



Community Development

# Agenda

# Agenda

Tuesday, March 24, 2026 1pm

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
  - By calling (253) 215-8782 and entering Webinar ID: 857 0278 7975
  - [www.zoom.us](https://www.zoom.us/j/85702787975) and entering Webinar ID: 857 0278 7975 Password: 306971
- <https://cityofbellevue.zoom.us/j/85702787975>

- |  |             |
|--|-------------|
| <b>1. Call To Order</b>  | 1:00 pm     |
| The Chair will call the meeting to order.  |             |
| <b>2. Approval Of Agenda and Minutes</b>   | 1:00 – 1:05 |
| A. The Chair will ask for approval of the agenda.  |             |
| B. The Chair will ask for approval of the February regular meeting minutes.  |             |
| <b>3. Oral Communications</b>  | 1:05 – 1:15 |
| 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. |             |
| <b>4. Action, Discussion, and Information Items</b>  |             |
| A. Information - Welcome New Board Member  | 1:15 – 1:20 |
| B. Action – Chair and Vice Chair Election  | 1:20 – 1:30 |
| C. Discussion – 2027 Budget and Scope of Work Bellevue Zone  | 1:30 – 2:15 |
| D. Discussion - 2027 Budget and Scope of Work Redmond Zone   | 2:15 – 3:00 |
| <b>5. Commission Quick Business</b>  |             |
| [if any]   | 3:00pm      |
| <b>6. Reports: No reports this meeting</b>   |             |
| A.   |             |
| B.   |             |
| <b>7. Adjournment</b>  | 3:00pm      |
| The Chair will adjourn the meeting.  |             |

Tourism Board meetings are wheelchair accessible. Captioning, American Sign Language (ASL), or language interpreters are available upon request. Please phone at least 48 hours in advance 425-452-

6168 (VOICE) for ADA accommodations. If you are hearing impaired, please dial 711 (TR). Please contact the City staff at least two days in advance at [lflores@bellevuewa.gov](mailto:lflores@bellevuewa.gov) or call 425-452-4869 if you have questions about accommodations.

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

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**

February 24, 2026

Bellevue City Hall

1:00 pm

Room 1E-113 / Virtual

Members Present: Chairperson Caroline Dermarkarian, Wade Hashimoto, Kate Hudson

Members Remote: Rocky Rosenbach, Kim Saunderson, Nate Moore

Staff Present: Lorie Hoffman, Lizzette Flores, Jesse Canedo, Emil King, Community Development

Others Present: Brad Jones, Jane Kantor, Megan Adams, Meredith Langridge, Visit Bellevue; Kristina Hudson, Melody Lanthorn, Audrey Fan, OneRedmond; Dustin Fletcher and Christian Folk, DVA; Kyla Boast, Datafy; Peter Klauser, Bullseye Creative

Minutes: Manette Stamm

**1. Call to Order**

The meeting was called to order at 1:04 pm by Caroline Dermarkarian, who presided. All members were present with the exception of Cassandra Lieberman.

**2. Approval of Agenda and Minutes**

A. Approval of the Agenda

Motion to approve the agenda was made by Wade Hashimoto. The motion was seconded by Kim Saunderson, and the motion carried unanimously.

B. Approval of Minutes.

Motion to approve the agenda was made by Kim Saunderson. The motion was seconded by Wade Hashimoto, and the motion carried unanimously.

**3. Oral Communications – None**

**4. Action, Discussion, and Information Items**

A. Action – Updates to the BRTPA Advisory Board Bylaws

Cultural Tourism Specialist Lizzette Flores reminded the Board that potential bylaw updates were presented at the last meeting. These updates include the frequency and timing of meetings, changing the meeting frequency to monthly to better support budget planning, and reducing the need for special meetings. There were also updates to the bylaws regarding decorum and conduct, which align with the Bellevue City Code.

A motion to approve the updates to the BRTOA Advisory Board Bylaws was made by Wade Hashimoto. The motion was seconded by Kim Saunderson, and the motion carried unanimously.

#### B. Action – Advisory Panel Applicant Review

Lizzette Flores reminded the Board of a vacancy on the Redmond side of the Board. One application was received from Crystal Pia for this vacancy.

A motion to approve the application for recommendation to the City Manager for appointment was made by Kim Saunderson. The motion was seconded by Rocky Rosenbach, and the motion carried unanimously.

#### C. Information – Staff Update

Lizzette Flores presented a few updates, including two contracts with Visit Bellevue and OneRedmond for the tourism and promotion of the Bellevue and Redmond TPA zones, respectively. The Bellevue City Council approved the contracts in January of this year, and they are effective through December 31, 2026. Another update included the year's meeting schedule, outlining 7 upcoming meetings. Flores reminded the Board that these meetings can be cancelled if not needed, and additional meetings can be added if needed. At the next meeting, there will be elections for Chair and Vice Chair, a process that occurs annually. There is no limit to the number of times someone can serve in both positions while on the Board. Flores outlined the responsibilities of these positions, and Arts Community Manager Lorie Hoffman reiterated that those in these positions must attend meetings in person and reminded the Board of the limit of three members attending remotely at each meeting.

Continuing the updates, Flores presented several financial summaries. For the Bellevue zone, the projected 2025 annual revenue was \$2,914,000. The actual remittances for the year were \$2,712,004.39. Visit Bellevue was invoiced for \$2,299,245.54, and at the end of the year (including the 5% TPA administration fee, of which extras are returned to each zone), the Bellevue zone's reserve account balance was \$848,285.31. For the Redmond zone, the projected 2025 annual revenue was \$828,418. The actual remittances for the year

were \$806,806. OneRedmond invoiced for \$829,861.29, and at the end of the year, the Redmond zone's reserve account balance was \$688,154.94.

Flores then presented a summary of the invoiced amounts, month by month, from Visit Bellevue and OneRedmond. Wade Hashimoto asked, based on the information presented, if both zones finished in the clear? Flores confirmed that, yes, with reserves, both zones did. Hashimoto then followed up, inquiring about any concerns about dipping into reserves in the future. Hoffman assured that neither Visit Bellevue nor OneRedmond can exceed their contract amounts for the year, and that good reserves have been maintained. Close communication throughout the year will continue, and Hashimoto noted that the monthly meetings by the BRTPA board will both help stay on budget. Brad Jones from Visit Bellevue shared the concern and reassured the Board that they are monitoring their budget and adjusting as needed.

Kate Hudson arrived at 1:25.

#### D. Information – OneRedmond 2025 Annual Report

Kristina Hudson from OneRedmond presented an overview of 2025, including visitor spending, the continued partnership with the City of Redmond, two newly launched market tourism programs, swag, and a visitor advisory board, and a reminder that OneRedmond is fully funded through the BRTPA. Hudson continued with an update on hotel inventory, which has remained the same, and a slight dip in guestroom sales and revenue compared to 2024. Hudson wrapped up the overview with a total economic impact of tourism in Redmond of over \$2 million.

Hudson then delved into the OneRedmond program, giving an update on contract expenditures and contingency dollars, which were used to supplement marketing expenses for the new tourism campaigns and pay-per-click programs. New opportunities and needs were identified, and subsequent contract staffing was added. Now, OneRedmond can aggregate and analyze data to create benchmarks for its tourism programs.

Dustin Fletcher and Christian Folk of DVA gave an update on Redmond's destination marketing, notably on the campaign performance for dog tourism and concerts at Marymoor Park. Results show above benchmark engagement, highly efficient spending, and measurable economic impact driven by visitor trips and lodging activity. Folk noted that for every dollar spent, \$34 was returned, generating about \$531,000 in economic impacts, driven by visitor trips and room nights.

Kyla Boast of Datafy provided visitor behavior and insights, tracking where visitors are coming from, where they go, and what they do. In 2025, 3.3 million visitors were welcomed to the Redmond area. Boast gave an overview of where visitors were going, mostly in the Downtown area, with an average length of stay of 2.5 days. 60% of visitors were on overnight trips, and over half were repeat guests. Visitation followed a very clear seasonal trend, with most visitors coming in July. Demographics of visitors were described as middle-aged, a mix of families and 1-2-person households, with annual incomes exceeding \$75,000, all consistent with in-state and out-of-state visitor segments. Top-performing market visitations included Seattle, Tacoma, Portland, Spokane, and Los Angeles. Additional data points included daily rates and occupancy. Boast concluded with an update on where people are going in Redmond: nearly 17% of visitor activity was for outdoor recreation, and visitor spending showed a significant increase in out-of-state spending.

Peter Klauser of Bullseye Creative reminded the Board that their contract is funded through the Lodging Tax Advisory Committee (LTAC). Bullseye Creative supports Experience Redmond by producing website content, coordinating social media engagement, delivering digital advertising, promoting hotel partnerships, and creating visual and written assets for citywide initiatives. In September of 2025, additional TPA funding was allocated to Bullseye Creative to expand their pay-per-click advertising campaigns to increase paid search visibility, launch expanded display and video ads, target event planners, and strengthen hotel-focused and destination campaigns. Kaluser then went over the impacts of this work, focusing on year-end growth: for digital media, impressions increased 46% year-over-year, clicks increased 310% year-over-year, and the cost per click improved by 1.52%. The overall impact increased website traffic and hotel pageviews. Bullseye Creative helped increase Redmond's visibility across different markets, drive traffic to lodging, and strengthen Experience Redmond's brand identity.

Audrey Fan of OneRedmond reminded the Board of their Port of Seattle SEA Airport tourism spotlight ad in concourse D for dog tourism, which was up for all of 2025. For destination and tourism development, OneRedmond focused on increasing overnight visitation and Redmond's position as an experiential destination.

Melody Lanthorn of OneRedmond gave an overview of wine tourism, helping hotels create packages for wine tasting in Woodinville and targeting vendors who would come to Redmond from Eastern Washington in partnership with Woodinville Wine Country.

Fan gave an update on dog tourism events for the year, including Pup Crawl, Bones, Brews & BBW, Doggie Glam, Costume Parade & Paw-ty, Howl-O-Ween, and Stanta Paws & Claws.

Other engagement included local businesses and partnerships. Additional planning for 2026 took place in 2025, including Poker Pup Crawl, Pupchella, and the Dog Days of Summer. Fan mentioned that toward the end of the year, an agreement was reached with Seattle Theatre Group for Remlinger Farms in Carnation to be the exclusive hotel partner for the 2026 series.

Lanthorn continued updates on 2026 planning, including forest bathing, accessible travel initiatives, and a concierge program. TPA funds were used on ORCA cards for OneRedmond's transportation programs. Fan reminded the Board that Redmond has no conference or large-event venues. OneRedmond is continuing research on sites and building relationships for venue development. Fan also gave an overview of the branded materials that were developed in 2025.

Kristina Hudson closed out the presentation by looking ahead at what OneRedmond has in the pipeline. These include broadly supporting strategic visitor-driven programming to increase overnight stays, expanding partnerships, pursuing niche tourism opportunities, and pursuing high-impact, high-value activations. One of the first of the year includes Cirque du Soleil's ECHO.

Wade Hashimoto asked if Pupchella was tied to the Pup Crawl. Hudson explains that OneRedmond has done a lot of work to set up Pupchella, and Fan added that the event, which will be at the Redmond Town Center, is a mash-up of Coachella and dogs.

#### E. Information - 2025 Bellevue TPA Annual Report

Brad Jones of Visit Bellevue provided an at-a-glance look at the 2025 annual report. Bellevue hosted over 2.2 million visitors, who spent \$760 million and generated \$2.2 billion in economic impact. Jones reminded the Board that Visit Bellevue operates under a single strategic plan that spans both the lodging tax and TPA, with the TPA being spent on programmatic activities. The plan includes six strategic priorities, some of which were new to 2025: Urban Lifestyle & Placemaking, Arts & Innovation, Recreation & Experiences, Culinary Destination, Conferences & Events, and Built Environment & Enabling Conditions. Visit Bellevue's work program includes destination sales, marketing and communications, visitor experience, tourism development, research, and administration.

Jones launched into key performance metrics, starting with hotel and lodging. A challenge in Bellevue is building new hotels, resulting in very little increase in room supply. Since 2019, revenues and average daily rates have continued to grow. The 2025 room-night total was 71,246, and the 2026 goal is 76,000. The impact of the TPA helped generate over

280,000 overnight visitors, increased hotel occupancy by 9% and weekend occupancy by 6%, and visitor spending is up, further escalating the economic impact.

Jane Kantor of Visit Bellevue noted that the four destination salespeople will continue to attend trade shows. Wade Hashimoto inquired about the World Cup's impact on the total book volume for 2026. Kantor acknowledged that it does impact next year's estimates but ensured that future years will be properly evaluated to stay on track.

Brad Jones discussed marketing and communications for Visit Bellevue for 2025. Growth and optimization were a focus for the year, with the goal of maintaining impressions while further optimizing. There were 1.5 million website views, 1.3 million clicks through social media and content, and about 600,000 clicks through paid media, representing an almost 300% increase. Public relations and earned media remain a high point, with a very aggressive strategy targeting \$8 million in earned media value. In 2025, Visit Bellevue hit \$11.5 million. Email marketing had an open rate of 52%. Jones mentioned that a new website would be launched in June of 2026, which may affect some of the year's goals.

Public relations had planned on 100 placements and ended up with 407 for 2025, resulting in a lot of visibility for Bellevue. The impact of the TPA on this work has helped expand reach and visibility, resulting in 301 million TPA-driven impressions, 1.2 million TPA-driven engagements, and 1.8 million TPA-driven website sessions. Jones commented on the fact that the city is welcoming AI companies, and, in that vein, the Visit Bellevue team is embracing this and studying the impact of AI on tourism, training the algorithms. Jones also reminded the Board that Visit Bellevue received a brand refresh last year, resulting in a new brand architecture and new logo.

Regarding culinary tourism, a new TPA initiative for Visit Bellevue hosted the second season of Bellevue Eats with Chef Shota Nakajima, published a Taste of Bellevue culinary guide, hosted a variety of culinary weeks, and partnered with Radiant Table to host 16 sold-out dining experiences. The overseas market remained strong at the beginning of the year, but tourism was affected by Japan's market collapse later in the year. Visit Bellevue will continue with Japan and launch in South Korea in 2026.

Wade Hashimoto asked how the impact of the marketing rollout is measured. Jones responded that, typically, with brand marketing, you revisit the market a year later to assess brand awareness and whether it has changed people's perception through brand awareness questionnaires and focus groups. Wade followed up to ask if there was a call to action for the hoteliers. Jones responded that Visit Bellevue would like to hear about opportunities in operations to reinforce brand identity and that Visit Bellevue can help develop them in partnership.

Meredith Langridge presented on the visitor experience, stating that the TPA has been integral to building and producing programs. These include Bellhop, which served over 87,000 people. The demand is high, rated highly, but there are issues with wait times that Visit Bellevue is addressing. The Mobile Welcome Center served over 50 events last year, meeting people where they are at, conducting surveys, and engaging visitors. The Airport Shuttle served over 8,000 riders and added two additional stops. Looking ahead, Visit Bellevue will focus on how to continue marketing this service to grow it in 2026. The destination services program worked with the sales team to explore what personalized experiences are available. Visit Bellevue teamed up with Wheel the World to advance accessibility and inclusive travel, verifying accessibility features at 25 hotels, restaurants, and attractions. In 2026, it is planned to grow to another 25 locations.

Kate Hudson asked about the Airport shuttle and whether there would be an offering for cruise lines, too. Langridge affirmed that this is an ongoing conversation with the vendor providing the airport shuttle, and Brad Jones chimed in that there is no contract yet. Hudson requests that, as they put together packets for cohesive experiences, it would be helpful to have this information soon.

