

DRAFT



BELLEVUE TOURISM PROMOTION AREA

2025 SCOPE OF WORK

EXECUTIVE SUMMARY

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

2023 and early months of 2024 have been an important recovery transition from the pandemic. The added investment from the new TPA program has fueled new marketing, sales, and tourism development programs that have directly contributed to increased hotel occupancy and revenue matching or in some instances surpassing pre-pandemic levels.

Our continued growth strategy for destination sales, marketing and communications, visitor experience, and tourism development includes further optimization including the implementation of our newly revised (Q3 2024) Bellevue Destination Development Plan which will establish our future strategies and priorities as identified and validated by our industry partners and community stakeholders.

We aim to increase overnight annual visitors to 2.4 million by the end of 2025. Our marketing strategy includes a robust paid media campaign, content development, public relations, and targeted international overseas marketing campaign. Visit Bellevue is poised to leverage the TPA investment driving programs to fuel ongoing recovery and growth in the tourism industry, positioning Bellevue as a top-of-mind destination in the Seattle and Pacific Northwest Region. Our Destination Sales programs will continue expanding our relationships to achieve 300,000 leads and 65,000 room night sales. Visitor Experience initiatives will lead us in improving guest satisfaction and in the development of tourism offerings.

THE TOURISM PROMOTION AREA

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 city's thriving tourism industry. Visit Bellevue, a specialized division of the Bellevue Convention Center Authority (BCCA), plays a pivotal role in crafting and executing Destination Sales, marketing, and visitor experience programs. These programs are designed to elevate Bellevue's status as a premier destination for leisure, meetings, convention, and corporate tourism. In close collaboration with Bellevue's diverse tourism industry partners, Visit Bellevue acts as the unified voice of the destination, positioning Bellevue as a top-of-mind destination in the Seattle and Pacific Northwest region.

