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<b>PROJECT TITLE</b>	<b>EXHIBITS</b> (List all attached exhibits - Scope of Work, Work Schedule, Payment Schedule, Renewal Options, etc.)
<b>CONTRACTOR</b>	<b>CITY OF REDMOND PROJECT ADMINISTRATOR</b> (Name, address, phone #)  City of Redmond
<b>CONTRACTOR'S CONTACT INFORMATION</b> (Name, address, phone #)	<b>BUDGET OR FUNDING SOURCE</b>
<b>CONTRACT COMPLETION DATE</b>	<b>MAXIMUM AMOUNT PAYABLE</b>

**THIS AGREEMENT** is entered into on October 18, 2023 between the City of Redmond, Washington, hereinafter called "the **CITY**", and the above person, firm or organization, hereinafter called "the **CONSULTANT**".

**WHEREAS**, the **CITY** desires to accomplish the above-referenced project; and

**WHEREAS**, the **CITY** does not have sufficient staff or expertise to meet the required commitment and therefore deems it advisable and desirable to engage the assistance of a **CONSULTANT** to provide the necessary services for the project; and

**WHEREAS**, the **CONSULTANT** has represented to the **CITY** that the **CONSULTANT** is in compliance with the professional registration statutes of the State of Washington, if applicable, and has signified a willingness to furnish consulting services to the **CITY**, now, therefore,

**IN CONSIDERATION OF** the terms and conditions set forth below, or attached and incorporated and made a part hereof, the parties agree as follows:

1. **Retention of Consultant - Scope of Work.** The **CITY** hereby retains the **CONSULTANT** to provide professional services as defined in this agreement and as necessary to accomplish the scope of work attached hereto as Exhibit A and incorporated herein by this reference as if set forth in full. The **CONSULTANT** shall furnish all services, labor and related equipment necessary to conduct and complete the work, except as specifically noted otherwise in this agreement.

2. **Completion of Work.** The **CONSULTANT** shall not begin any work under the terms of this agreement until authorized in writing by the **CITY**. The **CONSULTANT** shall complete all work required by this agreement according to the schedule attached as Exhibit B and incorporated herein by this reference as if set forth in full. A failure to complete the work according to the attached schedule, except where such failure is due to circumstances beyond the control of the **CONSULTANT**, shall be deemed a breach of this agreement. The established completion time shall not be extended because of any delays attributable to the **CONSULTANT**, but may be extended by the **CITY**, in the event of a delay attributable to the **CITY**, or because of unavoidable delays caused by circumstances beyond the control of the **CONSULTANT**. All such extensions shall be in writing and shall be executed by both parties.

3. **Payment.** The **CONSULTANT** shall be paid by the **CITY** for satisfactorily completed work and services satisfactorily rendered under this agreement as provided in Exhibit C, attached hereto and incorporated herein by this reference as if set forth in full. Such payment shall be full compensation for work performed or services rendered and for all labor, materials, supplies, equipment, and incidentals necessary to complete the work specified in the Scope of Work attached. The **CONSULTANT** shall be entitled to invoice

the CITY no more frequently than once per month during the course of the completion of work and services by the CONSULTANT. Invoices shall detail the work performed or services rendered, the time involved (if compensation is based on an hourly rate) and the amount to be paid. The CITY shall pay all such invoices within 30 days of submittal, unless the CITY gives notice that the invoice is in dispute. In no event shall the total of all invoices paid exceed the maximum amount payable set forth above, if any, and the CONSULTANT agrees to perform all services contemplated by this agreement for no more than said maximum amount.

4. Changes in Work. The CONSULTANT shall make such changes and revisions in the complete work provided by this agreement as may be necessary to correct errors made by the CONSULTANT and appearing therein when required to do so by the CITY. The CONSULTANT shall make such corrective changes and revisions without additional compensation from the CITY. Should the CITY find it desirable for its own purposes to have previously satisfactorily completed work or parts thereof changed or revised, the CONSULTANT shall make such revisions as directed by the CITY. This work shall be considered as Extra Work and will be paid for as provided in Section 5.

5. Extra Work.

A. The CITY may, at any time, by written order, make changes within the general scope of the agreement in the services to be performed. If any such change causes an increase or decrease in the estimated cost of, or the time required for, performance of any part of the work or services under this agreement, whether or not changed by the order, or otherwise affects any other terms or conditions of the agreement, the CITY shall make an equitable adjustment in the (1) maximum amount payable; (2) delivery or completion schedule or both; and (3) other affected terms, and shall modify the agreement accordingly.