Brad Jones reminded the Board of the importance of maintaining positive relationships between residents and tourists. Megan Adams discussed the importance of accessibility, stewardship, and community relations, as well as the programs that support these initiatives. Partner engagement has increased significantly over the last year, with 128 new partner listings in Visit Bellevue's CRM; every day of the week, there is something to do in Bellevue. Adams informed the Board that Visit Bellevue's partner activation meetings are outgrowing their current meeting space.

In 2025, the podcast Bellevue Bound was launched, reaching over 10,000 views. The podcast aims to be a tool for hospitality professionals. It will continue in 2026 with culinary episodes. Adams further expands on Visit Bellevue's partnership with Wheel the World, which helps promote accessible places and features throughout Bellevue. One of the organization's representatives commented that Bellevue is one of the most accessible places they've ever been.

Brad Jones concluded the presentation by presenting Visit Bellevue's outlook for 2026. The highlights include a new website with dynamic content that changes based on your location. The destination sales team will continue to work hard, spending time on the road promoting Bellevue. Other highlights included the future cruise shuttle program, transitions for the bike hop pilot program, a new mobility rental program along Eastrail, expanding tourism marketing into South Korea, and Bellevue Cares, a new CSR program.

Lastly, Jones reminded the Board about the World Cup and the light rail opening the cross-lake connection.

5. **Board Quick Business** – None
6. **Reports** – None
7. **Adjournment**

Caroline Dermarkarian adjourned the meeting at 2:52 pm



Community Development

# Action

# Action

Tuesday, March 24, 2026

Bellevue-Redmond Tourism Promotion Area (BRTPA) Advisory Board

1pm

1E-113 or Zoom Meeting

City of Bellevue, WA

## Election of Chair and Vice Chair

At today's meeting, the board will vote on the chair and vice chair.

**Motion:** A motion to select a board member to serve as chair and a motion to select a vice chair of the BRTPA Advisory Board.

**Bylaw/Code Support:** This item is presented to the Board as it is included in **3.100.020** of the Bellevue City Code: "Officers"

### BACKGROUND

A chair and vice chair should be elected annual from its board members, per Bellevue City Code. Chair Dermarkarian will preside over the vote.

### Responsibilities:

- The chair and vice chair should attend every meeting in person.
- Both the chair and vice chair will attend additional training sessions regularly, as required by City of Bellevue. These are in-person meetings at Bellevue City Hall.
- The chair will preside over every meeting. In the event that the chair is not able to preside over a meeting, the Vice Chair will preside over the meeting.
- The chair will meet regularly, and as needed with Bellevue staff, prior to advisory board meetings.
- The chair will present the BRTPA Advisory Board's annual budget and strategic plan to Bellevue City Council annually.

The Bellevue-Redmond Tourism Promotion Area Advisory Board will utilize the process outlined in Robert's Rules, Newly Revised, to elect a chair and vice chair. This process identifies that:

- Nominations do not require a second.
- The current Chair will close the floor to nominations when no other nominations are forthcoming.
- Nominees will be voted on in the order in which they were presented. As soon as one of the nominees receives a majority vote (3 votes), the current Chair will declare that person elected. No votes will be taken on the remaining nominees for the office of Chair.
- Board Members must cast their vote, either aye or no, for each nominee. Failure to cast a vote means that your vote will be counted in the affirmative.

When nominating a board member, the board member nominating will state their name and who they nominate. If only one person is nominated, the current chair may proceed to the vote.

## **Other questions relating to elections:**

- A Board Member can nominate themselves.
- It is permissible to speak to nominations.
- A Board Member can decline a nomination.
- An election to an office becomes final immediately if the candidate is present and does not decline, or if they are absent but have consented to their candidacy.
- If the candidate is absent and has not consented to their candidacy, the election becomes final when they are notified of their election, provided that they do not immediately decline.
- If the candidate does decline, the election is incomplete, and another vote can be taken immediately or at the next meeting without further notice.

## **NEXT STEPS**

Once elected, the Chair will preside over the next B RTPA Advisory Board meeting, and the Vice Chair will serve as backup.

## **STAFF CONTACT**

Lizzette Flores, Cultural Tourism Specialist,  
425-452-4869, [lflores@bellevuewa.gov](mailto:lflores@bellevuewa.gov)



Community Development

# Information

# Information and Discussion

Tuesday, March 24, 2026,

Bellevue-Redmond Tourism Promotion Area (TPA) Advisory Board

1 pm

1E-113 or Zoom Meeting

City of Bellevue, WA

## B RTPA Advisory Board

At the meeting on March 24<sup>th</sup>, Visit Bellevue will present the 2027 Scope of Work & Budget Draft Plan. Here is a link to the document:

<https://acrobat.adobe.com/id/urn:aaid:sc:us:5a8f4e91-b7d1-4c0f-b29e-c8a5c6d29c04>

### **BACKGROUND**

The 2027 Tourism Promotion Area (TPA) Scope of Work outlines Visit Bellevue's strategic plan to drive sustained growth in Bellevue's visitor economy while enhancing the city's position as a premier Pacific Northwest destination. As Bellevue continues its evolution into a vibrant, globally connected, neo-urban city, the TPA serves as the primary mechanism to align destination marketing, sales, tourism development, and stewardship efforts under a unified vision. This work is grounded in the Bellevue Destination Development Plan and focused on attracting high-value overnight visitors, increasing economic impact, and strengthening Bellevue's reputation as a dynamic place to live, work, and visit.

The 2027 program is organized around five core strategic priorities: strengthening Bellevue's destination identity, growing high-value overnight visitation, expanding visitor experiences, supporting community vibrancy, and advancing sustainable destination stewardship. These priorities are activated through coordinated investments in destination sales, integrated marketing campaigns, tourism development initiatives, and community-based programs. Flagship efforts including signature events, culinary tourism, outdoor recreation, and innovation driven experiences are designed to increase length of stay, drive off-peak visitation, and enhance Bellevue's overall competitiveness in regional and global travel markets.

The proposed 2027 TPA budget reflects a disciplined and strategic investment approach to maximize measurable economic return for Bellevue's hospitality industry and broader community. Funding supported through the TPA assessment and lodging tax is allocated across key program areas including marketing and communications, destination sales, tourism development, and stewardship initiatives, with total annual TPA investments of approximately \$2.9 million as outlined in the budget summary. These investments are designed to achieve targeted outcomes, including increased overnight visitation, improved hotel occupancy, and an estimated \$2.2 billion in visitor economic impact, ensuring continued growth and long-term sustainability of Bellevue's tourism economy.

### **CONTACT**

Brad Jones, Executive Director @ Visit Bellevue



Community Development

# Information

# Information and Discussion

Tuesday, March 24, 2026,

Bellevue-Redmond Tourism Promotion Area (TPA) Advisory Board

1:00 pm

1E-113 or Zoom Meeting

City of Bellevue, WA

## 2027 Proposed Budget and Scope of Work Redmond Zone

At today's meeting, OneRedmond, the administrator of the TPA funds for the Redmond Zone, will present their proposed 2027 Budget and Scope of Work.

### **BACKGROUND**

OneRedmond serves as the administrator of the TPA funds for the Redmond Zone, working with the City of Redmond to increase tourism in the City. Today, OneRedmond will present their proposed 2027 Budget and Work Plan, building on the work that they have started in 2023 to 2026.

As a part of the interlocal agreement between Bellevue and Redmond, contractors are required to present their annual budgets and work plans to the TPA Advisory Board for review and approval, before going to Bellevue City Council for final approval.

### **NEXT STEPS**

The BRTPA Advisory Board has the opportunity to review, discuss, and recommend changes to the proposed budget and scope of work. A special meeting will be held in May, giving the Board the opportunity to formally approve the budget and scope of work following any recommended edits or revisions from the initial presentation March 24, 2026. Once approved, the budget and scope of work will be presented to Bellevue City Council in July, for adoption in 2026.

### **ATTACHMENTS**

Attachment B: 2027 Proposed Budget and Scope of Work for Redmond Zone, OneRedmond

### **STAFF CONTACT**

Audrey Fan, Strategic Tourism Director  
425-885-4014, [audreyf@oneredmond.org](mailto:audreyf@oneredmond.org)

## **DESTINATION & TOURISM DEVELOPMENT**

In 2025, OneRedmond advanced destination and tourism development with a focus on increasing overnight visitation and strengthening Redmond's position as an experiential destination, particularly during identified need periods. In the absence of an anchor conference center, efforts prioritized the strategic development and evaluation of niche tourism programs designed to drive hotel occupancy and sustain overnight stays through creative, experience-driven initiatives.

Key activities included continued assessment of experiential initiatives, the development of niche tourism focused on dog-friendly travel and concert-driven visitation, evaluation of the Concierge Program for visitor experience and hotel return on investment, and research into niche tourism opportunities that support Redmond's growth as an accessible destination. OneRedmond also participated in industry meetings and tradeshows to strengthen partnerships, identify market opportunities, and advance distinctive tourism experiences.

Planning for future activations and partnerships progressed throughout the year, supporting earned media opportunities and laying the groundwork for continued tourism development. Collectively, these efforts reinforced Redmond's tourism strategy and supported sustained overnight visitation.

### **2025 Destination & Tourism Development Highlights:**

#### **Wine Tourism:**

OneRedmond advanced several initiatives to strengthen Redmond's position within the regional wine tourism ecosystem and support visitor demand tied to Woodinville Wine Country (WWC).

To ensure program compliance, staff and consultants worked closely with Woodinville Wine Country to interpret and respond to the Washington State Liquor and Cannabis Board (WSLCB) ruling that limits the use of wine district passes within hotel stay packages. Through this collaboration, a viable path forward was identified that maintains regulatory compliance while preserving opportunities for Redmond hotels to participate in wine-related visitor experiences.

In partnership with the City of Redmond, planning for the 2026 WWC partnership was advanced in 2025. Funding for this collaboration will be supported through an equal allocation of City of Redmond LTAC funds and OneRedmond Tourism Promotion Area (TPA) funds, ensuring continued alignment with tourism-focused goals.

To deepen industry relationships and promote Redmond as a lodging destination for wine travelers, team members participated in regional wine events, including:

- Auction of Washington Wine
- Redmond Wine Walk

Throughout the year, OneRedmond also engaged WWC during its leadership transition—meeting with the departing Executive Director, maintaining coordination with current staff, and preparing to participate in an upcoming Board meeting to better understand organizational priorities moving forward.

## **Dog Tourism:**

OneRedmond expanded its dog-friendly tourism strategy by developing new programming, marketing content, and partnerships designed to attract visitors traveling with pets and encourage overnight stays in Redmond hotels.

### 2025 Dog-Focused Activations

Multiple staff members and partner hotels collaborated to host and produce a series of dog-focused events throughout the year. These activations generated new content, strengthened hotel partnerships, and reinforced Redmond's identity as a dog-friendly destination.

- Pup Crawl – Three weekend activations in spring 2025 across three Redmond hotels in celebration of National Puppy Day.
- Bones, Brews & BBQ – Rooftop activation at the Aloft/Element Hotel Redmond.
- Doggie Glam Event – Hosted at the Hilton Garden Inn Redmond.
- Costume Parade & Paw-ty – Held at The Archer Hotel Redmond, Redmond Town Center, and Seattle Marriott Redmond.
- Howl-O-Ween – October costume contest and parade in partnership with The Archer Hotel Redmond, Redmond Town Center, and Hilton Garden Inn Redmond.
- Santa Paws & Claws – Collaboration with Redmond Town Center to offer pet photos with Santa across three Mondays in December.

### Preparation for 2026 Dog-Focused Programming

Planning and development for 2026 initiatives began in 2025, including:

- Redmond Poker Pup Crawl – Solicitation of participating businesses and creation of event graphics and assets.
- Pupchella – Event branding and graphic design.
- Dog Days of Summer – Exploratory discussions with the Jerry Baker Memorial Velodrome for a potential August 2026 collaboration.

### Additional Engagement to Support Dog Tourism

To broaden Redmond's dog-friendly appeal, staff participated in regional events, engaged local businesses, and partnered with a non-profit charity:

- FIFA Club World Cup Watch Party at Redmond Town Center – Introduced traveling dog families to Redmond in anticipation of FIFA 2026 and future sporting events.
- Salt & Straw Redmond Ribbon Cutting – Highlighted dog-friendly ice cream offerings to promote Redmond as a welcoming destination for pet owners.
- Motley Zoo Animal Rescue – Researched and established a long-term partnership with this Redmond-based nonprofit animal rescue to support event activations, dog-focused tourism initiatives, and fundraising efforts for the organization.

Staff also visited and coordinated with dog-friendly businesses to explore future collaborations:

- Flatstick Pub Redmond – Allows dogs indoors.
- Brick & Mortar Books – Hosts dog-themed programming in August.
- PostDoc Brewing Redmond – Dog-friendly venue committed to hosting dog events in 2026.

### Partnerships and Hotel Packages

OneRedmond partnered with Motley Zoo Animal Rescue, a Redmond-based nonprofit, as the official charity partner for dog-focused events. Motley Zoo supports activations with onsite puppies, engages its network of dog owners, and provides merchandise and information to encourage fundraising and community participation.

To further support overnight visitation, OneRedmond coordinated a dog-friendly hotel package featuring waived pet fees. Hotels are reimbursed through TPA funds, enabling promotion of the package and allowing OneRedmond to track overnight dog visitors to measure program effectiveness.

### **Dog Tourism Activations**



# PUPCHELLA

REDMOND, WA

### **Cirque du Soleil Partnership:**

In early 2026, Redmond will welcome Cirque du Soleil ECHO to Marymoor Park, creating a major anchor attraction for regional tourism during the first quarter of the year. With the AVP Pro Beach Volleyball event cancelled for 2026, this partnership fills a critical programming gap while elevating Redmond's visibility as a destination for world-class entertainment.

Cirque du Soleil has a long-standing pattern of returning to Marymoor Park every other year, but Portland, Oregon did not host a Cirque du Soleil show for 2026. Recognizing this opportunity, the staff initiated a strategic collaboration with Cirque du Soleil to jointly drive Portland-area awareness, visitation, and ticket sales.

To ensure alignment and avoid promotional overlap, a Strategy Promotion Meeting was held in November with a comprehensive group of partners, including:

- Cirque du Soleil Marketing Manager
- Two Cirque du Soleil local PR consultants
- City of Redmond Tourism
- GreenRubino PR
- Bullseye Creative Social Media
- OneRedmond Tourism Team
- Three members of the OneRedmond Team
- DVA Team

The outcome was clear: Redmond Tourism will lead the Portland-focused visitor strategy, leveraging Cirque's brand power and our regional marketing channels to convert Portland residents into overnight guests and event attendees.

And in connection with Dog Tourism, ECHO features a juggling dog, giving us a playful, memorable hook for social media and storytelling. This partnership positions Redmond for a strong start to 2026, reinforces our role as a cultural destination, and opens new pathways for visitor growth.

### **STG Concerts at the Farm Partnership:**

To prepare for the 2026 season, OneRedmond has secured an exclusive hotel partnership with Seattle Theatre Group (STG) to support the Concerts at the Farm series held at Remlinger Farm in Carnation, WA. This collaboration positions Redmond as the preferred lodging destination for one of the region's most distinctive outdoor concert experiences.

The 2026 season will mark STG's third year producing and hosting the Concerts at the Farm series at this venue. Based on the 2025 program, the series typically spans late May through September, featuring 10–15 individual concerts along with select multi-day festival events. While final programming is still in development, a similar scale and seasonal footprint is anticipated for 2026.