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



VISIT BELLEVUE

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

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



Destination Sales

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



Marketing & Communications

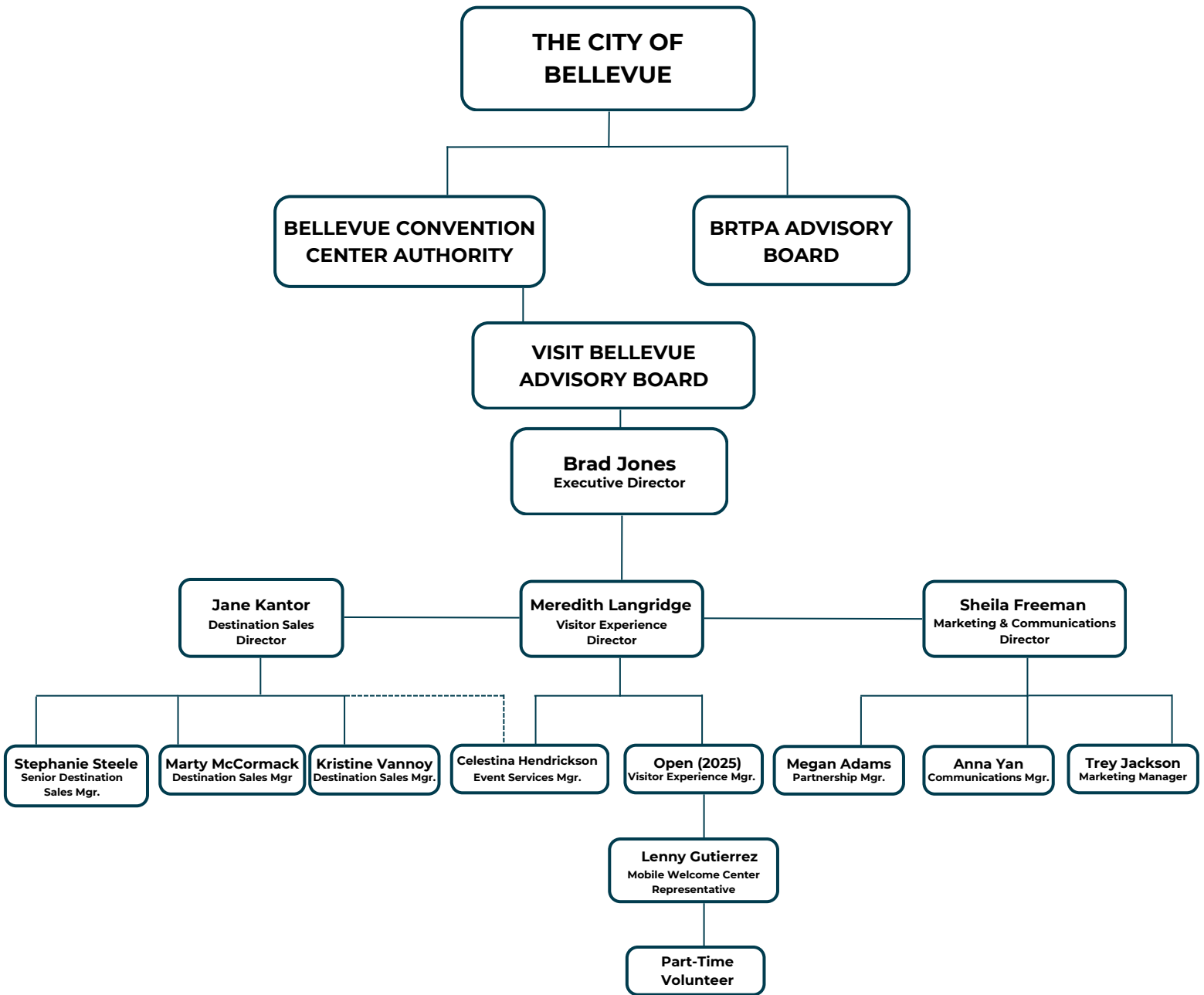
Elevates Bellevue's brand by creating awareness, visibility, strategic content, public relations, and targeted paid media campaigns



Visitor Experience

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

MEET OUR TEAM



DESTINATION DEVELOPMENT PLAN

Seeking to improve Bellevue's ability to attract overnight visitors and bring new business, the City of Bellevue through its strategic partnership with Visit Bellevue engaged Resonance Consultancy to develop the Bellevue Destination Development Plan (DDP), a strategic roadmap for future success.

The objectives of the DDP are to organize, grow, and professionalize Visit Bellevue and our industry to establish a competitive destination program to grow and enhance the existing visitor economy environment in Bellevue with four overarching goals: enhancing the visitor experience, economic growth, infrastructure improvement, and employment growth.

In 2017, Resonance Consultancy brought together Bellevue's tourism and hospitality partners and stakeholders to establish situational analysis together with the identification of the needed DDP priorities to establish a forward-looking vision for Bellevue tourism and to set forth a vision for plans, actions, programs, and activities.

Visit Bellevue and the City of Bellevue have made substantial achievements in the implementation of these priorities and continue to partner on areas of common interest between economic development and visitor economy development.

Beginning in January 2024, we are actively working with Resonance Consultancy on an update to the Bellevue Destination Development Plan. The plan is slated to be completed in Q3 2024 and we will be ready to implement the new revised strategies and priorities.

FUNDING & PRIORITIES

Visit Bellevue's funding is derived from a portion of the City of Bellevue lodging tax and the Bellevue TPA service fee. By adding the new TPA service fee in 2023 Bellevue has an established competitive funding level which is working to create destination awareness, fuel new sales, marketing and increasing our market share of visitors and hotel revenue.

