CC	70.94

32,821.14

2. Tourism Development

TRX Date	Journal Entry	Description	Debit Amount
2/12/2025		TRUE OMNI	27,600.00
2/18/2025		DIAMOND PR	225.00
2/25/2025		MEREDITH FEB 2025 CC	55.00
2/25/2025		MEREDITH FEB 2025 CC	17.60
2/25/2025		MEREDITH FEB 2025 CC	7.00
2/25/2025		MEREDITH FEB 2025 CC	7.00
2/25/2025		MEREDITH FEB 2025 CC	14.00
2/25/2025		MEREDITH FEB 2025 CC	1,000.00
2/25/2025		MEREDITH FEB 2025 CC	15.42
2/25/2025		MEREDITH FEB 2025 CC	138.74
2/25/2025		BRAD FEB 2025 CC	1,005.99
2/28/2025		CIRCUIT TRANSIT	73,519.39

103,605.14

3. Festivals & Events

TRX Date	Journal Entry	Description	Debit Amount

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4. Administration & Research

TRX Date	Journal Entry	Description	Debit Amount
2/28/2025	183532	FEB 2025 INDIRECT COST ALLOCATION	6,000.00

6,000.00

5. Destination Sales

TRX Date	Journal Entry	Description	Debit Amount
2/3/2025	190531	WORLD CHEER CO LLC	5,000.00
2/4/2025	190691	WSAE 2025 RESISTRATION	640.00
2/15/2025	174406	FEB 2025 BOM PAYROLL	288.00
2/17/2025	190750	CALEB BURKHARD	200.00
2/21/2025	190945	LASTION IMPRESSIONS	913.89
2/25/2025	190917	MARTY FEB 2025 CC	1,830.90
2/25/2025	190917	MARTY FEB 2025 CC	906.75
2/25/2025	190917	MARTY FEB 2025 CC	598.61
2/25/2025	190917	MARTY FEB 2025 CC	385.00
2/25/2025	190917	MARTY FEB 2025 CC	80.00
2/25/2025	191037	JANE FEB 2025 CC	12.67
2/25/2025	191037	JANE FEB 2025 CC	5.00
2/25/2025	191037	JANE FEB 2025 CC	15.52
2/25/2025	191037	JANE FEB 2025 CC	20.63
2/25/2025	191037	JANE FEB 2025 CC	8.09
2/25/2025	191037	JANE FEB 2025 CC	8.18
2/25/2025	191037	JANE FEB 2025 CC	19.67
2/25/2025	191037	JANE FEB 2025 CC	5.47
2/25/2025	191037	JANE FEB 2025 CC	10.88
2/25/2025	191037	JANE FEB 2025 CC	19.37
2/25/2025	191037	JANE FEB 2025 CC	6.87
2/25/2025	191037	JANE FEB 2025 CC	7.86
2/25/2025	191037	JANE FEB 2025 CC	863.07