B. The CONSULTANT must submit any "proposal for adjustment" under this clause within 30 days from the date of receipt of the written order to make changes. However, if the CITY decides that the facts justify it, the CITY may receive and act upon a proposal submitted before final payment of the agreement.

C. Failure to agree to any adjustment shall be a dispute under the Disputes clause of this agreement, as provided in Section 13. Notwithstanding any such dispute, the CONSULTANT shall proceed with the agreement as changed.

D. Notwithstanding any other provision in this section, the maximum amount payable for this agreement shall not be increased or considered to be increased except by specific written amendment of this agreement.

6. **Ownership of Work Product.** Any and all documents, drawings, reports, and other work product produced by the CONSULTANT under this agreement shall become the property of the CITY upon payment of the CONSULTANT'S fees and charges therefore. The CITY shall have the complete right to use and re-use such work product in any manner deemed appropriate by the CITY, provided, that use on any project other than that for which the work product is prepared shall be at the CITY'S risk unless such use is agreed to by the CONSULTANT.

7. **Independent Contractor.** The CONSULTANT is an independent contractor for the performance of services under this agreement. The CITY shall not be liable for, nor obligated to pay to the CONSULTANT, or any employee of the CONSULTANT, sick leave, vacation pay, overtime or any other benefit applicable to employees of the CITY, nor to pay or deduct any social security, income tax, or other tax from the payments made to the CONSULTANT which may arise as an incident of the CONSULTANT performing services for the CITY. The CITY shall not be obligated to pay industrial insurance for the services rendered by the CONSULTANT.

8. **Indemnity.** The CONSULTANT agrees to hold harmless, indemnify and defend the CITY, its officers, agents, and employees, from and against any and all claims, losses, or liability, for injuries, sickness or death of persons, including employees of the CONSULTANT, or damage to property, arising out of any willful misconduct or negligent act, error, or omission of the CONSULTANT, its officers, agents, subconsultants or employees, in connection with the services required by this agreement, provided, however, that:

A. The CONSULTANT's obligations to indemnify, defend and hold harmless shall not extend to injuries, sickness, death or damage caused by or resulting from the sole willful misconduct or sole negligence of the CITY, its officers, agents or employees; and

B. The CONSULTANT's obligations to indemnify, defend and hold harmless for injuries, sickness, death or damage caused by or resulting from the concurrent negligence or willful misconduct of the CONSULTANT and the CITY, or of the CONSULTANT and a third party other than an officer, agent, subconsultant or employee of the CONSULTANT, shall apply only to the extent of the negligence or willful misconduct of the CONSULTANT.

9. **Insurance.** The CONSULTANT shall provide the following minimum insurance coverages:

A. Worker's compensation and employer's liability insurance as required by the State of Washington;

**B. General public liability and property damage insurance in an amount not less than a combined single limit of two million dollars (\$2,000,000) for bodily injury, including death, and property damage per occurrence.**

**C. Professional liability insurance, if commercially available in CONSULTANT's field of expertise, in the amount of two million dollars (\$2,000,000) or more against claims arising out of work provided for in this agreement.**

**The amounts listed above are the minimum deemed necessary by the CITY to protect the CITY'S interests in this matter. The CITY has made no recommendation to the CONSULTANT as to the insurance necessary to protect the CONSULTANT'S interests and any decision by the CONSULTANT to carry or not carry insurance amounts in excess of the above is solely that of the CONSULTANT.**

**All insurance shall be obtained from an insurance company authorized to do business in the State of Washington. Excepting the professional liability insurance, the CITY will be named on all insurance as an additional insured. The CONSULTANT shall submit a certificate of insurance to the CITY evidencing the coverages specified above, together with an additional insured endorsement naming the CITY, within fifteen (15) days of the execution of this agreement. The additional insured endorsement shall provide that to the extent of the CONSULTANT's negligence, the CONSULTANT's insurance shall be primary and non-contributing as to the City, and any other insurance maintained by the CITY shall be excess and not contributing insurance with respect to the CONSULTANT's insurance. The certificates of insurance shall cover the work specified in or performed under this agreement. No cancellation, reduction or modification of the foregoing policies shall be effective without thirty (30) days prior written notice to the CITY.**