The strategic imperatives of the BRTPA include:

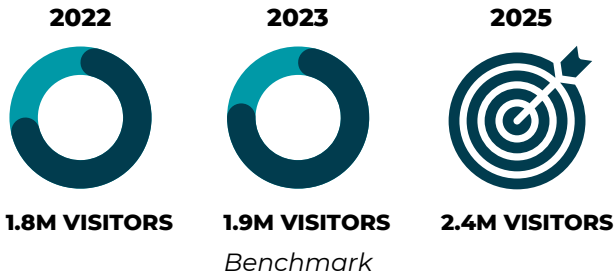
- Advocating, informing, and educating on behalf of our lodging and tourism industry
- Rebuilding and recovering Bellevue's tourism and lodging economy
- Full implementation of the Bellevue Destination Development Plan
- Driving overnight visitation and increasing overnight visitor market share through destination sales and destination marketing programs
- Tourism development to drive future overnight visitors to Bellevue, including events, conventions, festivals, attractions, activities, and tour programs.
- Improving and elevating the Bellevue visitor experience
- Delivering value for hotel industry stakeholders

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

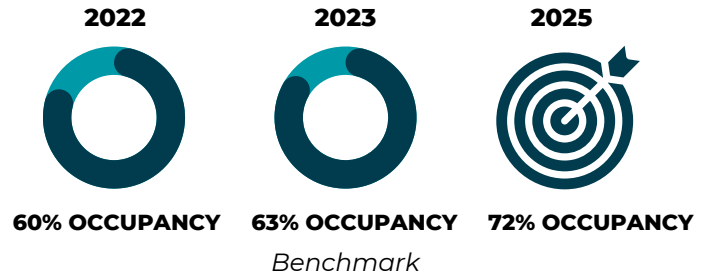


OVERALL GOALS

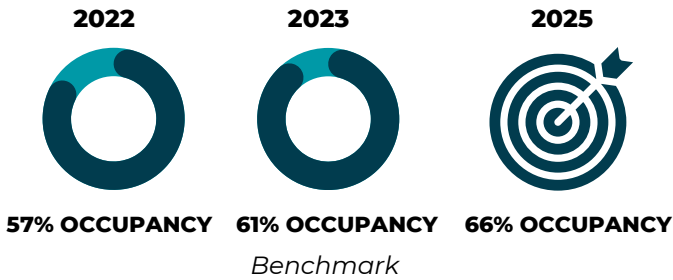
OVERNIGHT VISITORS



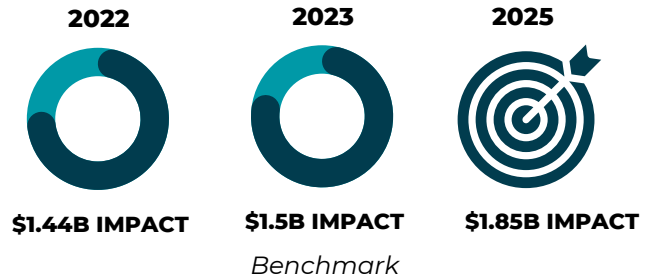
CITYWIDE HOTEL OCCUPANCY



WEEKEND HOTEL OCCUPANCY



ECONOMIC IMPACT



PROJECTED TPA IMPACT SUMMARY

- Attract 600K new overnight visitors
- Improve citywide hotel occupancy by 12% and weekend occupancy by 9%
- Increase visitor spending by \$147M and overall economic impact by \$402M

DESTINATION SALES

For Destination Sales to grow in Bellevue, the focus will be on creating incremental business activity that goes beyond Bellevue's base visitor economy. By targeting group and event business, we aim to bring business to the city that wouldn't normally occur, enhancing Bellevue's economic vitality.

Our strategy 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. This approach is integral to our mission, as it not only increases the number of room nights but also fosters a sustainable growth model for Bellevue's tourism and lodging industry. Some of our Destination Sales goals include:

- Increase overnight visitors to 2.2 million
- Contribute 65,000 contracted room nights, reflecting the incremental business that enhances Bellevue's base visitor economy
- Generate 300,000 room night leads, focusing on groups and events that wouldn't normally be in the City
- Increase city-wide hotel occupancy to 70%, creating a seven-day-a-week business model as a vital part of this work

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



TASKS & TACTICS

Bellevue is a destination that offers unique opportunities for meeting planners. Its status as a tech hub, proximity to nature, and closeness to Seattle, combined with the compact downtown core and surrounding neighborhoods, parks, and attractions, make it an attractive choice for businesses looking at second and third-tier cities with first-tier city amenities.

