

DESTINATION DEVELOPMENT PLAN Conceptual Framework & Strategy Briefing



Presentation to Bellevue City Council
December 5, 2016

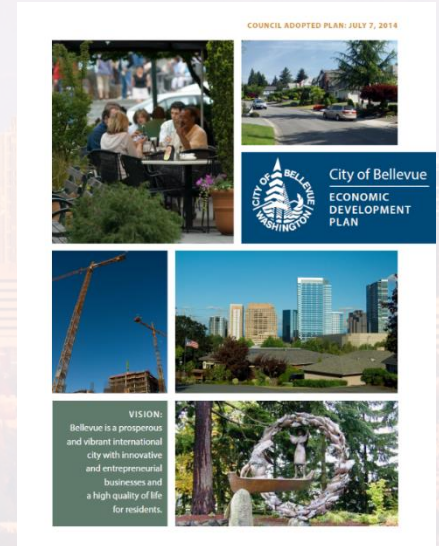
Presenters:

- James Henderson, Economic Development Director, City of Bellevue
- Stacy Graven, Executive Director, Meydenbauer Center
- Sharon Linton, Marketing and Communication Manager, Visit Bellevue Washington

ECONOMIC DEVELOPMENT AND TOURISM

Direct Strategy #3: Strengthen Bellevue's Tourism and Visitor Cluster

“...the City will work with partners to develop a coordinated tourism strategy encompassing business-related and leisure markets. This Strategy will increase the city's economic base, create job opportunities, and strengthen the city's economic resiliency.”



VISIT
Bellevue
WASHINGTON

Consultant Selection Process

Consultant:

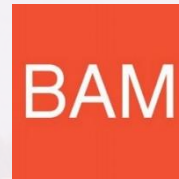


Experience in developing destination and economic development strategies for cities nationally and internationally.

Two-Step Work Plan

- Phase 1: Situational Analysis & Conceptual Framework Strategies (completed)
- Phase 2: Implementation Plan (complete by Summer 2017)

Selection Committee:



HEAVY
RESTAURANT
GROUP



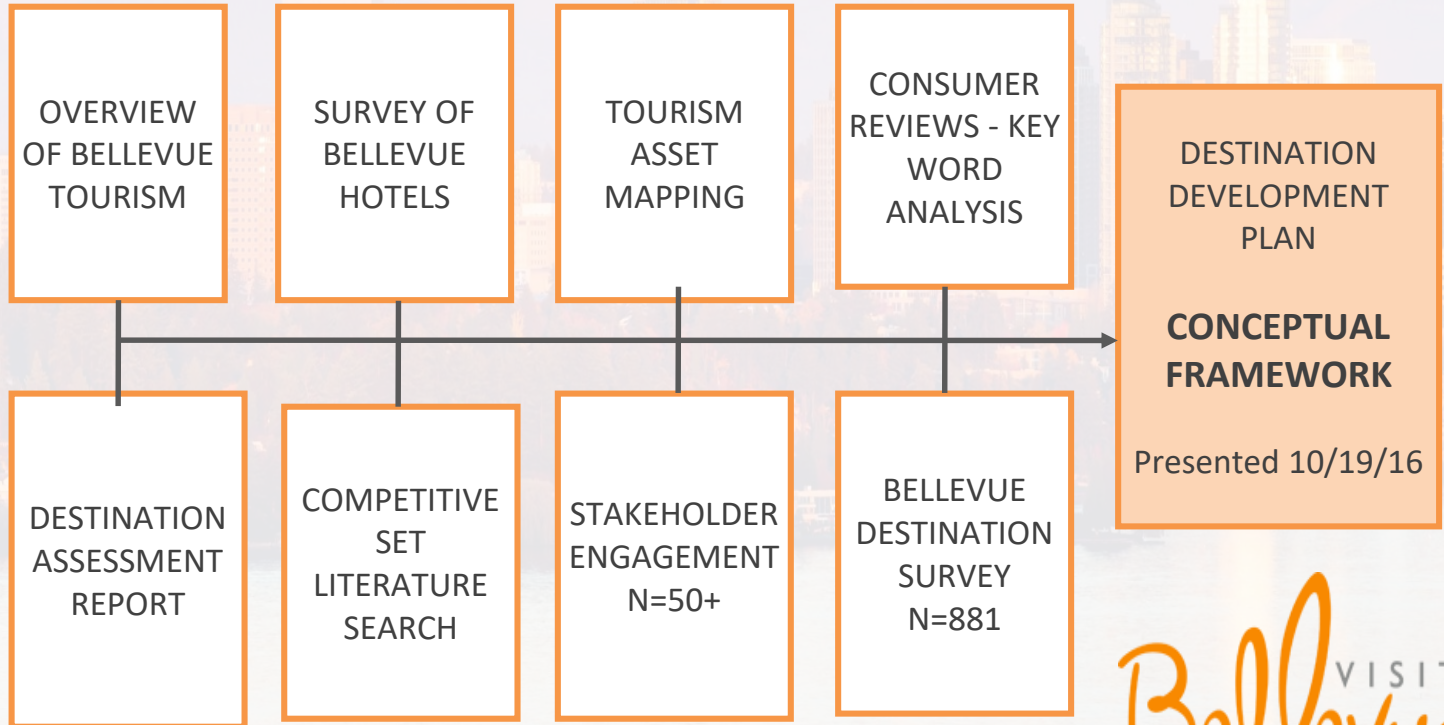
DESTINATION DEVELOPMENT PLAN

OBJECTIVES - PHASE 1

Development of the Situational Analysis

- Status check that provides an overview of the tourism and visitor sector in Bellevue
- Competitive benchmarking of Bellevue to similarly sized and situated peers
- Analysis of Bellevue's current competitive identity within the tourism and visitor sphere

PHASE 1-SITUATIONAL ANALYSIS



A scenic view of a city skyline, likely Vancouver, with mountains in the background and water in the foreground. The text "KEY FINDINGS" is overlaid in the center.

KEY FINDINGS

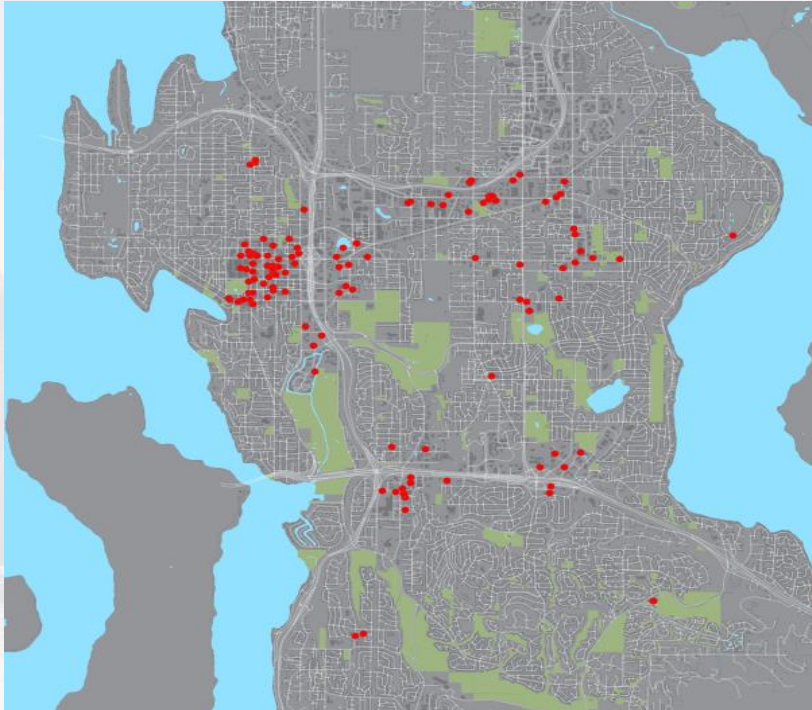
TOURISM ASSET MAPPING

Mapped attractions and activities in Bellevue, WA, listed both on Trip Advisor and Yelp. We considered the total number of attractions and activities, quality attractions, as defined by users, including their popularity.

- CULINARY EXPERIENCES
Restaurants, Food Experiences
- ENTERTAINMENT
Shopping, Nightlife, Fun & Games, Amusement Parks, Zoos & Aquariums
- OUTDOOR ACTIVITIES
Sports, Adventure, Boat Tours & Water Sports
- POINTS OF INTEREST
Neighborhoods, Landmarks, Sights, Parks & Nature
- CULTURE
Museums, Theatres & Concerts, Art & Cultural Events
- LODGING
Hotels