**10. Records. The CONSULTANT shall keep all records related to this agreement for a period of three years following completion of the work for which the CONSULTANT is retained. The CONSULTANT shall permit any authorized representative of the CITY, and any person authorized by the CITY for audit purposes, to inspect such records at all reasonable times during regular business hours of the CONSULTANT. Upon request, the CONSULTANT will provide the CITY with reproducible copies of any such records. The copies will be provided without cost if required to substantiate any billing of the CONSULTANT, but the CONSULTANT may charge the CITY for copies requested for any other purpose.**

**11. Notices. All notices required to be given by either party to the other under this Agreement shall be in writing and shall be given in person or by mail to the addresses set forth in the box for the same appearing at the outset of this Agreement. Notice by mail shall be deemed given as of the date the same is deposited in the United States mail, postage prepaid, addressed as provided in this paragraph.**

12. **Project Administrator.** The Project Administrator shall be responsible for coordinating the work of the CONSULTANT, for providing any necessary information for and direction of the CONSULTANT's work in order to ensure that it meets the requirements of this Agreement, and for reviewing, monitoring and approving the quality and quantity of such work. The CONSULTANT shall report to and take any necessary direction from the Project Administrator.

13. **Disputes.** Any dispute concerning questions of fact in connection with the work not disposed of by agreement between the CONSULTANT and the CITY shall be referred for resolution to a mutually acceptable mediator. The parties shall each be responsible for one-half of the mediator's fees and costs.

14. **Termination.** The CITY reserves the right to terminate this agreement at any time upon ten (10) days written notice to the CONSULTANT. Any such notice shall be given to the address specified above. In the event that this agreement is terminated by the City other than for fault on the part of the CONSULTANT, a final payment shall be made to the CONSULTANT for all services performed. No payment shall be made for any work completed after ten (10) days following receipt by the CONSULTANT of the notice to terminate. In the event that services of the CONSULTANT are terminated by the CITY for fault on part of the CONSULTANT, the amount to be paid shall be determined by the CITY with consideration given to the actual cost incurred by the CONSULTANT in performing the work to the date of termination, the amount of work originally required which would satisfactorily complete it to date of termination, whether that work is in a form or type which is usable to the CITY at the time of termination, the cost of the CITY of employing another firm to complete the work required, and the time which may be required to do so.

15. **Non-Discrimination.** The CONSULTANT agrees not to discriminate against any customer, employee or applicant for employment, subcontractor, supplier or materialman, because of race, creed, color, national origin, sex, religion, honorable discharged veteran or military status, familial status, sexual orientation, age, or the presence of any sensory, mental, or physical disability or the use of a trained dog or service animal by a person with a disability, except for a bona fide occupational qualification. The CONSULTANT understands that if it violates this provision, this Agreement may be terminated by the CITY and that the CONSULTANT may be barred from performing any services for the CITY now or in the future.

16. **Compliance and Governing Law.** The CONSULTANT shall at all times comply with all applicable federal, state, and local laws, rules, ordinances, and regulations. This Agreement shall be governed by and construed in accordance with the laws of the State of Washington.

17. **Subcontracting or Assignment.** The CONSULTANT may not assign or subcontract any portion of the services to be provided under this agreement without the express written consent of the CITY. Any sub-consultants approved by the CITY at the outset of this agreement are named on separate Exhibit attached hereto and incorporated herein by this reference as if set forth in full.

18. **Non-Waiver.** Payment for any part of the work or services by the CITY shall not constitute a waiver by the CITY of any remedies of any type it may have against the CONSULTANT for any breach of the agreement by the CONSULTANT, or for failure of the CONSULTANT to perform work required of it under the agreement by the CITY. Waiver of any right or entitlement under this agreement by the CITY shall not constitute waiver of any other right or entitlement.

19. **Litigation.** In the event that either party deems it necessary to institute legal action or proceedings to enforce any right or obligation under this agreement, the parties agree that such actions shall be initiated in the Superior Court of the State of Washington, in and for King County. The parties agree that all questions shall be resolved by application of Washington law and that parties to such actions shall have the right of appeal from such decisions of the Superior Court in accordance with the law of the State of Washington. The CONSULTANT hereby consents to the personal jurisdiction of the Superior Court of the State of Washington, in and for King County. The prevailing party in any such litigation shall be entitled to recover its costs, including reasonable attorney's fees, in addition to any other award.

20. **Taxes.** The CONSULTANT will be solely responsible for the payment of any and all applicable taxes related to the services provided under this agreement and if such taxes are required to be passed through to the CITY by law, the same shall be duly itemized on any billings submitted to the CITY by the CONSULTANT.