SALES AND MARKETING PLANS

Our comprehensive sales plan is designed to introduce and re-introduce meeting planners to Bellevue. It includes a robust travel and tradeshow schedule, an array of thoughtful site inspections tailored to each group and meeting planner, sales missions that activate feeder markets, and sales calls executed within the region, state, and across the country. These efforts are focused on particular verticals including corporate, association, and SMERF, along with new areas like business travel, festivals and events, cruise, incentive, and esports.

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



STRATEGY & GOALS

PROSPECTING & SALES MISSIONS

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

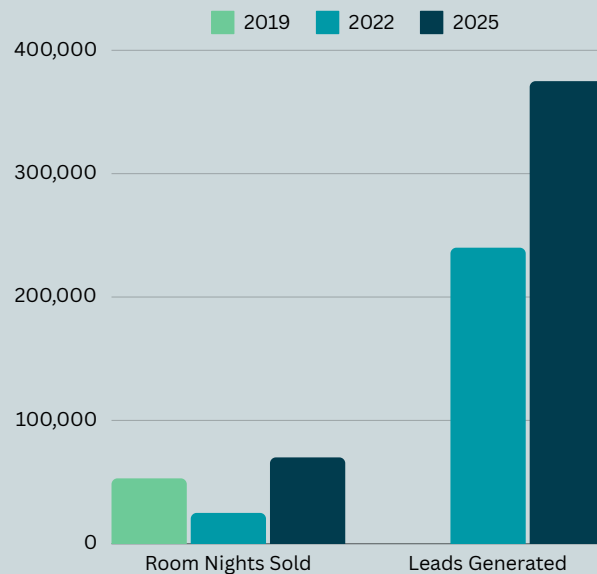
SITE INSPECTIONS

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



PROJECTED TPA IMPACT SUMMARY

- Improve weekend and off-season hotel occupancy
- 85% pick up of room blocks.
- Increase of 15k room nights
- Increase of 75k room night leads
- Establish relationships with new annual events for Bellevue.



MARKETING & COMMUNICATIONS

Our marketing and communications strategy is designed to elevate Bellevue's brand and position it as a premier visitor destination. We aim to welcome the world with a powerful website, a strategic content marketing approach, proactive public relations, engaging social media, targeted paid media, and innovative intercept marketing programs. These tools work in synergy to inspire potential visitors and raise the visibility, awareness, and perception of Bellevue.

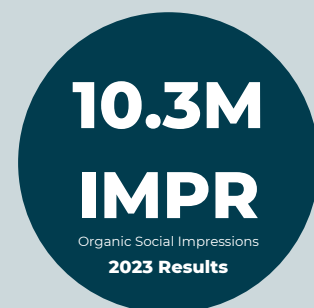
Paid Marketing



Our paid marketing plan for 2025 will build on significant learnings from previous campaigns. We're planning a dynamic ad format on the META platform and an intercept approach on leading OTA's like Expedia.com and Hotels.com. This strategy targets travelers searching for Seattle, Bellevue, and other Washington destinations. Our programmatic campaign, YouTube, and Adara have significantly contributed to our website traffic, and we plan to continue refining our creative messaging to optimize this strategy.

Social Media & Content

In terms of organic social media and content development, we have established meaningful programs with content creators and weekly videos to highlight and showcase Bellevue's visitor experiences. Our owned media properties include Aspire, Insider's Edge, The Buzz, Rush Hour Alerts, and Media Alerts, as well as our organic social media channels. We aim to generate more impressions, engagements, clicks, and messages through our organic and boosted social media.