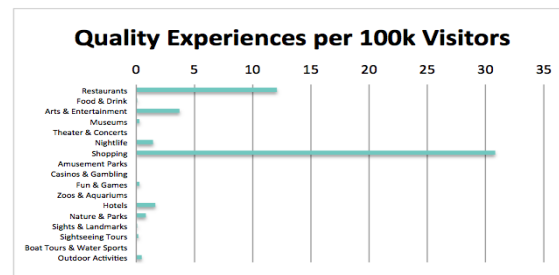
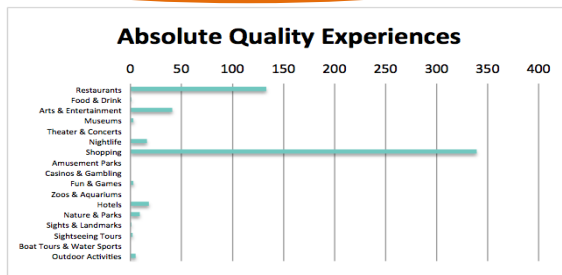


QUALITY CULINARY EXPERIENCES



VISIT
Bellevue
WASHINGTON

Bellevue	Absolute		Indexed	
Category	Quality Experiences (QE)	Ranking of 15	QE per 100k Visitors	Ranking of 15
Restaurants	133	12	12.1	3
Food & Drink	1	15	0.1	12
CULINARY	134	12	12.2	4
Arts & Entertainment	41	14	3.7	4
Museums	3	12	0.3	5
Theater & Concerts	0	15	0.0	15
CULTURE	44	14	4.0	5
Nightlife	1	12	1.5	10
Shopping	339	7	30.8	1
Amusement Parks	0	9	0.0	9
Casinos & Gambling	0	3	0.0	3
Fun & Games	3	12	0.3	7
Zoos & Aquariums	0	8	0.0	8
ENTERTAINMENT	358	8	32.5	1
Hotels	18	11	1.6	1
LODGING	18	11	1.6	1
Nature & Parks	9	12	0.8	4
Sights & Landmarks	1	13	0.1	13
Sightseeing Tours	2	15	0.2	12
SIGHTSEEING	12	12	1.1	10
Boat Tours & Water Sports	0	12	0.0	12
Outdoor Activities	5	12	0.5	9
SPORTS & ADVENTURE	5	12	0.5	10
TOTAL	571	11	51.9	3



STAKEHOLDER ENGAGEMENT

Resonance Consultant - Richard Cutting-Miller

50+ stakeholders in individual and group sessions:

- **Trends** impacting the Bellevue tourism industry and **threats and opportunities** represent;
- **Product development** needs of Bellevue, its tourist attractions, services, facilities and transportation;
- **Growth and expansion opportunities** for Bellevue's tourism industry
- **Tourism industry actions** and activities that can benefit the local economy and social well-being
- **Policies** needed to direct governance, funding, planning and development in a manner that supports tourism development goals and objectives.



SWOT ANALYSIS

Strengths

Eastside / NW Washington Area Hub • Ethnic Diversity • High End Shopping • Safety and Security • Technology / Virtual Reality / Gaming Community

Weaknesses

Arts • Auto-Orientation • Brand Identity • City Zoning • Iconic Image • Local • Nightlife • Parking • Performing Arts • Restaurants • Sports

Opportunities

Bellevue Water Connection, Activation and Access • Biking Initiative/Bike Share • Eastside Rail Corridor • Events and Festival Strategy and Organization • Grand Connection • MC Headquarter Hotel • Proximity to Washington's Wine Country • Regional Tourism Cooperation • Signature Events (Snowflake Lane) • Signature Technology/Event • Sports/Events Arena • Spring District-Bel-Red • Tateuchi Center

Threats

Canadian Dollar Exchange • Meydenbauer Center Size • Tourism Marketing and Promotion Budget

BELLEVUE DESTINATION SURVEY

Online survey August 11 and August 29, 2016

Bellevue's past guests and current residents (live and or work in Bellevue).

- 881 Respondents-41% previous visitors, 59% live or work in Bellevue.

Objectives of the survey included:

- Understand who current Bellevue customer is, compare to US travelers, identify what types of travelers might be attracted in the future.
- Conduct a segmentation analysis of respondents to better understand the Bellevue visitor and residents and how they differ from U.S. and Canadian travelers in general.
- Assess quality and satisfaction with current destination services, accommodations and amenities, and suggestions for improvement.