This partnership is designed to strategically drive both group and individual overnight stays in Redmond particularly during periods when hotel demand is softer, such as weekends without youth sports tournaments. By aligning with STG's growing regional audience and the unique draw

of the Farm venue, Redmond hotels gain a valuable opportunity to capture leisure travelers, concert-goers, and festival attendees throughout the summer and early fall.

### **Niche Tourism Program Development:**

#### Wellness Niche Tourism

In 2025, OneRedmond initiated foundational work to explore Shinrin Yoku (Forest Bathing) as a potential wellness tourism offering designed to attract overnight visitors seeking restorative, nature-based experiences. An Association of Nature and Forest Therapy (ANFT) Certified Forest Therapy Guide was contracted to conduct a feasibility assessment and outline phased implementation options for a future program.

The consultant's report is expected in Q1 2026 and will evaluate market viability, identify certified guides within Redmond and King County, assess partnership interest among local organizations, and recommend a suitable Redmond venue for hosting Shinrin Yoku sessions. This work lays the groundwork for a differentiated wellness niche that aligns with regional outdoor assets and visitor demand trends.

#### Accessible Travel Initiatives

Throughout 2025, OneRedmond advanced its commitment to inclusive tourism by exploring partnerships and best practices within the accessible travel sector. Team members engaged with organizations such as Certified Autism Destination programs, Wheel the World, and the PCMA Accessibility Exchange to identify opportunities for future collaboration and program development.

To deepen expertise, OneRedmond representatives attended the Visit Bellevue Boost: Accessible Travel – Wheel the World seminar, gaining insights into accessibility standards, traveler expectations, and destination readiness. Additionally, as part of broader accessibility efforts, a team member completed Autism Speaks Sensory Training, strengthening internal understanding of sensory-friendly considerations for travelers with autism.

### **Concierge Program:**

Throughout 2025, OneRedmond conducted extensive research to evaluate digital concierge tools capable of enhancing visitor engagement and supporting trip planning across Redmond's tourism platforms. Multiple platforms were reviewed, including TrueOmni, VibeMap, and Seeker, with an emphasis on functionality, user experience, and cross-site integration.

Following this evaluation, Seeker was selected as the preferred platform. Seeker offers a comprehensive suite of features—including a digital concierge, trip-planning tools, and a gamification component—and can be embedded across multiple websites. This flexibility enables seamless integration on both Experience Redmond, the City of Redmond's tourism brand site, and OneRedmond, ensuring consistent visitor engagement across platforms.

Data collection and onboarding for Seeker began in October 2025 and will continue into early 2026. As part of the rollout, the platform's gamification feature will undergo a beta test during the Q1 2026 event activation, "Redmond Poker Pup Crawl" (January 31–February 1). This trial will help

evaluate system functionality, user interaction, and overall readiness for broader deployment throughout 2026.

### **Transportation:**

Transportation emerged as one of the primary needs identified by stakeholders, prompting a focused review of how best to support visitor mobility in and around Redmond. Funds allocated to this line item were originally intended to support shuttle services to and from the airport and Woodinville Wine Country. However, after conducting a pilot program, it became clear that a fixed shuttle model did not provide the flexibility visitors needed, and the required infrastructure for ticketing and reservations was not feasible to implement or manage.

In response, the program shifted toward more adaptable transportation solutions. Rideshare gift cards were introduced for Redmond hotels to use in guest packages or for group bookings, offering greater convenience and customization. Additionally, with the launch of Sound Transit's 2 Line, the program invested in Sound Transit ORCA cards to expand multimodal transportation options for hotel guests. This pivot ensures that transportation resources directly support visitor needs while aligning with Redmond's evolving regional connectivity.

### **Tourism Grant Funding for Events:**

The City of Redmond's LTAC Tourism Event Grant Program provides annual competitive funding to support events and initiatives that generate measurable tourism impact, including attracting visitors and increasing overnight stays. To complement this annual grant cycle, OneRedmond established a supplemental event funding program supported by Tourism Promotion Area (TPA) funds. This program aligns with LTAC's tourism-focused guidelines while offering flexible, year-round funding consideration, ensuring timely support for events that advance Redmond's tourism and economic development goals. This dual-program approach strengthens Redmond's ability to support high-impact events throughout the year and respond to emerging opportunities that drive visitor demand.

### **Tourism & Hospitality Memberships and Meetings:**

OneRedmond has joined and attended membership meetings and seminars at the following organizations to increase tourism and hospitality opportunities for the area hotels:

Below are the Tourism & Hospitality Membership and event attendance for 2025:

- State of Washington Tourism (SWT)
  - Annual Conference in Spokane, WA
- Seattle Sports Commission (SSC)
  - Quarterly Meetings
  - Region Ready Summit i
- Washington Festivals and Events Association (WFEA)
  - Virtual Meetings
  - Annual Conference in Bellevue, WA
- Washington State Chapter of Meeting Professionals International (WSCMPI)
- Puget Sound Business Travel Association (PSBTA)
- International Live Events Association Seattle Chapter (ILEA Seattle)
  - Workshops & Seminars

- Washington State Destination Marketing Organization (WSDMO)
  - Symposium in March at Bellevue, WA
  - Regular Virtual Meetings
- Destinations International

Additional Tourism event attendance in 2025:

- Puget Sound Business Journal “The Business of Travel”
- The Special Events Conference
- Eastside Tourism Council Quarterly Meetings
- Northwest Event Show
- Destination Summit in Centralia, WA

## **DESTINATION SALES:**

In the absence of a large conference center or event space, OneRedmond continues to focus on identifying and promoting unique venues and nontraditional spaces capable of accommodating group gatherings and generating overnight stays. Efforts are centered on venue prospecting, relationship development, and direct support to Redmond hotels to increase self-contained group bookings and overall group demand.

### **Venue Development & Research**

In 2025, OneRedmond conducted a series of evaluations to identify potential sites in Redmond that could support future tourism-driven events. Multiple large parking lot locations were researched for feasibility; however, property owners have, to date, declined interest in hosting events on their sites.

To expand venue options for group activities, the team conducted networking and an on-site review with SAMA Cellars at Redmond Town Center to explore opportunities for off-site group events in partnership with Redmond hotels.

Additionally, OneRedmond met with leadership at Overlake Christian Church and completed a full site tour to assess meeting and event capacity. While the venue shows potential for future group business, additional coordination and support will be needed to assist the organization in responding to RFPs and managing group inquiries.

### **Highlights of Group Business & RFP Activity**

In 2025, OneRedmond supported a diverse range of group business opportunities, event inquiries, and industry engagement efforts that strengthen Redmond’s position as a meetings and events destination.

- Redmond Ganesh Festival 2025 – Estimated attendance of approximately 3,000 participants over Labor Day Weekend.
- Quad Ball 2025 – Estimated 100 competitors plus spectators during an August weekend event.
- Supported two Redmond hotels by participating in client events and familiarization tours to showcase Redmond venues, strengthen hospitality partnerships, and promote business opportunities.

- Jerry Baker Memorial Velodrome RFP – Submitted proposal for a July 2026 group business opportunity.
- Dodgeball RFP – Group business prospect for a unique field.

Ongoing industry engagement included participation in monthly networking meetings with the Puget Sound Business Travel Association (PSBTA) and Washington State Meeting Professionals International (MPI) to cultivate relationships and identify future business leads.

Additionally, OneRedmond continued CoStar property development prospecting, sharing relevant activity updates and contact information with Redmond hotels to support both group and transient booking opportunities. Looking ahead to 2026, OneRedmond is confirming participation in entertainment group booking tradeshow to further expand Redmond’s visibility and attract new event opportunities.

### **Destination & Client Support**

To strengthen group business development for Redmond hotels, OneRedmond researched, procured, and coordinated a suite of branded destination materials designed to support client engagement and elevate Redmond’s visibility. These items are used across multiple touchpoints including tradeshow, media interactions, client meetings, and familiarization tours to reinforce Redmond’s brand and enhance hospitality partnerships.

Branded materials developed in 2025 included:

- Wireless portable speaker
- Wireless portable device charger
- Water bottle / dog bottle
- Notebooks
- Microfiber computer wipes
- Luggage tags

### **ADMINISTRATION & RESEARCH:**

Throughout 2025, OneRedmond strengthened the infrastructure supporting Redmond’s tourism and lodging community through ongoing collaboration, data enhancement, and strategic program development aligned with the Redmond Tourism Strategic Plan.

OneRedmond maintained monthly one-on-one meetings with Redmond hotels and continued close collaboration with the City of Redmond and Bullseye Creative, the agency contracted by the City of Redmond to manage the Experience Redmond tourism brand. These efforts focused on identifying and addressing barriers to attracting overnight visitors, improving data accuracy, enhancing booking tools, and advancing initiatives that support long-term tourism growth.

### **Key Activities**

In 2025, OneRedmond staff and contracted consultants collectively advanced a wide range of administrative, research, and program development activities to support Redmond’s tourism and lodging sectors. Key activities included:

- Presenting annual lodging and tourism data to the Redmond Lodging Tax Advisory Committee (LTAC).
- Developing and submitting the 2026 annual scope of work and budget.
- Finalizing and submitting the 2024 BRTPA Redmond Zone Annual Report.
- Maintaining monthly coordination with City of Redmond tourism staff.
- Evaluating, contracting, and implementing new tracking tools to measure marketing effectiveness and event impact, supporting data-informed ROI analysis for Redmond hotels.
- Conducting ongoing troubleshooting with CoStar hospitality data and researching KeyData as a potential supplemental data source.
- Continuing research into the need for, and viability of, a large indoor sports and event facility capable of attracting overnight visitors.
- Initiating recruitment for a Redmond Tourism Customer Advisory Focus Group, with the first meeting held in Q4 2025.
- Implementing the Book>Direct (Simpleview/Granicus) hotel booking widget across OneRedmond, Experience Redmond, and the Redmond Town Center events page to streamline visitor booking access.
- Finalizing the monthly invoice documentation and submission process with City of Bellevue staff to ensure administrative consistency and reporting compliance.

Because the program operates on a reimbursement-only funding model, establishing an ACH service was necessary to ensure the reimbursement payments could be received within the required 30-day window. The City of Bellevue provided this ACH service provider, resulting in an added cost to the TPA program. This arrangement which allows for twice-monthly invoicing and ACH deposits was essential to maintain adequate cash flow and ensure continuity of the program's scope of work throughout the year.

Additional 2025 activities included hiring consultant support for Tourism Public Affairs and legislative monitoring in preparation for the 2026 legislative session, as well as completing a full 2024 Financial Review of the organization, which concluded with no findings.

## **CONTACT**

Audrey Fan, Strategic Tourism Director  
 +1 425-885-4014, [audreyf@oneredmond.org](mailto:audreyf@oneredmond.org)



Community Development

# Attachment A

DRAFT



**VISIT  
BELLEVUE**



***BELLEVUE TOURISM  
PROMOTION AREA***

---

**2027 SCOPE OF WORK**



# CONTENTS

<b>Contents</b>	<b>i</b>
<hr/>	
<b>Executive Summary</b>	<b>1</b>
<hr/>	
<b>Tourism Promotion Area</b>	<b>3</b>
<hr/>	
<b>Visit Bellevue Team</b>	<b>3</b>
<hr/>	
<b>Destination Vision &amp; Strategic Framework</b>	<b>6</b>
<hr/>	
<b>Funding Priorities</b>	<b>11</b>
<hr/>	
<b>Organizational Goals</b>	<b>12</b>
<hr/>	
<b>Destination Sales</b>	<b>13</b>
<hr/>	
<b>Marketing &amp; Communications</b>	<b>15</b>
<hr/>	
<b>Visitor Experience &amp; Tourism Development</b>	<b>19</b>
<hr/>	
<b>Destination Stewardship &amp; Community Relations</b>	<b>23</b>
<hr/>	
<b>Budget</b>	<b>27</b>
<hr/>	
<b>Thank You</b>	<b>28</b>

# EXECUTIVE SUMMARY

This Scope of Work outlines the Bellevue Tourism Promotion Area (TPA) plan 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 while curating memorable visitor experiences that enhance the city's reputation as a vibrant and welcoming destination.

The TPA serves as a key funding and strategic implementation mechanism supporting destination marketing, destination sales, tourism development, visitor services, and destination stewardship initiatives. These coordinated programs strengthen Bellevue's visitor economy by increasing overnight visitation, expanding visitor spending, and supporting the long-term competitiveness of Bellevue's hospitality and tourism industry.

Bellevue continues to evolve from a suburban center into a vibrant neo-urban destination defined by innovation, global culture, outdoor recreation, and exceptional quality of life. Guided by the Bellevue Destination Development Plan (DDP) and the city's destination brand position, Visit Bellevue is working to position the city as a premier lifestyle and business destination in the Pacific Northwest that attracts high-value overnight visitors, supports local businesses, and enhances community vibrancy.

The 2027 TPA program focuses on advancing Bellevue's destination growth through five strategic priorities:

- **Strengthening Bellevue's destination identity** through a clear and compelling brand that differentiates the city in competitive travel markets.
- **Growing high-value overnight visitation** by attracting visitors who generate strong economic impact through extended stays and higher spending.
- **Expanding visitor experiences through events, attractions, and tourism programming** that increase length of stay and activate weekends and off-season travel periods.
- **Supporting community vibrancy** by ensuring tourism contributes positively to Bellevue's neighborhoods, arts and cultural experiences, and local businesses.
- **Advancing destination stewardship** through sustainable and accessible tourism practices that support long-term community well-being.

To accelerate Bellevue's emergence as a premier destination city, Visit Bellevue will also advance a series of flagship initiatives in 2027 including the development of signature events, culinary tourism experiences, outdoor recreation and waterfront activation programs, arts and innovation initiatives, and expanded meetings and conferences growth strategies.

The TPA's strategic investments are designed to generate measurable economic impact for Bellevue's hospitality industry and broader community. Key performance targets for 2027 include:

- **2.5 million overnight visitors**
- **73% citywide hotel occupancy**
- **69% weekend hotel occupancy**
- **\$2.2 billion in visitor economic impact**

Visit Bellevue will measure progress through a comprehensive set of key performance indicators related to visitation growth, hotel performance, meetings and conventions activity, marketing reach and engagement, visitor experience participation, and community sustainability outcomes.

Through strategic investment, strong partnerships, and coordinated destination management efforts, the Bellevue TPA will continue to drive sustainable tourism growth, strengthening Bellevue's position as one of the Pacific Northwest's most dynamic, innovative, and welcoming destination cities.

# THE TOURISM PROMOTION AREA

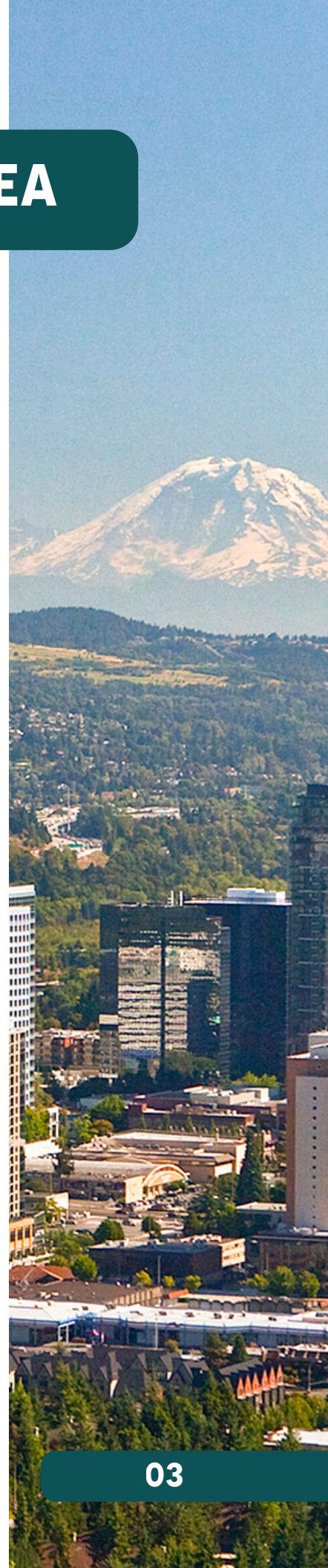
The TPA serves as a key engine for Bellevue's visitor economy by providing dedicated resources to support destination marketing, destination sales, and tourism development initiatives. The TPA is designed to drive incremental overnight visitation, strengthen Bellevue's competitiveness as a visitor destination, and support sustainable growth that benefits the city's hotels, businesses, residents, and visitors.