WEBSITE

Our website, visitbellevuewa.com, is a key tool in our marketing strategy. We aim to increase website traffic by 100% in the next three years, reaching 410,000 annual unique users and 520,000 website sessions per year by the end of 2025.

PUBLIC RELATIONS

Our public relations representation and programming are also a crucial part of our marketing and communications strategy. We have professional representation to pitch and represent Bellevue to the national media, press, and content creators focusing on pitching story ideas, media relations, newsletters, and facilitating familiarization trips.

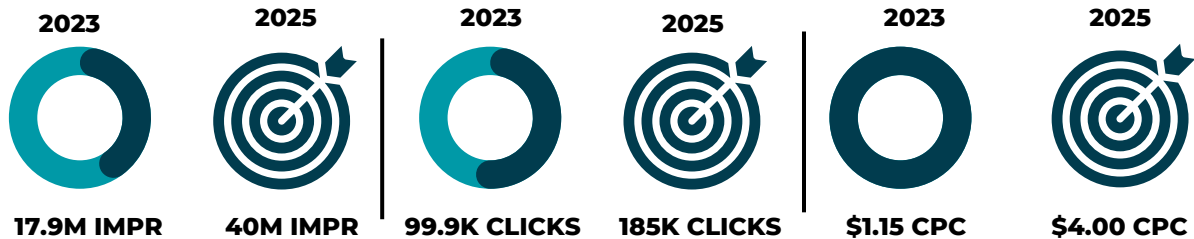


JAPAN MARKETING CAMPAIGN

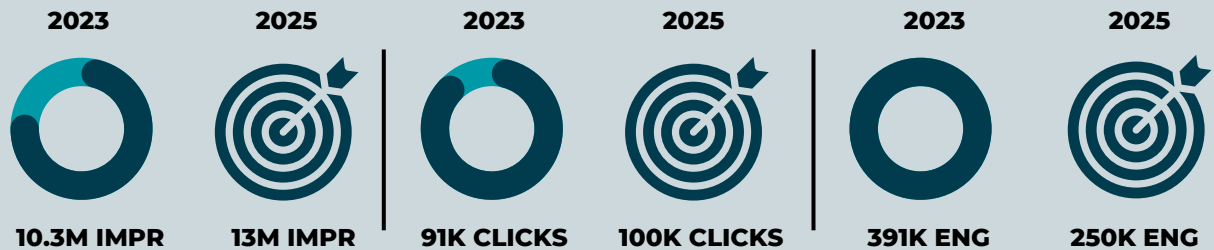
We've partnered with PacRim, a marketing agency that specializes in ushering stateside businesses into the Asian economy. They will represent Visit Bellevue for an initial 6-month pilot program. They will arrange foreign journalist visits or FAMs, perform traditional PR and media relations, and manage organic and paid social media. They have also created an authentic yuru-chara, Belle the Bobcat, to represent Bellevue to our Japanese visitors.