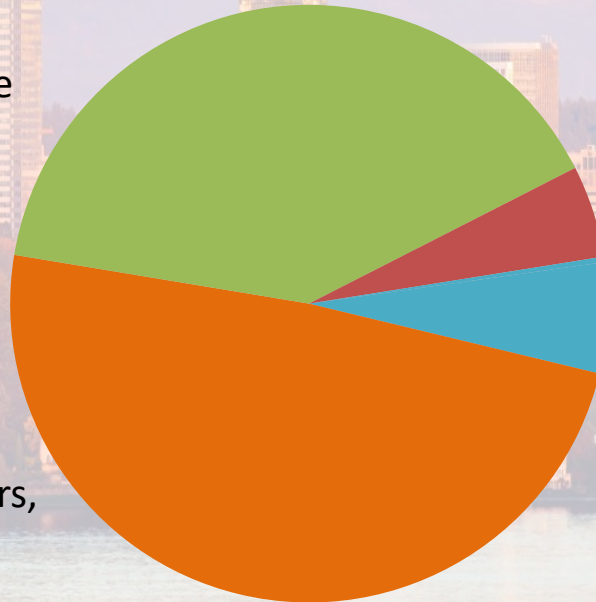
VISITOR PSYCHOGRAPHIC SEGMENTS

Infrequent
Convenience
Travelers,
40%

Family
Oriented
Frugals, 5%

Sophisticate
d explorers,
6%

Active
Adventurers,
49%



Market Segments/Visitor Groups

- Active adventurers
- Infrequent convenience travelers
- Adult destination-or more family offerings
- Business travel and bleisure (business-leisure)
- Day trip destination – shopping/dining
- Leisure/getaway weekends
- Repeat visitors

What aspects of your last visit did you find excellent, outstanding or like the most? N=183



What aspects of your last visit did you find negative, disappointing or like the least? N=189



CONCEPTUAL FRAMEWORK

- Drawn from individual pieces and collective body of research.
- A number of emergent findings and potential directions for a destination development strategy.
- 7 general themes around which the Destination Development Strategy could be organized.