2/25/2025	191037	JANE FEB 2025 CC	462.84
2/25/2025	191037	JANE FEB 2025 CC	257.77
2/25/2025	191037	JANE FEB 2025 CC	23.44
2/25/2025	191037	JANE FEB 2025 CC	193.84
2/25/2025	191037	JANE FEB 2025 CC	60.00
2/25/2025	191037	JANE FEB 2025 CC	234.36
2/25/2025	191037	JANE FEB 2025 CC	400.00
2/25/2025	191037	JANE FEB 2025 CC	46.80
2/25/2025	191037	JANE FEB 2025 CC	1,763.33
2/25/2025	191037	JANE FEB 2025 CC	440.60
2/25/2025	191037	JANE FEB 2025 CC	364.00
2/25/2025	191040	CELESTINA FEB 2025 CC	(210.00)
2/25/2025	191040	CELESTINA FEB 2025 CC	(133.00)
2/25/2025	191040	CELESTINA FEB 2025 CC	59.75
2/25/2025	191040	CELESTINA FEB 2025 CC	99.43
2/25/2025	191040	CELESTINA FEB 2025 CC	90.84
2/25/2025	191040	CELESTINA FEB 2025 CC	67.20
2/25/2025	191040	CELESTINA FEB 2025 CC	24.29
2/25/2025	191042	VERONICA FEB 2025 CC	54.00
2/25/2025	191042	VERONICA FEB 2025 CC	750.60
2/25/2025	191042	VERONICA FEB 2025 CC	80.00
2/25/2025	191042	VERONICA FEB 2025 CC	922.88
2/25/2025	191046	STEPHANIE FEB 2025 CC	316.33
2/25/2025	191046	STEPHANIE FEB 2025 CC	1,057.79
2/25/2025	191046	STEPHANIE FEB 2025 CC	16.00
2/25/2025	191046	STEPHANIE FEB 2025 CC	60.00
2/25/2025	191046	STEPHANIE FEB 2025 CC	2,912.89
2/25/2025	191046	STEPHANIE FEB 2025 CC	11.37
2/25/2025	191046	STEPHANIE FEB 2025 CC	6.00
2/25/2025	191046	STEPHANIE FEB 2025 CC	100.00
2/25/2025	191046	STEPHANIE FEB 2025 CC	10.00
2/25/2025	191046	STEPHANIE FEB 2025 CC	8.00
2/25/2025	191046	STEPHANIE FEB 2025 CC	6.00
2/25/2025	191046	STEPHANIE FEB 2025 CC	287.75
2/25/2025	191049	FEB 2025 GHOST CARD CC	2,500.00
2/25/2025	191049	FEB 2025 GHOST CARD CC	408.00
2/28/2025	180079	CVB PARTNERSHIP FEE	3,216.67
2/28/2025	191075	AAA PRINTING	125.67

28,941.87



Bellevue Convention Center Authority

Invoice

11100 NE 6th Street
Bellevue, WA 98004
P 425-637-1020
F 425-637-0166
www.meydenbauer.com
ychadwick@meydenbauer.com

TO: CITY OF BELLEVUE
ATTN: LIZZETTE FLORES
PO BOX 90012
BELLEVUE, WA 98009

INVOICE NUMBER: TPA-2025-03
INVOICE DATE: 04/15/2025
DUE DATE: 05/15/2025

QUANTITY	DESCRIPTION	UNIT PRICE/MONTH	TOTAL
1	Visit Bellevue tourism promotion area (TPA) services reimbursement for March 1, 2025 - March 31, 2025.	\$149,290.60	\$149,290.60
			\$149,290.60

Make all payments through Meydenbauer Center's online payment portal
THANK YOU FOR YOUR BUSINESS!

**TPA Services for the City of Bellevue
March, 2025**

1. Marketing & Communications	\$	22,853.68
2. Tourism Development	\$	85,713.22
3. Festivals & Events	\$	11,112.50
4. Administration & Research	\$	6,000.00
5. Destination Sales & Media	\$	23,611.20
TOTAL	\$	149,290.60

1. Marketing & Communications

TRX Date	Journal Entry	Description	Debit Amount
3/1/2025	191307	62ABOVE LLC	4,000.00
3/1/2025	191629	62ABOVE LLC	3,250.00
3/20/2025	191109	KARA PATAJO	1,300.00
3/20/2025	191114	NELSON YONG	1,500.00
3/26/2025	191495	ANNA MAR 2025 CC	260.00
3/26/2025	191505	TREY MAR 2025 CC	394.17
3/26/2025	191505	TREY MAR 2025 CC	54.12
3/26/2025	191505	TREY MAR 2025 CC	622.98
3/31/2025	180079	PREPAID EXPENSES - MAR - Certified Folder	922.41
3/31/2025	180079	PREPAID EXPENSES - MAR - DIAMOND PR	10,000.00
3/31/2025	191633	AMY NGUYEN	550.00

22,853.68

2. Tourism Development

TRX Date	Journal Entry	Description	Debit Amount
3/6/2025	191110	KNIGHTSBRIDGE INDUSTRIES INC	317.97
3/11/2025	191112	LASTING IMPRESSIONS GIFT SERVICES	5,960.20
3/17/2025	191193	LASTING IMPRESSIONS GIFT SERVICES	71.24
3/26/2025	191503	MEREDITH MAR 2025 CC	1,000.00
3/26/2025	191503	MEREDITH MAR 2025 CC	55.00
3/26/2025	191503	MEREDITH MAR 2025 CC	96.94
3/26/2025	191503	MEREDITH MAR 2025 CC	19.40
3/26/2025	191503	MEREDITH MAR 2025 CC	10.13
3/26/2025	191503	MEREDITH MAR 2025 CC	20.93
3/31/2025	191482	CIRCUIT TRANSIT INC	78,161.41