MARKETING & COMMUNICATIONS GOALS

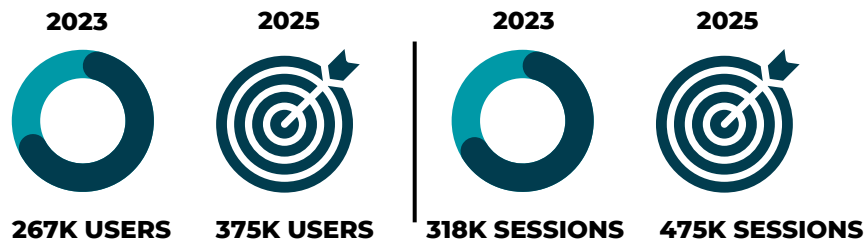
PAID MEDIA GOALS



SOCIAL MEDIA GOALS

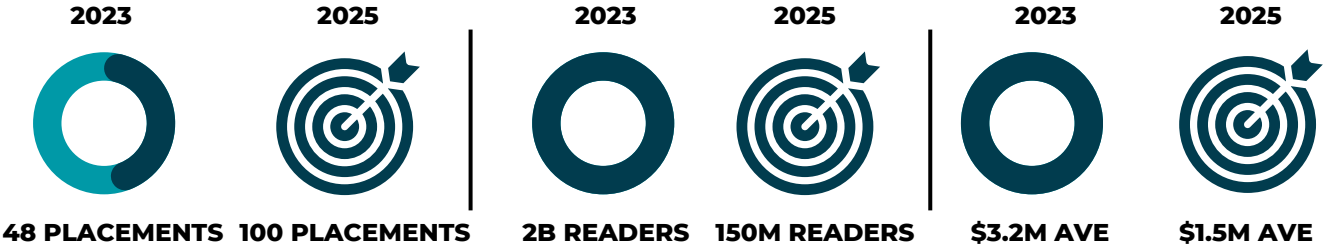


WEBSITE GOALS



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

PUBLIC RELATIONS GOALS



 **PROJECTED TPA IMPACT SUMMARY**

- Create 25.2M new impressions
- Create 226K Clicks
- Improve CPC by \$1.81
- Create 5m more social media impressions 96K engagements, 28K clicks
- Generate \$750K in earned media coverage

VISITOR EXPERIENCE & TOURISM DEVELOPMENT

Our visitor experience and tourism development initiatives are designed to enhance the Bellevue experience and stimulate tourism growth. We have implemented innovative solutions to address the challenges faced by visitors and to provide them with memorable experiences.

BELLHOP

Our BellHop service is a prime example of this innovation. This free, electric, on-demand shuttle service is designed to solve the first mile – last mile challenges in Bellevue. By providing a convenient and eco-friendly transportation option, we are enhancing the visitor experience and making it easier for tourists to explore the city. BellHop's pilot phase was scheduled for August 1 to December 31, 2023 and the service proved concept. Visit Bellevue is committed to fully funding the program through May 31, 2024. Currently, Visit Bellevue is working with Circuit to find additional funding from community partners to continue the service.

MOBILE WELCOME CENTER

Complementing the BellHop service is our Mobile Welcome Center, "Scout." Scout is an all-electric traveling welcome center that provides visitor services and information. It is strategically located at popular spots throughout the week, including Bellevue Downtown Park, Bellevue Arts Museum, Bellevue Botanical Garden, Sound Transit Link Downtown Station, area hotels and shopping areas. Scout also attends monthly area events to interact with visitors, providing them with valuable information and enhancing their experience in Bellevue.



MOBILE CONCIERGE WEB-BASED APP AND FREESTANDING INTERACTIVE KIOSK

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

FESTIVALS AND EVENTS INCUBATOR PROGRAM

In collaboration with the city of Bellevue and key partners of Bellevue's hospitality industry, Visit Bellevue is proud to support local festivals and events. This funding and support program aims to attract, incubate, and grow Bellevue festivals and events that celebrate and enhance the quality of life for visitors and residents. By fostering a positive image and enriching the Bellevue visitor experience, this initiative contributes to the city's vibrant cultural landscape.

MULTICULTURAL TOURISM COUNCIL

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

REGIONAL COLLABORATION

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

TOURISM DEVELOPMENT PROGRAM

The Bellevue Tourism Development will begin in 2024. Our visitors desire Bellevue-centric tour options offered on an ongoing basis. Our goal is to work with an existing operator or develop a new business to create and build a tour business plan for Bellevue that highlights Bellevue as its urban Basecamp.