Visit Bellevue, a specialized division of the Bellevue Convention Center Authority (BCCA), administers the Tourism Promotion Area and leads the strategic development and execution of programs funded through the TPA. These programs include destination sales efforts that attract meetings, conventions, and group travel; integrated marketing and communications campaigns that elevate Bellevue's visibility in regional and global markets; tourism development initiatives that expand visitor experiences; and destination stewardship programs that support responsible tourism growth.

Through these coordinated efforts, Visit Bellevue works to position Bellevue as a premier destination for leisure travel, meetings, conventions, and corporate tourism. The Tourism Promotion Area also enables Visit Bellevue to collaborate closely with the hospitality industry and local partners to strengthen Bellevue's identity as a vibrant and welcoming destination in the Pacific Northwest.

Strong partnerships and community collaboration guide the work of the Tourism Promotion Area. Visit Bellevue operates under the oversight of the Bellevue Convention Center Authority, a public development authority governed by a seven-member Board of Directors. Strategic input is also provided by the 22-member Visit Bellevue Advisory Board and several tourism councils composed of industry leaders and community representatives.

Together, these partners help ensure TPA investments are aligned with Bellevue's long-term economic development goals and support the city's continued growth as a dynamic destination city.



# VISIT BELLEVUE

Visit Bellevue serves as the official destination marketing and management organization for Bellevue, Washington. As a division of the Bellevue Convention Center Authority (BCCA), Visit Bellevue leads the strategic efforts that grow Bellevue’s visitor economy while enhancing the visitor experience and supporting community vibrancy.

Working in partnership with Bellevue’s hospitality industry, tourism businesses, cultural institutions, and civic partners, Visit Bellevue promotes Bellevue as a premier destination for leisure travel, meetings, conventions, and corporate tourism. Through destination sales, marketing and communications, tourism development initiatives, and destination stewardship programs, Visit Bellevue helps generate overnight visitation, increase visitor spending, and strengthen Bellevue’s position as a leading destination in the Pacific Northwest.

Visit Bellevue delivers this work through four operational departments that collectively support the city’s tourism ecosystem:



## 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

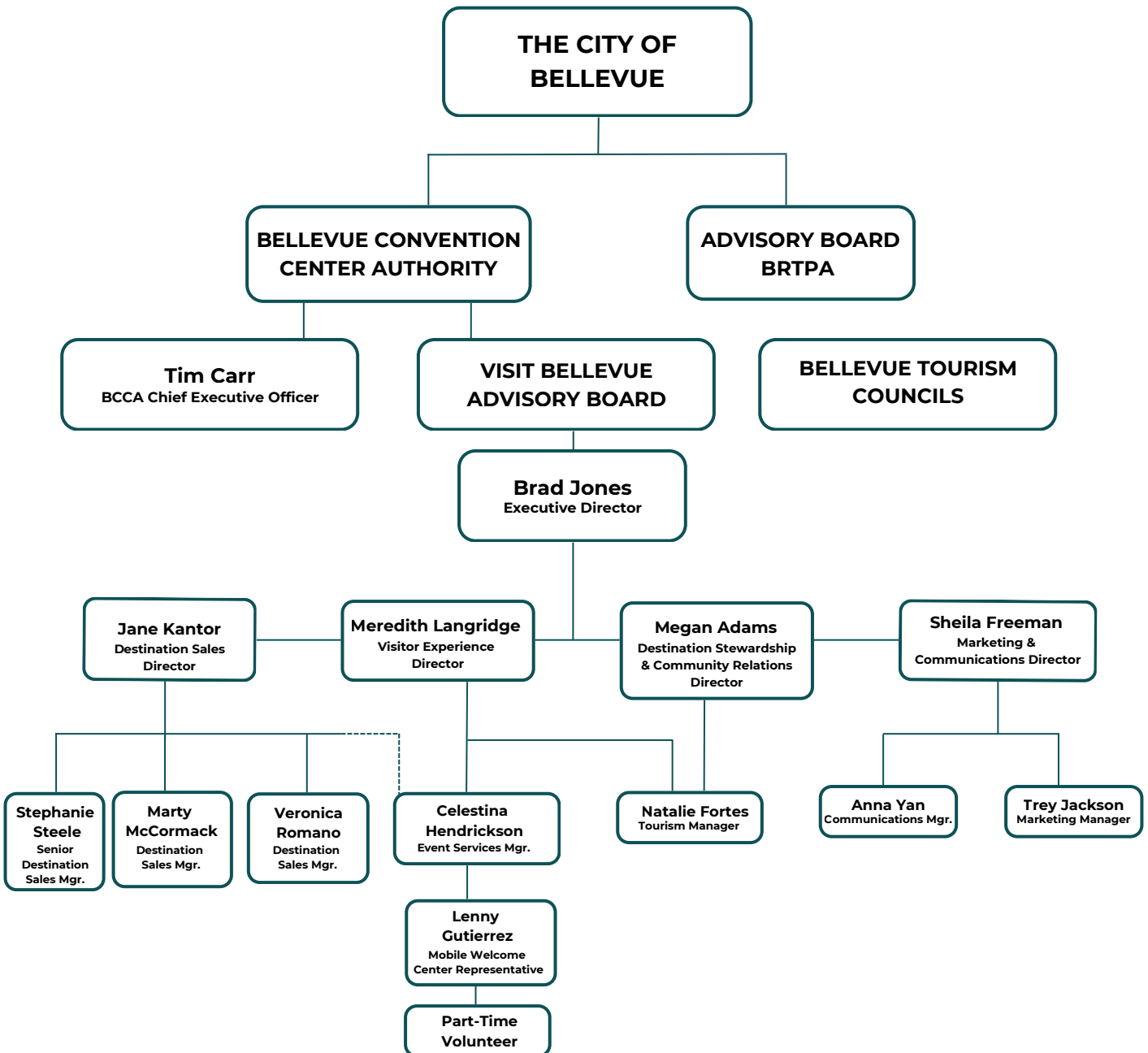


## DESTINATION STEWARDSHIP & COMMUNITY RELATIONS

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

Together, these teams coordinate destination-wide programs that elevate Bellevue’s visibility, enhance visitor experiences, and ensure tourism growth contributes positively to the community.

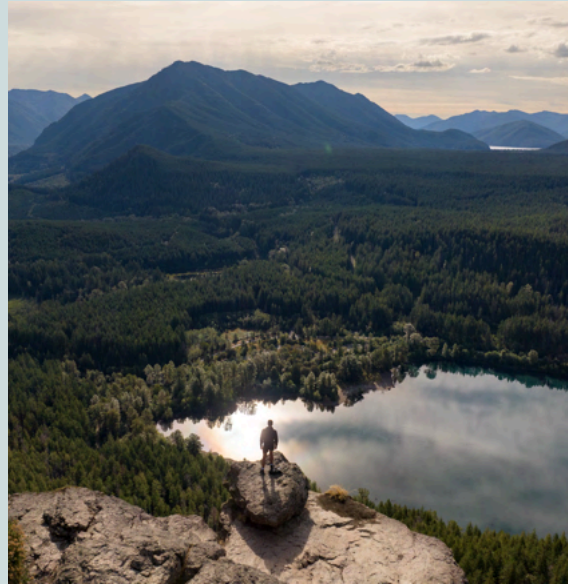
# VISIT BELLEVUE ORGANIZATIONAL CHART



# DESTINATION VISION & STRATEGIC FRAMEWORK

## 2027 DESTINATION STRATEGY & VISION

Bellevue is continuing its evolution from a suburban center into a vibrant neo-urban destination defined by innovation, culture, outdoor recreation, safety, and global connectivity. As the city grows in prominence as both a visitor destination and economic center, Bellevue has an opportunity to strengthen its position as a place where business, lifestyle, and community experiences intersect. Visit Bellevue's 2027 strategy is designed to help guide that transformation by aligning destination marketing, destination sales, tourism development, and stewardship efforts around a unified vision for the city's future. Through coordinated investment and partnership, Visit Bellevue will continue to position Bellevue as a premier Pacific Northwest destination that attracts high-value overnight visitors, supports local businesses, and contributes to community vibrancy and quality of life. This strategy recognizes that destination competitiveness is no longer defined by promotion alone. It is shaped by the strength of the visitor experience, the distinctiveness of the destination brand, the alignment of community stakeholders, and the city's ability to deliver memorable and meaningful experiences for visitors and residents alike.



## BELLEVUE DESTINATION TRANSFORMATION

Bellevue's destination trajectory is rooted in a clear transformation already underway. Once viewed primarily through the lens of proximity to Seattle, Bellevue is increasingly emerging as its own sophisticated destination city, one that combines urban energy with natural beauty, global business leadership with cultural diversity, and modern infrastructure with a high quality of life. The 2027 TPA strategy is intended to help accelerate this evolution by focusing investment on the experiences, programs, and market opportunities that can most effectively strengthen Bellevue's identity and expand overnight visitation.

This transformation is especially important as Bellevue competes for visitors, meetings, events, and tourism-related investment in an increasingly dynamic regional and global marketplace. The city’s future growth as a destination will depend on its ability to differentiate itself, activate its assets, and create a compelling year-round experience that appeals to leisure travelers, group business, and high-value visitor segments.

## DESTINATION BRAND POSITION

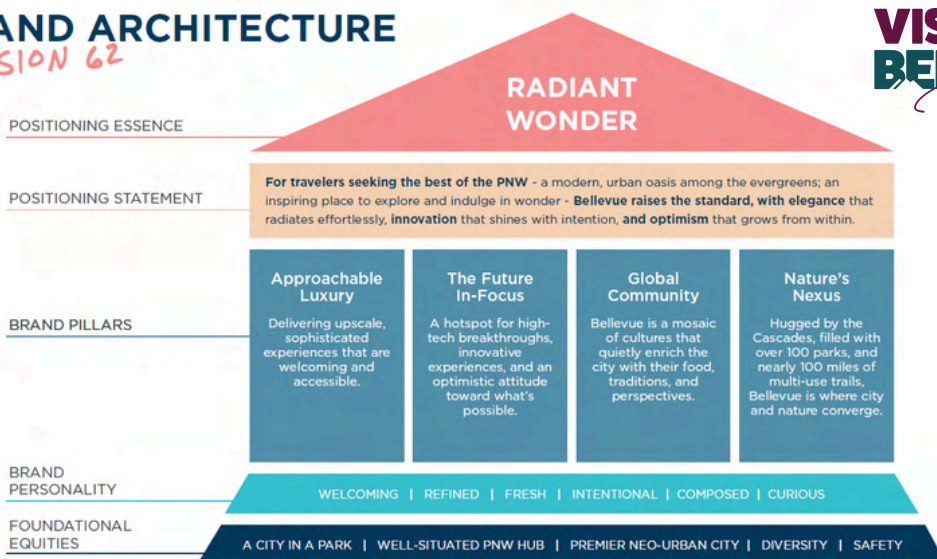
Bellevue’s destination brand positions the city as a modern urban oasis among the evergreens—a place where elegance, innovation, and optimism meet. This brand reflects Bellevue’s distinctive blend of urban sophistication, natural access, global perspective, and future-focused energy. It provides the foundation for how Visit Bellevue presents the city to target audiences and how the destination is experienced across marketing, sales, visitor services, and tourism development efforts.

The brand is grounded in four core pillars:

- **Approachable Luxury**
- **Nature’s Nexus**
- **Global Community**
- **The Future In-Focus**

Together, these pillars help define Bellevue’s competitive identity and inform the stories, experiences, and initiatives that Visit Bellevue will elevate in 2027. They reinforce Bellevue’s positioning as a destination that is refined yet welcoming, globally connected yet distinctly local, and innovative while still deeply connected to place.

### BRAND ARCHITECTURE VERSION 62



# ALIGNMENT WITH THE DDP

The 2027 Tourism Promotion Area strategy is closely aligned with the Bellevue Destination Development Plan (DDP), which provides the long-term roadmap for strengthening Bellevue’s tourism ecosystem and advancing the city’s emergence as a premier destination. The DDP positions Bellevue as a destination that blends urban sophistication, cultural richness, natural beauty, and technological innovation, while identifying the strategic areas that will shape future destination growth.

These strategic areas include:

- **Urban Lifestyle & Placemaking**
- **Arts & Innovation**
- **Recreation & Experiences**
- **Culinary Destination**
- **Conferences & Events**
- **Built Environment & Enabling Conditions**

The Tourism Promotion Area serves as an implementation vehicle for these priorities by directing resources toward programs and investments that can generate measurable economic impact while also improving the visitor experience and supporting community goals. In this way, the annual scope of work does more than fund promotion—it advances a broader destination development strategy rooted in Bellevue’s long-term vision.

# STRATEGIC PRIORITY OUTCOMES

In 2027, Visit Bellevue will focus the TPA around five guiding strategic outcomes that define the work plan and organize cross-department efforts.

## 1. STRENGTHEN BELLEVUE'S DESTINATION IDENTITY

Visit Bellevue will use Bellevue's clear and compelling destination brand to differentiate the city from other Pacific Northwest destinations, highlighting its unique combination of technology, culture, nature, and urban lifestyle. This priority is intended to sharpen market positioning, increase destination awareness, and strengthen Bellevue's long-term competitive identity.

## 2. GROW HIGH-VALUE INCREMENTAL OVERNIGHT VISITATION

Focus on attracting overnight visitors who contribute strongly to Bellevue's visitor economy through extended stays and higher visitor spending. This includes strategic efforts to grow leisure demand, meeting and conference activity, and incremental overnight stays in periods where Bellevue has the greatest opportunity for growth.

## 3. IMPROVE AND EXPAND VISITOR EXPERIENCES

Invest in the development and expansion of visitor experiences, festivals, and attractions that strengthen Bellevue's tourism ecosystem and increase visitors' length of stay purposefully developing our off-season & weekends.

## 4. SUPPORT COMMUNITY VIBRANCY

Highlight and contribute positively to Bellevue's neighborhoods, arts and culture ecosystem, culinary scene, and small businesses. This strategic outcome emphasizes that the value of the Tourism Promotion Area extends beyond hotel demand alone; it also includes helping strengthen the broader community assets and experiences that make Bellevue a more vibrant place for residents and visitors alike.

## 5. ADVANCE SUSTAINABLE DESTINATION STEWARDSHIP

Promote economically and environmentally responsible tourism practices to support sustainable and accessible destination management. These guiding outcomes align with Bellevue's core values as a creative, safe, diverse and sustainable city.

# 2027 FLAGSHIP INITIATIVES

To accelerate Bellevue's transformation into a premier destination city, Visit Bellevue will prioritize a set of flagship initiatives in 2027 that represent catalytic areas of investment for the TPA. These initiatives advance the DDP and help translate strategic priorities into visible, market-facing programs.