85,713.22

3. Festivals & Events

TRX Date	Journal Entry	Description	Debit Amount
3/18/2025	191176	NATIONAL WILDLIFE REHABILITATORS	4,665.00
3/21/2025	191319	WORKATO, INC.	6,447.50

11,112.50

4. Administration & Research

TRX Date	Journal Entry	Description	Debit Amount
3/31/2025	183532	INDIRECT COST ALLOCATION	6,000.00

6,000.00

5. Destination Sales

TRX Date	Journal Entry	Description	Debit Amount
3/11/2025	191108	DRAKE GUTIERREZ	200.00
3/11/2025	191111	GYES MANJIRO KAI	200.00
3/15/2025	174406	Mar 2025 BOM payroll	20.00
3/20/2025	191255	VISIT SEATTLE	850.00
3/20/2025	191256	VISIT SEATTLE	850.00
3/20/2025	191403	HYATT CORPORTATION-AV SPONSORSHIP	1,000.00
3/26/2025	191490	MARTY MAR 2025 CC	14.48
3/26/2025	191490	MARTY MAR 2025 CC	16.00
3/26/2025	191490	MARTY MAR 2025 CC	269.84
3/26/2025	191490	MARTY MAR 2025 CC	89.13
3/26/2025	191490	MARTY MAR 2025 CC	8.09
3/26/2025	191490	MARTY MAR 2025 CC	21.23
3/26/2025	191490	MARTY MAR 2025 CC	80.64
3/26/2025	191490	MARTY MAR 2025 CC	73.45
3/26/2025	191490	MARTY MAR 2025 CC	43.79
3/26/2025	191490	MARTY MAR 2025 CC	52.12
3/26/2025	191490	MARTY MAR 2025 CC	25.11
3/26/2025	191490	MARTY MAR 2025 CC	84.40
3/26/2025	191490	MARTY MAR 2025 CC	130.16
3/26/2025	191490	MARTY MAR 2025 CC	35.24

3/26/2025	191490	MARTY MAR 2025 CC	22.43
3/26/2025	191490	MARTY MAR 2025 CC	62.92
3/26/2025	191490	MARTY MAR 2025 CC	99.24
3/26/2025	191490	MARTY MAR 2025 CC	162.38
3/26/2025	191490	MARTY MAR 2025 CC	172.24
3/26/2025	191490	MARTY MAR 2025 CC	8.30
3/26/2025	191490	MARTY MAR 2025 CC	55.00
3/26/2025	191490	MARTY MAR 2025 CC	1,624.48
3/26/2025	191490	MARTY MAR 2025 CC	103.88
3/26/2025	191490	MARTY MAR 2025 CC	40.00
3/26/2025	191490	MARTY MAR 2025 CC	36.39
3/26/2025	191490	MARTY MAR 2025 CC	72.03
3/26/2025	191490	MARTY MAR 2025 CC	43.56
3/26/2025	191490	MARTY MAR 2025 CC	45.76
3/26/2025	191490	MARTY MAR 2025 CC	33.08
3/26/2025	191490	MARTY MAR 2025 CC	35.29
3/26/2025	191490	MARTY MAR 2025 CC	102.12
3/26/2025	191490	MARTY MAR 2025 CC	92.02
3/26/2025	191490	MARTY MAR 2025 CC	8.69
3/26/2025	191500	CELESTINA MAR 2025 CC	92.59
3/26/2025	191500	CELESTINA MAR 2025 CC	240.00
3/26/2025	191501	JANE MAR 2025 CC	205.59
3/26/2025	191501	JANE MAR 2025 CC	50.18
3/26/2025	191501	JANE MAR 2025 CC	1,513.24
3/26/2025	191501	JANE MAR 2025 CC	200.00
3/26/2025	191501	JANE MAR 2025 CC	78.60
3/26/2025	191501	JANE MAR 2025 CC	6.00
3/26/2025	191501	JANE MAR 2025 CC	80.68
3/26/2025	191501	JANE MAR 2025 CC	875.00
3/26/2025	191501	JANE MAR 2025 CC	575.00
3/26/2025	191501	JANE MAR 2025 CC	400.01
3/26/2025	191501	JANE MAR 2025 CC	141.00
3/26/2025	191501	JANE MAR 2025 CC	50.00
3/26/2025	191501	JANE MAR 2025 CC	258.52
3/26/2025	191501	JANE MAR 2025 CC	9.00