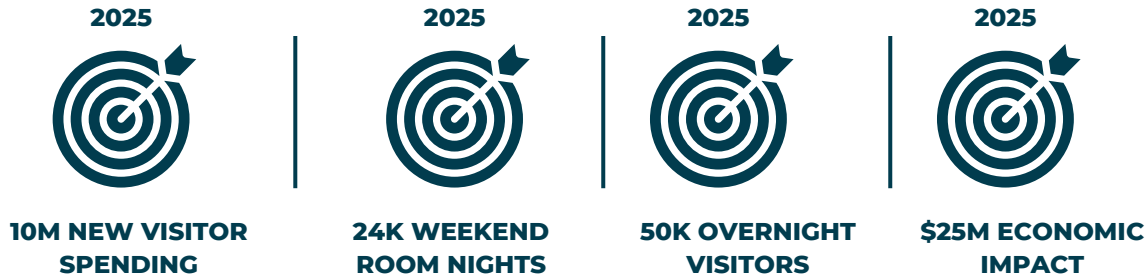
Our partnership strategy is to operate land and water tours from Bellevue. The program needs to be Bellevue-centric and offer daily tours to area attractions and experiences with Bellevue Lodging at its core. We want to connect visitors with local guides to provide authentic experiences in the Northwest and with direct multiple connections to the Downtown Seattle tourism district. Bellevue lacks a dedicated tour agency that currently offers ongoing, mid-week and weekend experiences to travelers. We are interested in tours that provide transportation to individuals and/or groups staying at Bellevue hotels. The tours could include transportation packages from Bellevue such as Snoqualmie Falls & Casinos Day Trip, Snoqualmie Pass Ski Bus, Woodinville Wine Tours, or a Seattle Grunge Music Package.

Visit Bellevue would create a set of criteria to evaluate the tour operator(s). Based on the timing, expenses, transportation, and tour options we will build a funding and evaluation model. To encourage overnight visitors, we need to invest in tour packages based out of Bellevue.



VISITOR EXPERIENCE GOALS

FESTIVALS AND EVENTS



PROJECTED TPA IMPACT SUMMARY

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



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

ADVANCED TOOLS & INDUSTRY SUPPORT

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

INNOVATIVE REASEARCH & INSIGHTS DASHBOARD

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

Voyage is more than a tool; it's a catalyst for change. It uncovers previously unseen insights, revealing new origin markets or popular points of interest that can inspire fresh marketing opportunities. Moreover, it encourages us to evolve beyond traditional KPIs, focusing instead on key performance impacts such as visits from key markets and tourism-related revenue.



MEET OUR AGENCIES

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



MADDEN MEDIA

Engaged for PR, digital content, analytics dashboard, and visitor guide production, Madden Media leverages innovative, technology-driven marketing strategies to provide solutions. Their team enhances community growth by crafting personalized, immersive content that forges connections between people and places.



SIMPLEVIEW

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



MEDIUM GIANT

Our partner for digital marketing & graphic design, Medium Giant, thrives on curiosity. They delve deeper, investigate further, and challenge the status quo. Their relentless pursuit of answers fuels the creation of strategies and action plans that deepen connections, expand influence, and drive success.



PACRIM

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

TIMELINE

As we enter our 2nd year of TPA programming, it is crucial to have a clear understanding of our budget and timeline. These elements are the backbone of our strategic planning, ensuring we allocate resources effectively and achieve our goals within the set timeframe. The following section provides an overview of our budgetary considerations and projected timeline, outlining our commitment to transparency, efficiency, and accountability in managing the newly instated TPA funds.