## **BELLEVUE SIGNATURE EVENTS**

Develops and attracts signature events including culinary festivals, innovation summits, cultural celebrations, and outdoor experiences that activate year-round visitation.

## **BELLEVUE CULINARY TOURISM**

Elevates Bellevue's culinary reputation through chef-led events, curated dining experiences, global food programming, and destination-focused culinary storytelling.

## **BELLEVUE OUTDOOR RECREATION TOURISM**

Promotes Bellevue's parks, trails, and natural assets through guided experiences, wellness programming, and outdoor recreation campaigns.

## **WATERFRONT ACTIVATION STRATEGY**

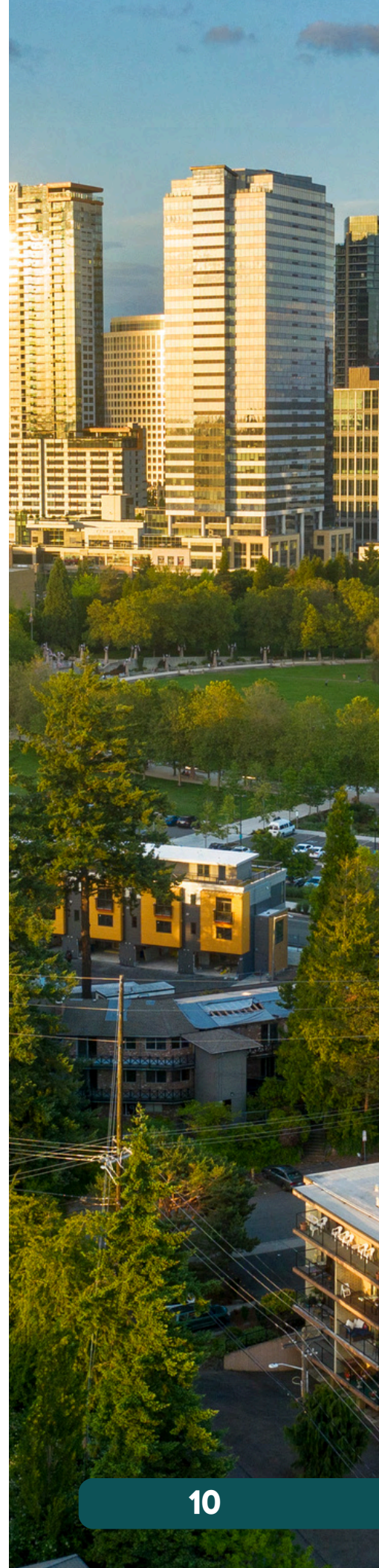
Activates Meydenbauer Bay, Mercer Slough, and Lake Sammamish through events, recreation programming, and waterfront visitor experiences.

## **ARTS, CULTURE & INNOVATION INITIATIVES**

Position Bellevue through public art installations, digital experiences, cultural festivals, and innovation-driven programming across the city.

## **CONTENT CREATOR PROGRAM**

Expands Bellevue's storytelling ecosystem through creator partnerships, original content development, and destination-driven media.



# FUNDING & PRIORITIES

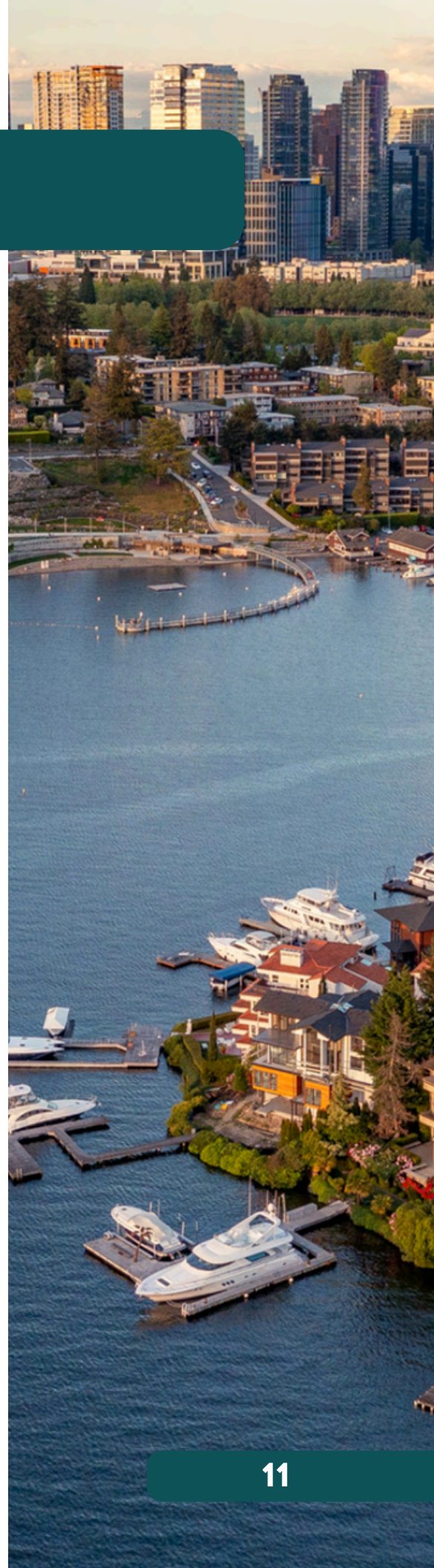
Visit Bellevue's tourism programs are supported through a combination of the City of Bellevue's lodging tax and the Bellevue TPA assessment. These dedicated funding sources enable strategic investment in programs that attract overnight visitors, strengthen Bellevue's visitor economy, and support the long-term growth of the destination.

TPA resources are directed toward initiatives that generate measurable economic impact for Bellevue's hotels, businesses, and community. These investments support destination marketing campaigns, destination sales initiatives that attract meetings and conventions, tourism development programs that expand visitor experiences, and destination stewardship efforts that ensure tourism growth aligns with community priorities.

In 2027, TPA funding will support programs designed to advance Bellevue's strategic destination priorities by:

- Advocating for and supporting the hospitality and tourism industry
- Driving new visitation and strengthening destination resilience
- Increasing overnight visitation and market share for Bellevue
- Generating incremental overnight stays through destination sales and marketing programs
- Supporting tourism development initiatives such as events, festivals, attractions, and visitor experiences
- Enhancing and elevating the Bellevue visitor experience
- Delivering measurable value to Bellevue's hotel and tourism stakeholders
- Advancing destination stewardship programs that promote responsible and community-focused tourism growth

Together, these investments ensure that TPA funding continues to drive sustainable tourism growth while strengthening Bellevue's position as a premier destination city.

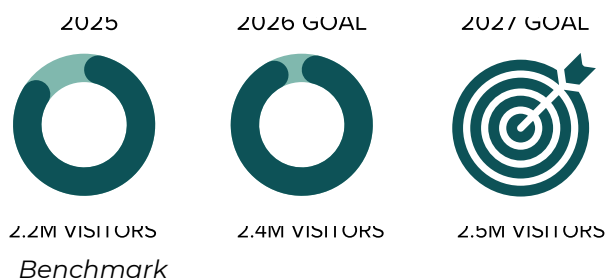


# ORGANIZATIONAL GOALS

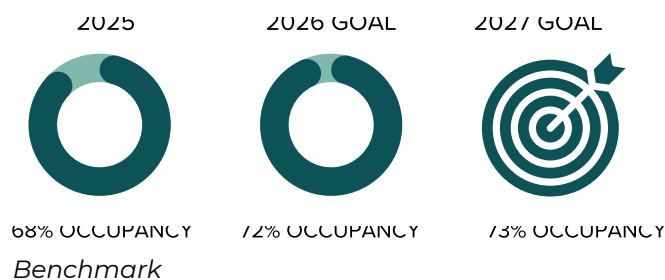
Visit Bellevue tracks a set of key performance indicators to measure the effectiveness of TPA investments and the overall health of Bellevue’s visitor economy. These goals reflect the combined impact of destination marketing, destination sales, tourism development, and stewardship initiatives designed to attract overnight visitors and strengthen Bellevue’s hospitality industry.

The following performance targets represent Visit Bellevue’s projected outcomes for 2027 and guide the organization’s strategic programs and investments throughout the year.

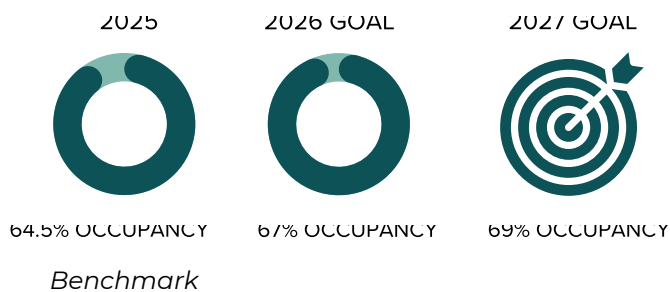
## OVERNIGHT VISITORS



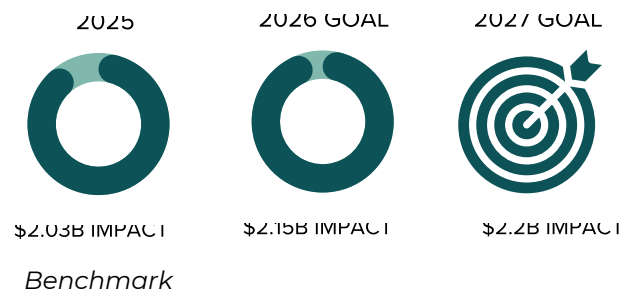
## CITYWIDE HOTEL OCCUPANCY



## WEEKEND HOTEL OCCUPANCY



## ECONOMIC IMPACT



## PROJECTED OVERALL TPA IMPACT SUMMARY

- Attract 100K new overnight visitors
- Improve citywide hotel occupancy by 1% occupancy point
- Increase weekend occupancy by 1% occupancy point
- Increase the overall economic impact of overnight visitors by \$50M

# DESTINATION SALES

The Destination Sales program focuses on generating incremental overnight business for hotels and venues through meetings, conventions, conferences, corporate travel, and events. The Destination Development Plan identifies conferences and events as a key driver of economic growth and destination visibility. The success of this program is felt by all hotels and businesses in Bellevue through added compression, maximized occupancy, and added visitor spending. Our program targets core group and event planners within key business segments, as well as events that align with Bellevue's need periods throughout the week and year. 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.

## Key Destination Sales Outcomes:

- **Contribute 80,000 Contracted Room Nights**, reflecting the incremental business that enhances Bellevue's base visitor economy
- **Generate 350,000 Room Night Leads**, focusing on groups and events that wouldn't normally be in the city and that fill our high-need areas

### NEW DESTINATION SALES BRAND POSITION

To support its group sales strategy, Visit Bellevue launched the “Unlimit It” brand platform for destination sales. The campaign positions Bellevue as a meetings destination where experiences extend beyond the meeting room—combining modern venues, inspiring natural surroundings, and vibrant culinary and cultural offerings. By encouraging planners to “unstick to the status quo,” the brand highlights Bellevue as a place where organizations can unlock creativity, connection, and new possibilities when hosting meetings, conventions, and corporate events.

**MEET IN  
BELLEVUE**  
*Washington*



# KEY STRATEGIES

## **TRADESHOW PARTICIPATION AND LEAD DEVELOPMENT**

Participation in major industry tradeshows to identify, qualify, and cultivate new group business opportunities.

## **SALES MISSIONS AND SITE INSPECTIONS**

Targeted outreach to key feeder markets and hosting planners in Bellevue to showcase the destination experience.

## **RELATIONSHIP DEVELOPMENT WITH MEETING PROFESSIONALS**

Strengthening partnerships with meeting planners, industry organizations, and third-party intermediaries to expand Bellevue's meetings market.

## **EXPANSION OF TARGETED VERTICAL MARKETS**

Pursuing new segments, including technology conferences, innovation-focused events, and cruise-related travel opportunities.

## **PAID MEDIA CAMPAIGNS SUPPORTING SALES**

Leveraging the Meet in Bellevue Washington brand through targeted marketing campaigns that reinforce Bellevue's position as a meetings destination.

## **EVENT SPONSORSHIP AND REBATE PROGRAMS**

Partnering with hotels and venues to support new business development and encourage event selection in Bellevue.

## **DESTINATION SERVICES PROGRAMS**

Providing planning support and visitor resources that enhance attendee experiences and encourage repeat events.

## **DESTINATION SPEAKERS BUREAU**

Developing an acclaimed speaker's bureau for Bellevue for the conference and meetings groups that come to Bellevue with special emphasis on innovation and tech related speakers.

# MARKETING & COMMUNICATIONS

The Marketing & Communications program elevates Bellevue’s destination awareness through integrated campaigns and storytelling that inspire travel and generate overnight visitation. Through coordinated digital marketing, public relations, content development, and international outreach, Visit Bellevue works to position Bellevue as a premier destination for leisure travelers, meetings and events, and global visitors.

Marketing initiatives focus on communicating Bellevue’s unique identity as a modern urban oasis that combines innovation, culture, culinary experiences, and outdoor access. By promoting Bellevue’s distinctive experiences and strengthening the city’s visibility in competitive travel markets, Visit Bellevue helps attract high-value visitors while supporting the broader goals of the TPA.

Visit Bellevue’s marketing strategy integrates paid media, owned media, earned media, and international marketing programs to reach targeted audiences across key domestic and overseas markets, such as Japan and South Korea.

## ADVANCED TOOLS & INDUSTRY PARTNERSHIPS

Visit Bellevue is committed to working with the most innovative agencies, strategic partners, and technology providers to ensure its marketing programs remain competitive and forward-thinking. Through close collaboration with leading creative, digital marketing, and public relations agencies, Visit Bellevue is able to leverage specialized expertise, advanced marketing tools, and emerging technologies that strengthen campaign performance and audience reach. The organization also continuously evaluates new platforms, artificial intelligence tools, and evolving marketing technologies to remain at the forefront of destination marketing innovation. In addition, Visit Bellevue is developing an internal destination intelligence dashboard to provide stakeholders with real-time insights and support daily data-informed decision making across the organization.



# CORE MARKETING PROGRAMS

## **Paid Media Campaigns**

Targeted digital advertising campaigns promote Bellevue's unique experiences and strengthen destination awareness across key travel markets. Programmatic advertising, search marketing, and site-direct partnerships are used to reach prospective visitors during the travel planning process and drive engagement with Bellevue's destination content.

## **Social Media & Content Marketing**

Visit Bellevue's social media and owned media platforms inspire travel and highlight Bellevue's experiences through storytelling, photography, and video content. Channels such as Aspire, Insider's Edge, The Buzz, Rush Hour Alerts, and organic social media campaigns generate millions of impressions annually while reinforcing Bellevue's brand narrative.

## **Public Relations & Earned Media**

Strategic media relations efforts elevate Bellevue's visibility through national and international press coverage. Visit Bellevue conducts targeted media outreach, hosts press trips, and participates in media missions in key markets to generate earned media coverage that strengthens Bellevue's reputation as a premier destination.

## **Website & Digital Engagement**

Visit Bellevue's website serves as the primary digital hub for destination information and trip planning. Following a comprehensive redesign in 2026, the website continues to enhance the visitor journey through improved user experience, curated itineraries, event listings, and partner listings that showcase Bellevue's offerings.