3/26/2025	191501	JANE MAR 2025 CC	22.04
3/26/2025	191501	JANE MAR 2025 CC	22.79
3/26/2025	191501	JANE MAR 2025 CC	70.43
3/26/2025	191501	JANE MAR 2025 CC	404.20
3/26/2025	191501	JANE MAR 2025 CC	8.00
3/26/2025	191501	JANE MAR 2025 CC	92.25
3/26/2025	191501	JANE MAR 2025 CC	100.09
3/26/2025	191501	JANE MAR 2025 CC	11.99
3/26/2025	191501	JANE MAR 2025 CC	70.00
3/26/2025	191501	JANE MAR 2025 CC	56.50
3/26/2025	191501	JANE MAR 2025 CC	9.00
3/26/2025	191507	VERONICA MAR 2025 CC	14.00
3/26/2025	191507	VERONICA MAR 2025 CC	25.00
3/26/2025	191507	VERONICA MAR 2025 CC	13.13
3/26/2025	191507	VERONICA MAR 2025 CC	50.00
3/26/2025	191507	VERONICA MAR 2025 CC	444.96
3/26/2025	191507	VERONICA MAR 2025 CC	404.20
3/26/2025	191507	VERONICA MAR 2025 CC	13.25
3/26/2025	191507	VERONICA MAR 2025 CC	385.00
3/26/2025	191507	VERONICA MAR 2025 CC	22.04
3/26/2025	191507	VERONICA MAR 2025 CC	72.95
3/26/2025	191507	VERONICA MAR 2025 CC	459.79
3/26/2025	191509	STEPHANIE MAR 2025 CC	25.98
3/26/2025	191509	STEPHANIE MAR 2025 CC	8.00
3/26/2025	191509	STEPHANIE MAR 2025 CC	128.24
3/26/2025	191509	STEPHANIE MAR 2025 CC	87.60
3/26/2025	191509	STEPHANIE MAR 2025 CC	80.00
3/26/2025	191509	STEPHANIE MAR 2025 CC	16.00
3/26/2025	191509	STEPHANIE MAR 2025 CC	6.90
3/26/2025	191509	STEPHANIE MAR 2025 CC	20.00
3/26/2025	191509	STEPHANIE MAR 2025 CC	103.14
3/26/2025	191509	STEPHANIE MAR 2025 CC	14.00
3/26/2025	191509	STEPHANIE MAR 2025 CC	222.34

3/26/2025	191509	STEPHANIE MAR 2025 CC	3,679.33
3/26/2025	191509	STEPHANIE MAR 2025 CC	218.79
3/26/2025	191509	STEPHANIE MAR 2025 CC	25.00
3/26/2025	191509	STEPHANIE MAR 2025 CC	305.00
3/28/2025	191316	TALLY MANAGMENT GROUP, INC.	709.76
3/31/2025	156435	Mar 2025 EOM PAYROLL	7.92
3/31/2025	156435	Mar 2025 EOM PAYROLL	67.00
3/31/2025	156435	Mar 2025 EOM PAYROLL	45.08
3/31/2025	180079	PREPAID EXPENSES - MAR	3,216.67
3/31/2025	191487	TALLY MANAGMENT GROUP, INC.	111.99
3/26/2025	191520	BRAD MAR 2025 CC	8.00
3/26/2025	191520	BRAD MAR 2025 CC	39.97
3/26/2025	191520	BRAD MAR 2025 CC	33.98

23,611.20