	Q1 2025	Q2 2025	Q3 2025	Q4 2025
Destination Sales	Sales & Prospecting PCMA & Destinations Showcase Conference Direct & MPI Ongoing Site Inspections	Sales & Prospecting Q2 Sales Mission Helms Briscoe & Cruise 360 IPW & WSAE Ongoing Site Inspections	Sales & Prospecting Regional Sales Mission Small Market Meetings eSports Summit Ongoing Site Inspections	Sales & Prospecting Q4 Sales Mission Lamont & Assoc Connect West Ongoing Site Inspections
Marketing & Coms	Paid Marketing Campaign Ongoing Public Relations Paid & Organic Social Destination Brand Updating Culinary Tourism Planning	Paid Marketing Campaign Ongoing Public Relations Paid & Organic Social New Website Launch In-Market PR Event Overseas Marketing Spring / Summer Visitor Guide	Paid Marketing Campaign Ongoing Public Relations Paid & Organic Social Fall / Winter Visitor Guide In-Market PR Event Overseas Marketing	Paid Marketing Campaign Ongoing Public Relations Paid & Organic Social Holiday Campaigns 2026 Paid Media Develop
Tourism Development	Mobile Welcome Center	Mobile Welcome Center	Mobile Welcome Center	Mobile Welcome Center
& Festivals	BellHop Program Festivals & Events Tourism Grants Culinary Tourism Programs Kiosk Management	BellHop Program Festivals & Events Tourism Grants Culinary Tourism Programs Kiosk Management	BellHop Program Festivals & Events Tourism Grants Culinary Tourism Programs Kiosk Management	BellHop Program Festival & Events Tourism Grants Culinary Tourism Programs Kiosk Management

TPA BUDGET

Projected TPA Revenue	<u>Q1 '25</u>	<u>Q2 '25</u>	<u>Q3'25</u>	<u>Q4 '25</u>	Total
TPA Collections (\$2.50 Per Room)	\$600,000	\$ 765,000	\$ 910,000	\$825,000	\$3,100,000
DOR (1% Fee)	\$ 6,000	\$ 7,650	\$ 9,100	\$ 8,250	\$ 31,000
Legislative Authority (up to 5%Fee)	\$ 30,000	\$ 38,250	\$ 45,500	\$ 41,250	\$ 155,000
Net Revenue	\$564,000	\$ 719,100	\$ 855,400	\$ 775,500	<u>\$2,914,000</u>

Marketing & Communication	<u>Q1 '25</u>	<u>Q2 '25</u>	<u>Q3'25</u>	<u>Q4 '25</u>	Total
Expenses*	\$259,138	\$206,868	\$184,368	\$192,868	\$843,242
*Expenses include advertising, Paid Marketing, Public Relations, Trade Shows, Content Development, social media, Collateral, & Professional Agencies.					

Destination Sales	<u>Q1 '25</u>	<u>Q2 '25</u>	<u>Q3'25</u>	<u>Q4 '25</u>	Total
Expenses*	\$249,500	\$160,200	\$188,500	\$149,500	\$747,700
*Expenses include Trade Shows, Sales Missions, Site Inspections, Collateral, Memberships, & Paid Marketing.					

Tourism Development	<u>Q1 '25</u>	<u>Q2 '25</u>	<u>Q3'25</u>	<u>Q4 '25</u>	Total
Expenses*	\$113,000	\$175,558	\$190,000	\$138,500	\$617,058
*Expenses include welcome center, visitor services, BellHop, Tourism development grants, & multicultural promotion.					

Festivals & Events	<u>Q1 '25</u>	<u>Q2 '25</u>	<u>Q3'25</u>	<u>Q4 '25</u>	Total
Expenses*	\$49,000	\$107,500	\$16,500	\$143,000	\$316,000
*Expenses include festival grants, event sponsorships, convention & meetings sponsorships.					

Administration & Research	<u>Q1 '25</u>	<u>Q2 '25</u>	<u>Q3'25</u>	<u>Q4 '25</u>	Total
Expenses	\$ 65,500	\$ 25,500	\$ 25,500	\$ 25,500	\$142,000
*Expenses include research, consulting, data collection, & indirect allocation (BCCA).					

Contingency	<u>Q1 '25</u>	<u>Q2 '25</u>	<u>Q3'25</u>	<u>Q4 '25</u>	Total
Contingency (8%)	\$ 48,000	\$ 61,200	\$ 72,800	\$ 66,000	\$248,000

Total Expenses & Contingency					<u>\$2,914,000</u>
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THANK YOU



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

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