## **Visitor Guide & Culinary Guide**

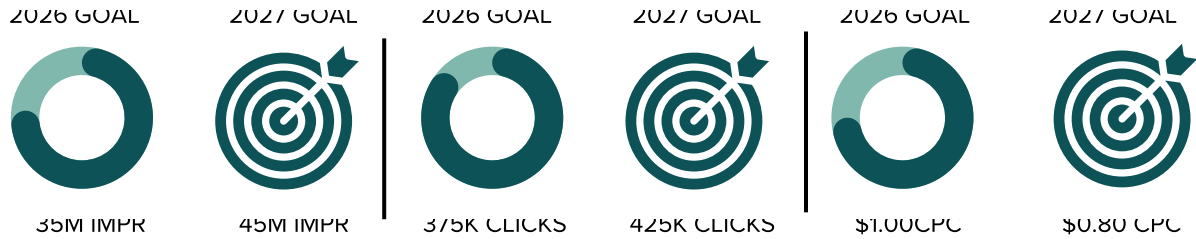
Visit Bellevue's print and digital visitor publications highlight the destination's experiences, dining scene, and attractions while serving as key inspiration tools for visitors planning their stay.

## **International Marketing Programs**

Visit Bellevue continues to strengthen Bellevue's presence in international markets. Japan remains an established overseas market, while South Korea represents an emerging market opportunity as Bellevue expands its global tourism outreach.

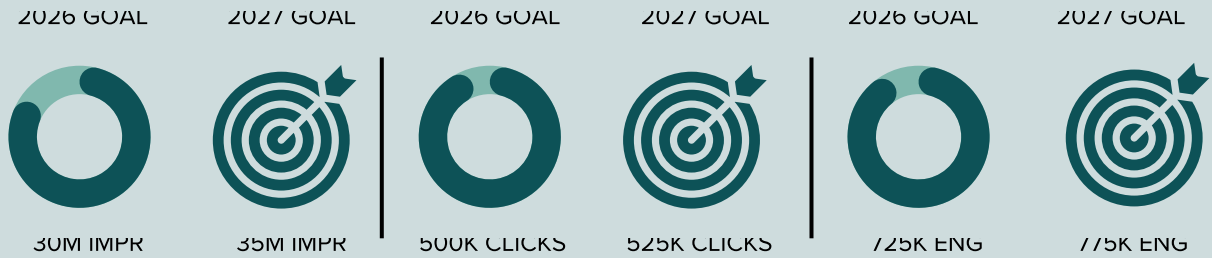
# MARKETING & COMMUNICATIONS GOALS

## PAID MEDIA GOALS



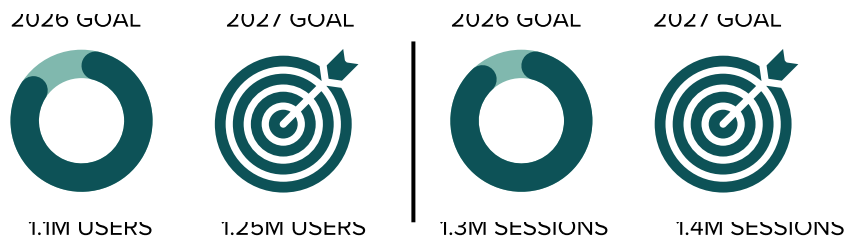
2025 BENCHMARK: 26.5 MILLION IMPRESSIONS / 594K CLICKS / \$0.49 CPC / 2.5% CTR

## SOCIAL MEDIA GOALS



2025 BENCHMARK: 42.5 MILLION IMPRESSIONS / 636K ENGAGEMENT / 1.31M CLICKS / 52.8K AUDIENCE

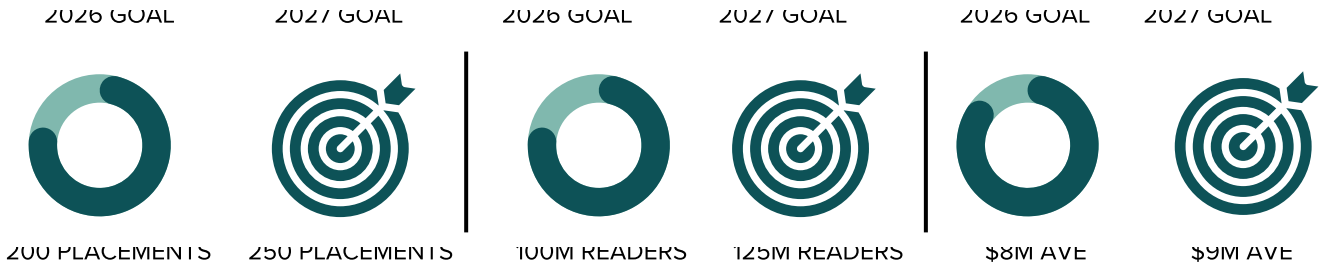
## WEBSITE GOALS



2025 BENCHMARK: 2025: 1.26M / 1.51M

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

## PUBLIC RELATIONS GOALS



2024 BENCHMARK: 407 EARNED MEDIA PLACEMENTS / \$11.6M MEDIA VALUE / 140.1 M READERSHIP



## PROJECTED TPA IMPACT SUMMARY

- Generate 45 million paid media impressions to increase destination awareness across key markets
- Drive 425K clicks and website sessions to support trip planning and visitor conversion
- Maintain efficient and optimized campaigns with a target cost-per-click of \$0.80
- Expand social media reach, engagement, and audience growth through integrated content strategies
- Secure \$9M in earned media value through strategic public relations and media outreach

# VISITOR EXPERIENCE & TOURISM DEVELOPMENT

Visit Bellevue’s Visitor Experience & Tourism Development program works to enhance the quality, accessibility, and diversity of Bellevue’s visitor experiences. Through strategic partnerships, tourism development initiatives, and visitor services, this program supports the continued growth of Bellevue as a vibrant and welcoming destination.

In addition to attracting visitors, Visit Bellevue focuses on strengthening the experiences available once visitors arrive. These efforts help increase visitor satisfaction, encourage longer stays, and ensure tourism growth contributes positively to the community and local economy.

Visitor Experience & Tourism Development programs support the expansion of attractions, events, and experiences that highlight Bellevue’s cultural assets, culinary scene, outdoor recreation opportunities, and dynamic urban environment.

## CORE PROGRAMS

### BELLHOP TRANSPORTATION PROGRAM

Visit Bellevue continues to support the BellHop electric shuttle program, which provides free, on-demand transportation throughout key areas of Bellevue. The program helps address first-mile and last-mile mobility challenges, improves access to Bellevue hotels and attractions, and supports connectivity to the regional light rail system.



### MOBILE WELCOME CENTER

The newly reimagined “Vuefinder” Mobile Welcome Center is an all-electric vehicle designed to bring visitor services directly to high-traffic locations, hotels, and major events. The mobile center will provide destination information, promote local experiences, and strengthen engagement with visitors throughout the city.



61

## **VISITOR KIOSK NETWORK**

Visitor information kiosks located throughout Bellevue help visitors easily discover attractions, restaurants, shopping districts, and events while navigating the destination.

## **TOURISM DEVELOPMENT GRANTS**

Visit Bellevue provides strategic grant support to help develop tourism-related experiences, programs, and initiatives that enhance Bellevue’s visitor offerings and strengthen the local tourism ecosystem.

## **FESTIVAL & EVENTS INCUBATOR PROGRAM**

Visit Bellevue works with community partners and event organizers to help develop new events and experiences that can attract visitors and activate Bellevue’s neighborhoods.

## **CULINARY TOURISM PROGRAMS**

Culinary programming highlights Bellevue’s diverse and globally influenced dining scene through curated experiences, culinary storytelling, and destination promotion.

## **OUTDOOR TOURISM PROGRAMS**

Visit Bellevue promotes Bellevue’s parks, trails, waterfront areas, and outdoor recreation opportunities as a core part of the destination experience.

## **AIRPORT & CRUISE CONNECTIONS**

Transportation initiatives help visitors travel easily between Bellevue hotels, regional transportation hubs like SEA, the Seattle cruise terminal, and key visitor areas, improving access and overall visitor convenience.

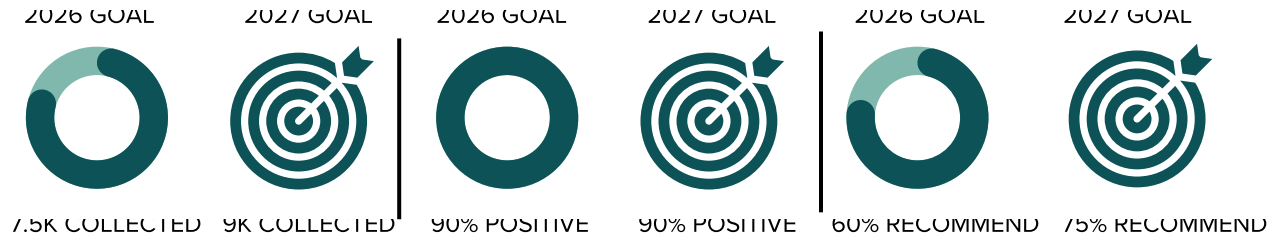
## **RIDE BELLEVUE PROGRAM**

Ride Bellevue enhances visitor mobility and outdoor experiences through bike and micro-mobility access, Eastrail activation, guided cycling tours, curated itineraries, and destination storytelling that promotes Bellevue’s connected urban and natural assets.



# VISITOR EXPERIENCE GOALS

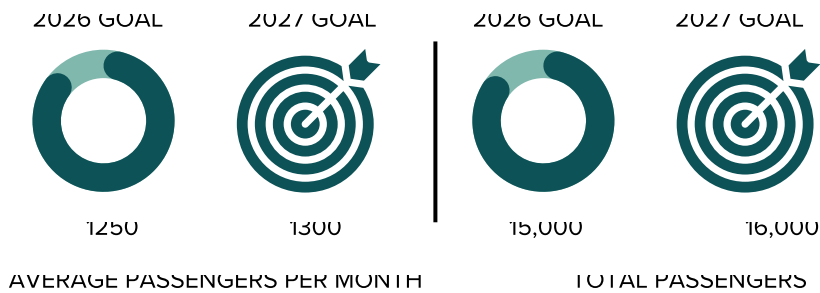
## VISITOR SURVEY



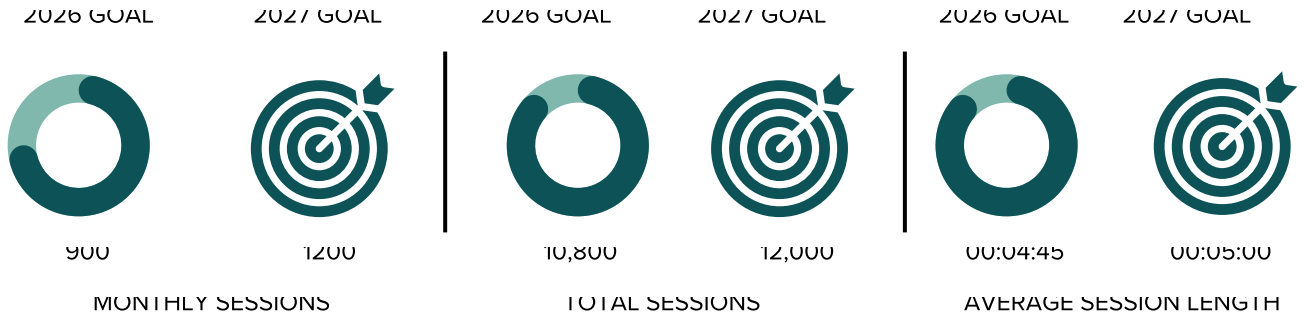
## BELLHOP



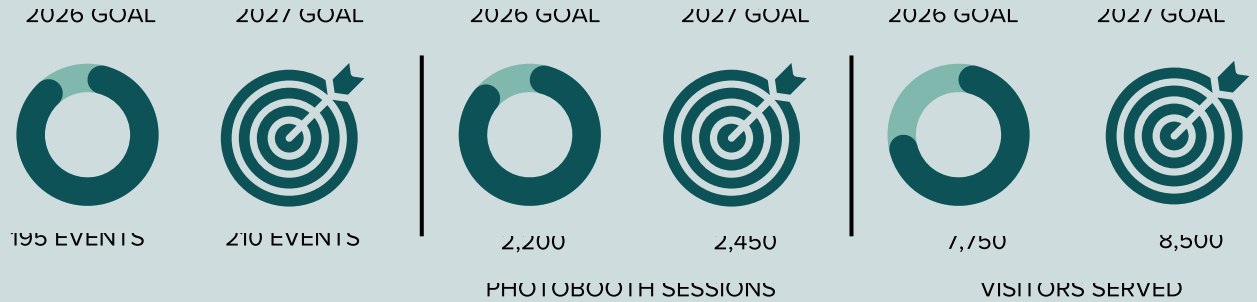
## BELLEVUE AIRPORT SHUTTLE



## VISITOR KIOSK PROGRAM



## MOBILE WELCOME CENTER



# DESTINATION STEWARDSHIP & COMMUNITY RELATIONS

Destination Stewardship & Community Relations ensures that Bellevue’s tourism growth supports community well-being, environmental sustainability, and long-term economic vitality. As Bellevue continues to grow as a visitor destination, Visit Bellevue works to ensure tourism development aligns with the needs of residents, protects the city’s natural assets, and strengthens Bellevue’s cultural and economic ecosystem.

This department plays a key role in connecting Visit Bellevue with community partners, cultural organizations, local businesses, and tourism stakeholders. Through strategic partnerships and collaborative initiatives, Visit Bellevue works to ensure tourism contributes positively to Bellevue’s neighborhoods, cultural experiences, and community vibrancy.

## FOCUS AREAS

### DESTINATION SUSTAINABILITY

In partnership with Greenleaf global, Visit Bellevue supports sustainability initiatives that encourage environmentally responsible tourism practices and help protect Bellevue’s natural resources and outdoor spaces.

### DESTINATION ACCESSIBILITY

In partnership with Wheel the World, Visit Bellevue works to verify and communicate accessibility features across Bellevue’s hotels, restaurants, attractions, and visitor experiences, helping ensure the destination is welcoming and accessible to all travelers.

### BELLEVUE BOUND PODCAST

The Bellevue Bound podcast introduces audiences to Bellevue’s restaurants, attractions, and local stories while helping highlight the people and experiences that make Bellevue unique.



## **BELLEVUE CARES PROGRAM**

Engages meeting professionals and attendees for community impact through a Helping Hands volunteer program and charitable donations initiative benefiting local nonprofits and strengthening connections across Bellevue.

## **ARTS, CULTURE & MULTICULTURAL ENGAGEMENT**

Bellevue's diverse communities and cultural experiences are an important part of the destination's identity. Visit Bellevue partners with cultural organizations and community groups to highlight arts, festivals, and multicultural events that enrich the visitor experience.

## **URBAN PLACEMAKING**

Visit Bellevue provides strategic sponsorship support to help develop tourism-related experiences, programs, and initiatives that enhance Bellevue's visitor offerings and strengthen the local tourism ecosystem.

## **COMMUNITY PARTNERSHIPS & ENGAGEMENT**

Visit Bellevue works closely with local businesses, cultural institutions, and community organizations to strengthen collaboration across the tourism ecosystem and ensure tourism programs benefit the broader community.

## **BELLEVUE BOOST PARTNER EDUCATION PROGRAM**

The Bellevue Boost program provides networking and educational opportunities for hospitality professionals and local businesses, helping partners better engage with the visitor economy.



# 2027 STEWARDSHIP PRIORITIES



Key initiatives in 2027 will focus on expanding sustainability and community engagement programs across the destination.