Infrastructure
Development /
Hardware /
Physical Assets

Market
Segments /
Visitor Groups

Visitor Activities /
Product
Development

Destination
Operations

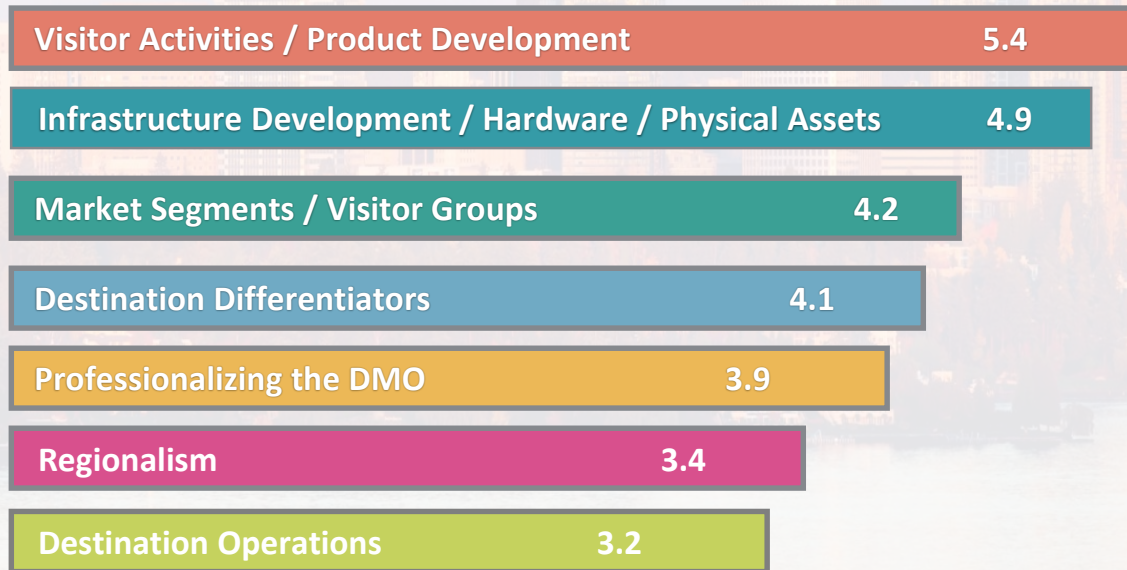
Regionalism

Destination
Differentiators

Professionalizing
the DMO

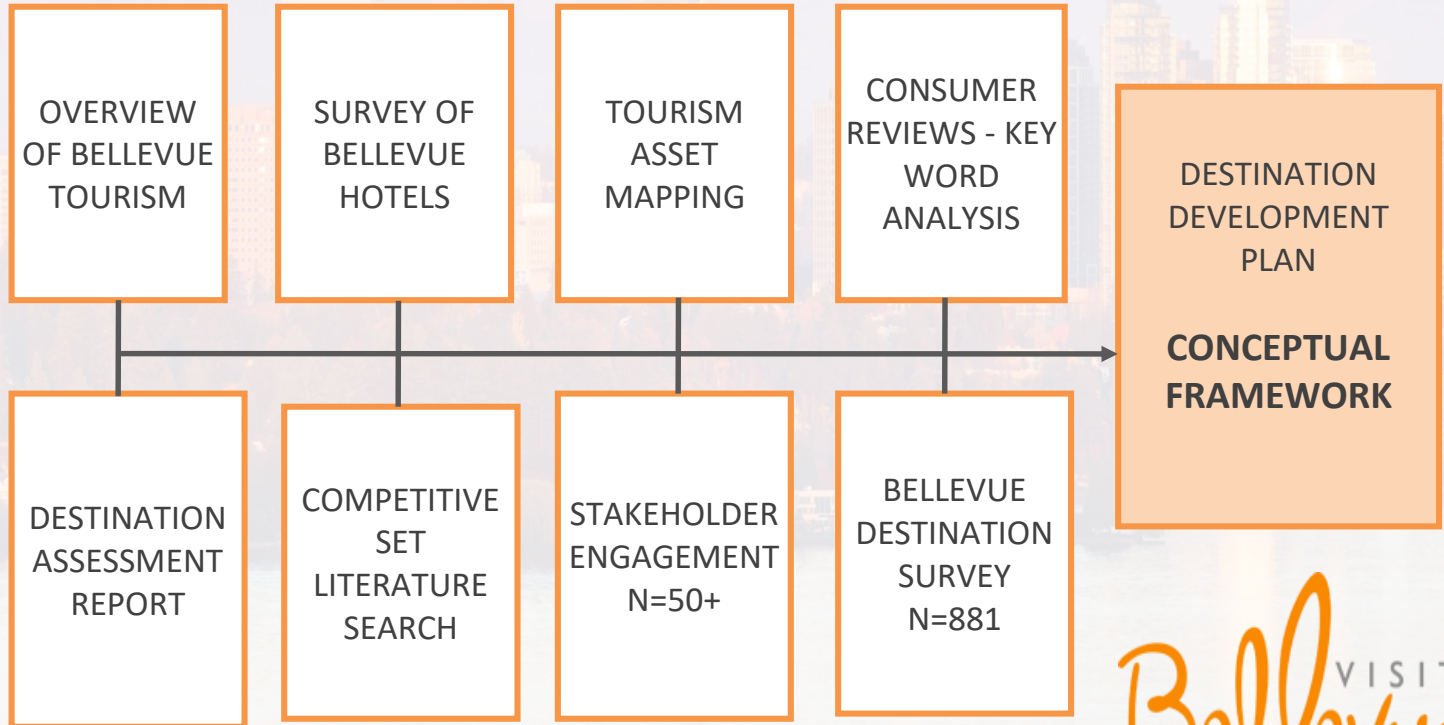
CONCEPTUAL FRAMEWORK

BELLEVUE STAKEHOLDER RANKINGS (OUT OF 7)





PHASE 1-SITUATIONAL ANALYSIS



EXAMPLE OF PHASE 2 ACTIVITIES



DESTINATION
DEVELOPMENT
PLAN

**CONCEPTUAL
FRAMEWORK**

PHYSICAL
ASSESSMENT OF
INFRASTRUCTURE
ASSETS AND
NEIGHBORHOODS

EVENT AND
FESTIVAL
STRATEGY

WORKSHOPS
CONSENSUS
BUILDING
AND
PRIORITIES

DESTINATION
DEVELOPMENT
PLAN

STRATEGY,
PROGRAMS,
WORK PLAN,
RESPONSIBILITIES,
BUDGET, TIMING,
MONITORING
MECHANISMS AND
PERFORMANCE
MEASURES

RECOMMENDED NEXT STEPS

Destination Development Plan - Phase 2

- Funded by Visit Bellevue Washington
- Commence early 2017





Thank you!

Save the date:
Tourism Spotlight Luncheon 2017
Tuesday May 16 at Meydenbauer Center