- Activating Visit Bellevue’s Hotel Sustainability Program through Green Key Global certification partnerships
- Expanding sustainability outreach and best practices across Bellevue’s tourism businesses
- Collaborating with local sustainability leaders to support environmentally responsible operations
- Supporting workforce development initiatives that help grow Bellevue’s hospitality workforce through partnerships with educational institutions and local businesses

## STEWARDSHIP GOALS

### **BELLEVUE BOUND PODCAST**

11,000 listeners | 7-minute average listening time

### **BELLEVUE CARES PROGRAM**

10% of Visit Bellevue group bookings participating  
\$10,000+ in nonprofit donations generated

### **WHEEL THE WORLD ACCESSIBILITY PROGRAM**

10 new accessibility verifications  
10% increase in ADA-related bookings

### **GREEN KEY GLOBAL SUSTAINABILITY PROGRAM**

20 verified restaurants and attractions

### **PARTNER ENGAGEMENT**

200 partner CRM engagements | 150 new partners added to CRM | 100 partner activation attendees | 200 Bellevue Boost program attendees

# TPA BUDGET

<b>Projected TPA Revenue</b>	<u>Q1 2027</u>	<u>Q2 2027</u>	<u>Q3 2027</u>	<u>Q4 2027</u>	<u>Total</u>
TPA Collections (\$2.50 per room)	\$635,000	\$745,000	\$910,000	\$830,000	\$3,120,000
DOR Fee (1% Fee)	\$ 6,350	\$ 7,450	\$ 9,100	\$ 8,300	\$ 31,200
Legislative Authority Fee (5%)	\$ 31,750	\$ 37,250	\$ 45,500	\$ 41,500	\$ 156,000
<b>Net Revenue</b>	<b>\$596,900</b>	<b>\$700,300</b>	<b>\$855,400</b>	<b>\$780,200</b>	<b>\$2,932,800</b>

<b>Projected TPA Expenses</b>	<u>Q1 2026</u>	<u>Q2 2026</u>	<u>Q3 2026</u>	<u>Q4 2026</u>	<u>Total</u>
Marketing & Communications	\$274,900	\$217,400	\$236,900	\$276,900	\$1,006,100
Destination Sales	\$248,390	\$120,417	\$158,717	\$132,476	\$660,000
Destination Stewardship & Tourism Development	\$210,500	\$198,000	\$211,000	\$159,500	\$779,000
Festivals & Events	\$ 45,000	\$102,000	\$ 19,500	\$143,000	\$309,500
Administration & Research	\$ 28,950	\$ 28,950	\$ 28,950	\$ 28,950	\$115,800
Contingency (2%)	\$ 12,700	\$ 14,900	\$ 18,200	\$ 16,600	\$ 62,400
<b>Total Expenses &amp; Contingency</b>	<b>\$820,440</b>	<b>\$681,667</b>	<b>\$673,267</b>	<b>\$757,426</b>	<b>\$2,932,800</b>

# THANK YOU



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

Our dedicated team, strategic initiatives, and comprehensive approach to destination marketing and management ensure effective investment of TPA funds to enhance Bellevue's appeal as a travel destination. We are committed to leveraging these resources to strengthen Bellevue's position as a premier leisure, meetings, and corporate destination, and to working collaboratively with our partners and stakeholders to achieve shared goals and support Bellevue's continued growth.

**VISIT**  
**BELLEVUE**

11100 NE 61st Street, Bellevue, WA 98004  
P: (877) 425-2075  
[www.visitbellevue.com](http://www.visitbellevue.com)



Community Development

# Attachment B



# REDMOND TOURISM & HOTEL COMMITTEE

---

Scope of Work  
2027



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. OneRedmond is committed to collaborating with all stakeholders to work for adoption of policies that support success.

In 2024, OneRedmond stood up a Direct Marketing Organization (DMO) from ground zero representing the interests of the lodging and tourism community. OneRedmond does not receive LTAC funding or any other additional financial support 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.

2027 will mark the fourth full year of work of this new program. OneRedmond will continue to focus on tourism development and promotion of Redmond's tourism program, incorporating the results and desired outcomes of the City of Redmond Tourism Strategic Plan. This will be a holistic body of work that will also include multiple staff and contractors to develop new niche tourism programs and refine existing programs. With 10 hotels and no large indoor event venues, unique programming will be required to drive overnight stays during the need period.

By the end of 2027, our aim is to increase overnight visitors by 3% based on 2026'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, Amazon LEO, and SpaceX, Redmond is world-renowned as the region's hub for technological and now space innovations through the brand “Redmond Space District”.

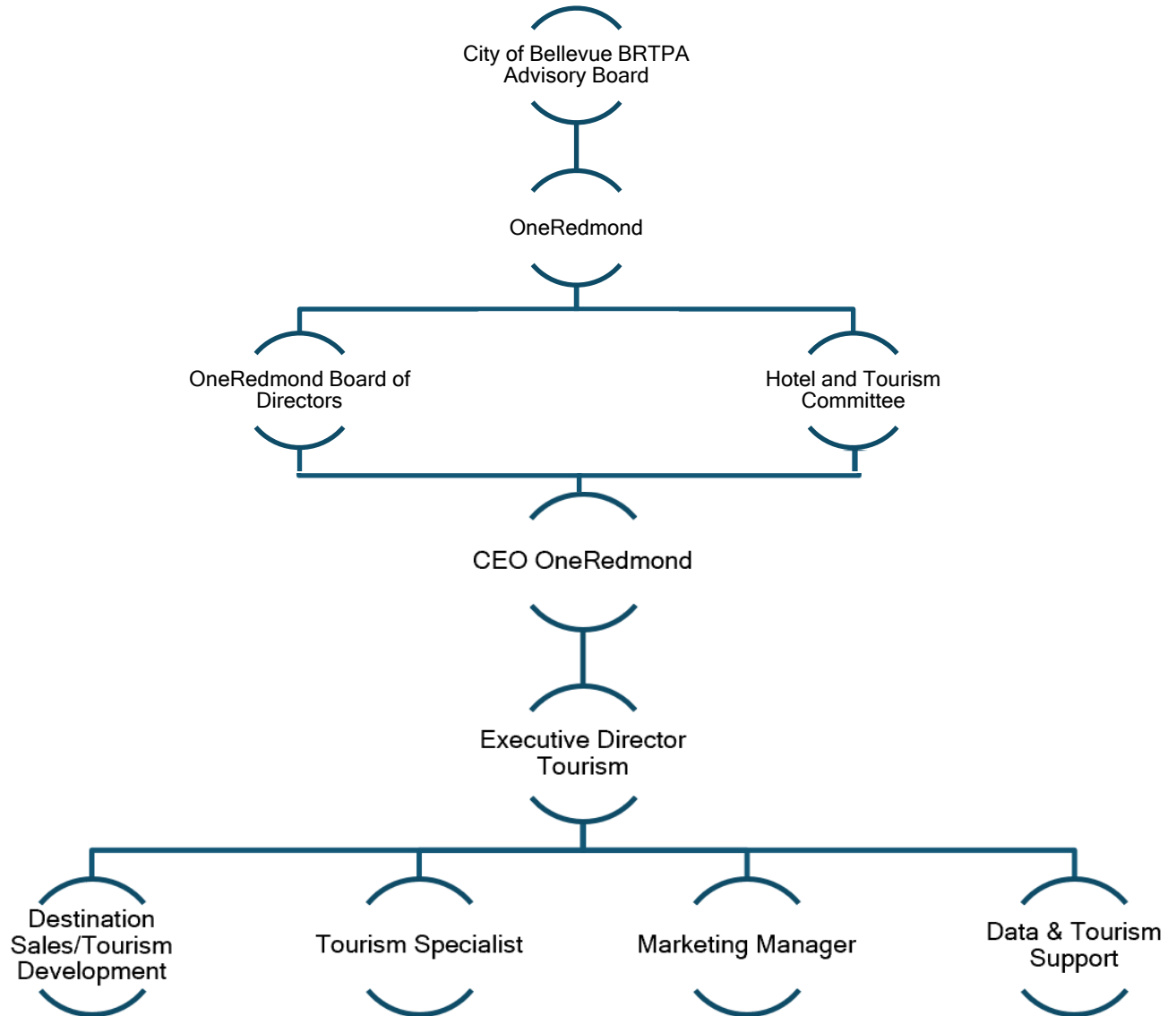
The city itself encompasses an area of over 17 square miles and is located less than 20 miles east of downtown Seattle. Redmond has designated growth centers: Downtown, Overlake, and the new Marymoor Village which will grow significantly in the next 20 years. In 2026, Redmond is estimated to have over 86,000 residents, and the Sound Transit 2 Line Light Rail will have completed the connection from Downtown Redmond 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 \$800,000 in funding for TPA-related Redmond tourism in 2027.

# Our Team



## Funding and Priorities

The 2027 budget for the Redmond Zone of the BRTPA reflects a program that has matured through three full years of development and implementation and is positioned for continued, intentional growth. With a solid foundation now established, this scope of work and budget focuses on strengthening core tourism efforts while advancing targeted niche tourism strategies designed to drive overnight stays in alignment with Redmond hotel needs.

Building on the early success of Dog Tourism, entertainment-driven programming, and emerging wellness initiatives, the 2027 budget prioritizes investments that deepen these niches and expand their economic impact. At the same time, the budget maintains critical tourism tools and resources that allow the program to track performance, measure benchmarks, and clearly demonstrate success. Throughout, the Redmond Zone program remains guided by the priorities of its hotel partners, ensuring that program growth directly supports demand generation during key need periods.

### Strategic priorities for Redmond include:

- Build on successful niche tourism programs to strengthen the connection with travelers
- Investing in advertising, marketing, public relations, and communications to attract overnight visitors that KPIs and provide data metrics
- Leveraging new tourism data analytics tools to track efficacy of campaigns and results.
- Continue exploring and developing tourism opportunities that could be gained with potential indoor/outdoor sports facilities and/or indoor event venues.
- Gain momentum on targeted destination sales program.
- Promoting tourism and group business through strategic initiatives by developing branded programs to increase overnight visitors during the need period.
- Developing programs for corporate visits, meetings, conventions, festivals, and events to drive tourism and increase overnight stays.
- Ongoing collaboration with Visit Bellevue and the City of Redmond

## Proposed Budget & Timeline

To gain momentum on building Redmond's Destination Marketing Organization, the following are the budget and timeline:

### Projected Revenue:

OneRedmond utilized the 2025 BRTPA Redmond Zone Financials collection as the primary data source for estimating tourism-related revenue projections. This approach was selected due to ongoing volatility in international travel demand and uncertainty in global tourism markets, which has made traditional international visitation forecasting less reliable during the current planning period.

Recent hospitality industry research indicates that travel demand across the United States and North America is stabilizing following several years of post-pandemic recovery, though growth remains moderate. According to industry forecasts from CoStar and Tourism Economics, U.S. hotel occupancy is expected to remain relatively stable in the mid-62% range through the latter part of the decade, with projected national occupancy reaching approximately 62.2% by 2027.

While demand growth is expected to be gradual, industry analysts anticipate modest increases in hotel performance metrics over the next several years. Forecasts indicate average daily room rates and revenue per available room are expected to grow by approximately 1–1.4% annually through 2027, reflecting steady but moderate expansion in overnight visitation and business travel activity.

At the same time, the hospitality sector continues to experience headwinds tied to inflation, changing travel patterns, and uncertainty in global travel demand. Industry reports note that consumer spending pressures and macroeconomic uncertainty have moderated travel growth in the short term, resulting in slightly lower occupancy projections for 2025 and 2026 before stabilizing later in the decade.

Within this context, tourism planners are increasingly relying on localized performance data and regional market indicators to guide forecasting and investment decisions. Given the evolving travel environment and the moderate growth outlook for the North American lodging sector, the BRTPA Redmond Zone Financials collection provides a stable and locally validated dataset for modeling tourism-related economic activity and overnight visitor impacts.

The Redmond Zone TPA revenue is expected to be \$806,806 in 2027. This will include an additional \$590,629 draw from reserve funds. This draw includes potential funding to support recent requests from the City of Redmond pending further information and legal review. Any projects funded must demonstrate clear legal compliance and provide measurable, outcome-based metrics; any initiative that cannot meet these standards will not be eligible for funding. This ensures that Redmond Zone TPA dollars are invested only in accountable, transparent, and results-driven work.

### Overview of Projected Expenses:

Projected expenses for the upcoming year are reflective of the collective input of Redmond's hotel stakeholders.

### **Marketing & Communications:**

The Marketing & Communications program is designed to drive awareness, demand, and overnight visitation by promoting Redmond as a compelling destination during key need periods. Investments in this category support the strategic execution of integrated marketing campaigns, brand storytelling, and visitor engagement tools that collectively strengthen Redmond's tourism ecosystem and directly benefit hotel partners. With a keen focus on data-informed approach to destination promotion, the program balances creative storytelling with performance-driven tools to generate sustained tourism demand and measurable economic impact for Redmond.

**Agency fees and contracted services** provide specialized expertise in destination marketing, public relations, creative development, and campaign execution. These partners expand internal capacity and ensure that marketing initiatives are delivered with professional consistency, measurable performance, and alignment with industry best practices.

➤ (V) (A) DVA ADVERTISING & PUBLIC RELATIONS

**Paid marketing and advertising** investments amplify Redmond's visibility across targeted channels, reaching priority leisure, group, and niche travel audiences. This includes digital advertising, paid search, display, and other high-impact placements designed to convert interest into bookings and overnight stays.

➤ (V) (A) DVA ADVERTISING & PUBLIC RELATIONS

**Video, website, and content development** expenses support the creation of high-quality, on-brand assets that showcase Redmond's niche tourism experiences, events, and lodging offerings. Compelling storytelling and refreshed digital content ensure that visitors encounter relevant, inspiring, and conversion-focused messaging throughout the trip-planning journey.

 DVA ADVERTISING & PUBLIC RELATIONS

**Paid social media** extends the reach of destination content, promotes events and seasonal programming, and engages travelers in real time. These efforts are designed to build awareness, drive website traffic, and support targeted campaign objectives through audience-specific placements. This includes funding to support the City of Redmond's pay-per-click program.

 DVA ADVERTISING & PUBLIC RELATIONS  Bullseye Creative

**Digital concierge subscription services** enhance the visitor experience by providing timely, location-based information before and during a stay. This tool supports wayfinding, event discovery, dining, and activity promotion, increasing visitor satisfaction and encouraging extended stays and return visits.



**Booking engine and reservation technology tools** enable seamless conversion from inspiration to action by connecting marketing efforts directly to lodging partners. These tools support tracking, attribution, and ease of booking, ensuring marketing investments translate into measurable room nights.

 GRANICUS

**Geofencing subscription services** allow for precision targeting of visitors based on location and behavior, supporting both acquisition and retention strategies. This technology is used to influence travel decisions, promote Redmond-specific experiences, and encourage overnight stays during need periods.



Finally, **staffing for marketing and communications** ensures consistent management, coordination, and optimization of all initiatives within this category. Dedicated staff or contracted professionals oversee strategy execution, vendor management, content development, campaign performance, and reporting, ensuring accountability and alignment with hotel partner priorities.

## Tourism Development:

The Tourism Development program focuses on creating, enhancing, and sustaining experiences that drive overnight visitation in Redmond. Without a traditional convention facility, or single, anchor event venue, intentional program development and niche tourism strategies are critical to positioning Redmond as a destination that attracts travelers with specific interests and motivates extended stays during key need periods. Tourism Development investments prioritize creativity, collaboration, and experience-driven travel. By focusing on niche interests, strategic partnerships, and visitor accessibility, the program is designed to generate sustained overnight demand and position Redmond as a distinctive destination.

**Tourism development travel to conferences and industry events** supports relationship-building, trend identification, and best practice learning that directly informs Redmond's tourism strategy. Participation in relevant conferences such as State of Washington Tourism Conference, One West Tourism Alliance MarTech Summit or Education Summit allows staff to identify emerging opportunities, evaluate successful destination models, and cultivate partnerships that can translate into new or expanded programming for Redmond.

**Program development investments** are central to maintaining and growing Redmond's existing niche tourism portfolio while exploring opportunities to pilot new programs. Funding supports the continued evolution of successful initiatives including Dog Tourism, entertainment driven programming, and wellness experiences, as well as the potential launch of additional niche offerings. These programs are designed to differentiate Redmond in the regional tourism marketplace and appeal to travelers who are more likely to stay overnight and travel during shoulder periods.

**Strategic partnership funding** strengthens Redmond's tourism ecosystem by aligning with organizations and destinations that extend visitor reach and enhance program impact. This includes partnerships with Seattle Theatre Group to leverage major entertainment programming, ongoing collaboration with the City of Redmond on a strong partnership with the Woodinville Wine Country.

**Signage and wayfinding investments** is earmarked for trail signage supporting Shinrin Yoku (Forest Bathing) and nature-based experiences, enhancing the visitor experience and reinforce Redmond's wellness and outdoor tourism positioning. These improvements help visitors more easily discover, navigate, and engage with Redmond's natural assets, encouraging longer stays and repeat visitation.

**Tourism transportation support** addresses a key barrier to overnight visitation by improving visitor mobility and access to experiences throughout the city. Program funding currently includes ride-share gift cards, ORCA transit cards, and potential support for the Redmond Link (RedLink) should outcomes demonstrate value for visitor travel. These efforts are intended to reduce friction for visitors, connect hotels with attractions and events, and encourage travelers to explore Redmond.

These expenses include a request from the City of Redmond to allocate \$120,000 to support the RedLink transportation program, which recently launched and does not yet have established performance metrics. All expenditures will be evaluated for compliance with Revised Code of Washington 35.101, which governs the use of Tourism Promotion Area funds.

Finally, **staffing and contracted support** are essential to the successful development, management, and evaluation of tourism programs. Dedicated staff and consultants oversee program design, partnership coordination, budget management, implementation, and performance measurement, ensuring that tourism development investments remain aligned with hotel priorities and deliver measurable overnight visitation impact.

## Festivals and Events

The Festivals & Events program is designed to attract and support events that drive incremental overnight visitation and enhance Redmond's appeal as a dynamic, experience-driven destination. By strategically investing in events that bring visitors to Redmond during key need periods, this program supports hotel demand while contributing to the city's vibrancy and economic activity.

A primary component of this category is **grant funding for external festivals and events** seeking to take place in Redmond. These grant dollars are intended to attract new or expanding events that demonstrate the ability to generate overnight stays, draw visitors from outside the local market, and align with Redmond's tourism priorities. Funding is evaluated with a focus on audience reach, seasonality, and the potential to convert attendance into hotel room nights.

In addition, this category includes a **supplemental event support grant program** for organizers who may not align with the City of Redmond's Lodging Tax Advisory Committee (LTAC) grant timeline or who miss the LTAC application window. This flexible funding mechanism ensures that viable events are not excluded due to timing constraints and allows OneRedmond to respond nimbly to emerging opportunities that can deliver immediate tourism impact.

**Staffing and administrative support** form the secondary component of this category. Staff and/or contracted support manage the grant process, coordinate with event organizers, evaluate proposals, ensure compliance with funding requirements, and support funded events as they are executed. This oversight helps ensure that investments are aligned with tourism goals, deliver measurable outcomes, and maximize benefits for Redmond hotels and visitors.

### **Destination Sales:**

The Destination Sales program is a critical component of Redmond's tourism strategy and has been intentionally expanded in 2027 in direct response to feedback from the Redmond hotel community. With no large indoor event venues, this category focuses on generating groups, meetings, and event business that delivers measurable overnight stays by actively selling Redmond as a destination to qualified audiences and decision-makers.

**Trade shows and exhibiting opportunities** are a cornerstone of the Destination Sales strategy. Participation in targeted trade shows like Tour Connection allows Redmond to directly engage with meeting planners, tour operators, sports organizers, and group travel buyers who are actively seeking destinations. Exhibiting ensures Redmond is represented alongside peer destinations and provides a platform to communicate the city's unique offerings, hotel inventory, and niche experiences.

**Conferences, meetings, and travel** support attendance at industry events where relationship development, education, and deal-making occur. These opportunities such as Meeting Professionals International or Global Business Travel Association allow sales staff to stay informed on market trends, refine sales strategies, and maintain strong connections with partners and prospects.

**Sales missions and site inspections** are essential tools for converting interest into bookings. Sales missions allow Redmond to proactively pursue business in key markets, while site inspections bring qualified planners directly to the destination to experience hotels, and the city firsthand often serving as the final step toward securing overnight business.

**Paid marketing and sales collateral** support destination sales efforts by ensuring Redmond is represented with professional, compelling materials that clearly communicate value to planners and buyers. These tools reinforce in-person sales efforts, support follow-up communications, and help differentiate Redmond in a competitive marketplace.

**Staffing for destination sales** is a critical investment and central to the success of this program. Experienced sales professionals are essential to managing complex relationships, representing Redmond effectively at industry events, coordinating site inspections, and ensuring consistent follow-through with prospects. Skilled staff bring industry knowledge, credibility, and strategic focus allowing Redmond to move beyond passive participation and toward proactive, results-driven destination sales. Dedicated staffing also ensures coordination with hotels, partners, and marketing efforts, creating a unified approach to demand generation.

### **Administrative, Research & Data:**

The Administrative, Research & Data category provides the operational backbone necessary to manage, evaluate, and sustain Redmond's Tourism Promotion Area program. Given the scale, complexity, and financial stewardship required to administer this program, these investments ensure fiscal responsibility, transparency, and data-driven decision-making while supporting the day-to-day execution of tourism initiatives. These investments ensure that Redmond's tourism program is professionally managed, fiscally sound, and guided by reliable data thereby providing the foundation needed to support effective marketing, tourism development, destination sales, and event programming.

**Management, administration, and overhead** expenses support the overall governance and operational functions required to administer a million-dollar tourism program. These costs ensure consistent program oversight, coordination across work streams, contract management, compliance, reporting, and alignment with the priorities of the hotel community and public partners. Effective staffing ensures that the program operates efficiently, remains accountable to its stakeholders, and continues to evolve based on measurable outcomes. Using Destinations International as a resource, OneRedmond uses their organizational and financial study to create a ceiling of personnel and administrative costs. According to the Destinations International Organizational and Financial Study, organizations that have a similar revenue as the Redmond zone have between 5 to 8 employees and spend 39% to 42% on personnel, 45%-47% on programs, and 11% - 15% on administrative expenses. OneRedmond is in line with these standards.

A new **ACH deposit fee**, charged by the City of Bellevue's vendor, is a critical expense that supports timely cash flow for the program. Historically, reimbursement timelines have been slow, creating challenges for managing ongoing expenses. The ACH deposit process allows for more predictable and efficient fund transfers, ensuring that program operations remain stable and uninterrupted.

**Bookkeeping, accounting, and an annual financial review** are essential components of fiscal accountability and transparency. All financial services are managed externally to the organization, providing independence, objectivity, and best practice financial controls. These services ensure accurate tracking of revenues and expenses, compliance with program requirements, and clear financial reporting to stakeholders.

**Research and data investments** are critical to measuring the success and impact of the tourism program. Tourism data tools implemented in 2025 allow the program to track performance, visitor behavior, and campaign effectiveness. The 2026 calendar year will serve as the first full year benchmark, enabling more meaningful trend analysis and data informed adjustments to strategy. These insights are essential for demonstrating return on investment, guiding future funding decisions, and ensuring that program efforts are aligned with hotel needs.

## TIMELINE & BUDGET

	Q1 '27	Q2 '27	Q3 '27	Q4 '27
<b>Research, Data, and Administration</b>	Administration and Staffing ACH & Bookkeeping Fees Data Analytics	Administration and Staffing ACH & Bookkeeping Fees Data Analytics Granicus Booking Widget Annual Fee	Administration and Staffing ACH & Bookkeeping Fees Data Analytics Geofencing Subscription Fee	Administration and Staffing ACH & Bookkeeping Fees Data Analytics Customer Focus Group
<b>Tourism Development</b>	Conferences & Symposiums Program Research & Development Transportation Supplimentation  Staffing	Conferences & Symposiums Program Research & Development Signage and Wayfinding  Staffing	Conferences & Symposiums Program Research & Development Transportation Program  Staffing	Conferences & Symposiums Program Research & Development Transportation Program Program Development for 2028 WWC & STG Partnership Programs Staffing
<b>Destination Sales</b>	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 2028 Meetings & Tradeshow Evaluation Ad hoc Citywide Site Inspections Staffing	Sales and Prospecting Meetings and Trade Show Participation 2028 Meetings & Trade Show Evaluation Ad hoc Citywide Site Inspections Staffing
<b>Marketing &amp; Communications</b>	Paid Marketing Campaign Public Relations Promotion Materials Social Media Content Development Website Updates on Niche Programs Staffing	Paid Marketing Campaign Public Relations Promotion Materials Social Media Content Development Website Updates on Niche Programs Staffing	Paid Marketing Campaign Public Relations Promotion Materials Social Media Content Development Website Updates on Niche Programs Staffing	Paid Marketing Campaign Public Relations Promotion Materials Social Media Content Development for 2028 Digital Concierge Annual Fee Staffing
<b>Festivals &amp; Events</b>	Sponsorships Grants Staffing	Sponsorships Grants Staffing	Sponsorships Grants Staffing	Sponsorships Grants Staffing

## BUDGET

<b>Projected Revenue</b>	<b>Q1 '27</b>	<b>Q2 '27</b>	<b>Q3 '27</b>	<b>Q4 '27</b>	<b>Total</b>
Revenue (Based on previous year occupancy)	\$ 214,576	\$ 214,576	\$ 214,576	\$ 214,576	\$ 858,305
Department of Revenue (1%)	\$ 2,146	\$ 2,146	\$ 2,146	\$ 2,146	\$ 8,583
Legislative Authority Fee (Up to 5%)	\$ 10,729	\$ 10,729	\$ 10,729	\$ 10,729	\$ 42,915
<b>Net Revenue</b>	<b>\$ 201,702</b>	<b>\$ 201,702</b>	<b>\$ 201,702</b>	<b>\$ 201,702</b>	<b>\$ 806,806</b>
<b>Marketing &amp; Communications</b>					
Marketing and Communication Staffing	\$ 10,980	\$ 10,980	\$ 10,980	\$ 10,980	\$ 43,918
Guides, Digital Concierge, & Collateral	\$ 3,000	\$ 3,000	\$ 3,000	\$ 18,000	\$ 27,000
Agency Fees (Marketing & PR)	\$ 18,000	\$ 18,000	\$ 18,000	\$ 18,000	\$ 72,000
Video, Website, & Content Development	\$ 9,848	\$ 9,848	\$ 9,848	\$ 9,847	\$ 39,389
Paid Marketing / Advertising	\$ 12,500	\$ 12,500	\$ 12,500	\$ 12,500	\$ 50,000
Paid Social Media	\$ 9,000	\$ 9,000	\$ 9,000	\$ 9,000	\$ 36,000
<b>Total</b>	<b>\$ 63,327</b>	<b>\$ 63,327</b>	<b>\$ 63,327</b>	<b>\$ 78,326</b>	<b>\$ 268,307</b>
<b>Administrative/Research/Reserves</b>					
Management & Overhead	\$ 44,395	\$ 44,395	\$ 44,395	\$ 44,395	\$ 177,579
Studies	\$ 25,000	\$ -	\$ -	\$ -	\$ 25,000
Bookkeeping/Accounting/Financial Reviews	\$ 6,000	\$ 6,000	\$ 6,000	\$ 9,000	\$ 27,000
Research & Data	\$ 2,950	\$ 34,800	\$ 11,800	\$ 1,800	\$ 51,350
ACH Fees	\$ 8,510	\$ 8,510	\$ 8,510	\$ 8,510	\$ 34,039
<b>Total</b>	<b>\$ 86,855</b>	<b>\$ 93,705</b>	<b>\$ 70,705</b>	<b>\$ 63,705</b>	<b>\$ 314,968</b>
<b>Festivals &amp; Events</b>					
Festival and Events Sponsorships	\$ 20,000	\$ 10,000	\$ -	\$ 15,000	\$ 45,000
Festival & Events Staffing	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 12,000
<b>Total</b>	<b>\$ 23,000</b>	<b>\$ 13,000</b>	<b>\$ 3,000</b>	<b>\$ 18,000</b>	<b>\$ 57,000</b>
<b>Tourism Development</b>					
Tourism Development Staffing	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 140,000
Tourism Development Travel	\$ 3,000	\$ -	\$ -	\$ 4,000	\$ 7,000
Program Development	\$ 12,500	\$ 45,000	\$ 20,000	\$ 18,500	\$ 96,000
Tourism Transportation	\$ -	\$ 30,000	\$ 60,000	\$ 60,000	\$ 150,000
Tourism Development Programs / Grants	\$ -	\$ 5,000	\$ 9,000	\$ 26,000	\$ 40,000
Signage/Wayfinding	\$ -	\$ 10,000	\$ -	\$ -	\$ 10,000
<b>Total</b>	<b>\$ 50,500</b>	<b>\$ 125,000</b>	<b>\$ 124,000</b>	<b>\$ 143,500</b>	<b>\$ 443,000</b>
<b>Destination Sales</b>					
Trade Shows/Exhibitor	\$ 5,000	\$ 5,000	\$ -	\$ -	\$ 10,000
Conferences, Seminars, Meetings & Travel	\$ 5,000	\$ 5,000	\$ 5,000	\$ -	\$ 15,000
Sales Missions	\$ -	\$ 3,000	\$ -	\$ -	\$ 3,000
Site Inspections	\$ -	\$ 1,000	\$ 1,000	\$ -	\$ 2,000
Paid Marketing & Collateral	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 20,000
Memberships	\$ 12,475	\$ -	\$ -	\$ 255	\$ 12,730
Destination Sales Staffing	\$ 25,521	\$ 25,521	\$ 25,521	\$ 25,521	\$ 102,085
<b>Total</b>	<b>\$ 52,996</b>	<b>\$ 44,521</b>	<b>\$ 36,521</b>	<b>\$ 30,776</b>	<b>\$ 164,815</b>
<b>Reserves</b>					
8% as required by BRTPA Committee	\$ 17,166	\$ 17,166	\$ 17,166	\$ 17,166	\$ 68,664
<b>Total</b>	<b>\$ 17,166</b>	<b>\$ 17,166</b>	<b>\$ 17,166</b>	<b>\$ 17,166</b>	<b>\$ 68,664</b>
<b>Contingency</b>					
Contingency (10%)	\$ 20,170	\$ 20,170	\$ 20,170	\$ 20,170	\$ 80,681
<b>Total</b>	<b>\$ 20,170</b>	<b>\$ 20,170</b>	<b>\$ 20,170</b>	<b>\$ 20,170</b>	<b>\$ 80,681</b>
<b>Total Expenses</b>		<b>\$ 1,316,755</b>			
<b>Total W/ Contingency</b>		<b>\$ 1,397,435</b>			
<b>Reserve Draw</b>		<b>\$ 590,629</b>			
<b>Balance in Reserves at Start of 2026</b>		<b>\$ 688,155</b>			
<b>Balance in Reserves at End of 2026</b>		<b>\$ 97,526</b>			

2027 Redmond Zone TPA Expense Breakdown