21. **City Business License.** The CONSULTANT has obtained, or agrees to obtain, a business license from the CITY prior to commencing to perform any services under this agreement. The CONSULTANT will maintain the business license in good standing throughout the term of this Agreement.

22. **Entire Agreement.** This agreement represents the entire integrated agreement between the CITY and the CONSULTANT, superseding all prior negotiations, representations or agreements, written or oral. This agreement may be modified, amended, or added to, only by written instrument properly signed by both parties hereto. These standard terms and conditions set forth above supersede any conflicting terms and conditions on any attached and incorporate exhibit. Where conflicting language exists, the CITY'S terms and conditions shall govern.

**page 8 – Consulting Services Agreement, Non-Public Work  
City of Redmond, standard form**

**IN WITNESS WHEREOF, the parties hereto have executed this agreement as of the  
day and year first above written.**

**CONSULTANT:**

**CITY OF REDMOND:**

\_\_\_\_\_  
**By:** \_\_\_\_\_  
**Title:** \_\_\_\_\_

\_\_\_\_\_  
**Angela Birney, Mayor**  
**DATED:** \_\_\_\_\_

**ATTEST/AUTHENTICATED:**

\_\_\_\_\_  
**City Clerk, City of Redmond**

**APPROVED AS TO FORM:**

\_\_\_\_\_  
**Office of the City Attorney**



### **Scope of Work (as outlined in awarded RFP)**

The objective of this project is to provide clarity on Redmond's tourism program vision and the required programming and coordination necessary to achieve city priorities and opportunities in Redmond as they relate to tourism. The planning process and final deliverable will align the City's tourism efforts into a holistic body of work that reflects Redmond's tourism vision, unique opportunities, and best practices. This process should also involve important stakeholders which may include, but is not limited to, the Lodging Tax Advisory Committee, local hotel leadership staff, local event producers, City and regional tourism partners, and peer city tourism staff.

The Tourism Strategic Action Plan must:

- Include an implementation plan that aligns, organizes, prioritizes, and sequences tourism efforts in a series of program chapters with short-term, medium-term, and long-term strategies including who best to implement.
- Include associated implementation budget range for outlined strategies.
- Set a vision and mission for tourism in Redmond that can be communicated with a variety of audiences.
- Define Key Performance Metrics for Redmond's tourism program.
- Use a process that draws on both quantitative and qualitative data to inform strategies including peer city reviews.
- Inform how lodging tax dollars including reserve funds and TPA funds should best be utilized and invested.
- Inform LTAC and TPA workplan and budget recommendations.
- Create and outline a process to coordinate and create collaboration between the LTAC, and the newly formed Tourism Promotion Area (TPA) – advisory board, including workplan and funding coordination.
- Inform tourism marketing consultant(s) scope of work.

Destination SWOT analysis and strategy analysis should consider:

- Strategies to position and capitalize on Light Rail opening.
- Strategies to partner with neighboring destinations in regional context (i.e., King County Marymoor Park, Bellevue, Woodinville Wine Country etc.)
- Strategies for leveraging Microsoft and other tech and space industry leaders as tourism draw.
- Strategies for Arts and Culture tourism promotion
- Strategies for Outdoor Recreation promotion
- Strategies and criteria for tourism event funding including evaluation of LTAC vs potential TPA event funding.
- Strategies to strengthen tourism marketing reach of funded events.
- Strategies to leverage legacy signature events for maximum tourism draw.
- Strategies and actions to support small businesses through tourism programs.
- Strategies for welcoming and multicultural tourism.
- Strategies to assist hotels with corporate event sales in a post Covid environment.

- Strategies for marketing including tourism feeder market analysis.
- Strategies and tool recommendations for continued tourism data collection

### **Task 1: Project Management**

We expect the consultant to work closely with staff to ensure the project is executed in an integrated manner that makes the most efficient use of time and resources. To accomplish this, we anticipate at minimum, the following deliverables:

- a) Kickoff meeting
- b) Bi-weekly check-in meetings (virtual)
- c) Core team coordination meetings (as needed, minimum of four total)
- d) Leadership and Council briefings and presentations

### **Task 2: Data Analysis**

The consultant should provide a quantitative data analysis in order to develop a comprehensive picture of Redmond's tourism position and help inform strategies. The data analysis should also compare Redmond's position in the region and nationally against cities with similar characteristics. The data analysis should include, but is not limited to:

- Industry trend analysis as related to Redmond's position in the market (example: Hotel occupancy trends/outlooks and local business travel trends/outlook)
- Event space analysis (quick snapshot or visual graph)
- LTAC and TPA coordination best practice research
- Peer city analysis

Deliverables:

- a) Report of findings with graphic illustrations and narrative.
- b) Editable version of the report
- c) Native file(s) of the report (example, if done in InDesign, please provide the native file to the city for future editing as needed)

### **Task 3: Stakeholder Engagement**

The consultant should identify and conduct stakeholder interviews in the community and tourism industry to inform their work. In addition, focus groups designed for certain topical areas should be conducted to inform strategic development as necessary. Additional methods of outreach including questionnaires should also be considered. The consultant should work closely with City of Redmond staff to identify stakeholders.

Deliverables:

- a) Engagement Plan with methodology and approach
- b) List of stakeholders, organizations, and contact information.
- c) Presentation materials for meetings with stakeholders (including editable files)
- d) Summary of interview findings

- e) Interview summary notes
- f) Questionnaire results and analysis
- g) Community engagement analysis and findings

#### **Task 4: Tourism Development Strategy Analysis**

The consultant shall conduct an analysis on proposed tourism strategies to assess the effort, cost, outcomes, and risks associated with potential strategies.

- Develop a suite of potential strategies.
- Evaluate outcomes and risks associated with strategy.
- Estimated costs to city to implement and manage strategy.
- Evaluate who is best to implement the strategy.

Initial strategic areas for development and analysis should include:

- Industry trends
- Redmond's tourism market position
- Tourism SWOT analysis
- Best practices for coordinating TPA and lodging tax fund workplans and budgets.
- Place/space development
- Events attraction and retention
- Target markets
- Leveraging partners

All strategies should be evaluated based on a lens of:

- Equitable and inclusive
- Environmentally sustainable
- Enhancing livability
- Leveraging partners

Deliverables:

- a) Written memo explaining analysis
- b) Documentation of detailed methodology and ranking

#### **Task 5: Final Tourism Strategic Action Plan**

The final report should include an executive summary, vision, mission, summary of the analysis, and recommended strategic action plan organized in chapter form by topic area. The final plan should be structured as a five-year implementation plan that aligns, organizes, prioritizes, and sequences tourism efforts in a series of program chapters with short-term and medium-term strategies. Longer-term strategies should be included for future consideration or opportunity.

Additionally, the final report should define the Key Performance Metrics for Redmond's tourism program.



Deliverables:

- a) Final report document in editable format (preferably Microsoft Word) in addition to PDF
- b) PowerPoints from all presentations to public, planning commission, City Council, and coordinating meetings.

Subconsultants:

The City will allow subcontracting on this work.

# Methodology

## Task 1 and 2: Project Management & Data Analysis

These two tasks will confirm key elements of the project including the engagement plan, key stakeholders, and background research including contextual material, visitor and performance indicators, and economic and demographic information. Deliverables will include a fact-based analysis on the current state of tourism in Redmond, including the composition of the industry, how it is performing, opportunities for growth and key challenges.

Alignment with partners within the City of Redmond and surrounding region is also critical, so understanding their plans, opportunities, and long-term ambitions is key.

Obtaining available local and regional statistical and economic information – both current, pre-COVID, and projected will provide important contextual information.

Understanding the current work being undertaken by regional DMOs as well as previous regional initiatives undertaken or cancelled will also provide important context. That would include marketing, brand development, economic development, infrastructure, and capital development, etc.



Storytelling is a powerful means of creating connections with places and people. Visitors are looking for authentic and meaningful experiences when they travel. Understanding the “sense of place” of the destinations they visit can deepen an emotional connection and make a trip truly memorable. Understanding how Redmond has been portrayed historically in stories and anecdotes would be a means of digging a little deeper into the distinctive qualities of the region that may truly set it apart.

Market segmentation, projected visitation and expenditures at a regional level would also need to be understood. Understanding the broader tourism and economic context in which Redmond exists and competes will be a useful frame of reference.


We also feel that it is important to understand who the formal and informal leaders are within the city and region – both tourism and non-tourism. Understanding the importance of the visitor economy within the context of the overall economic priorities and opportunities for the area will help demonstrate support for tourism among the resident population. In this context, the role and participation of the communities within the tourism landscape is important to understand. Engagement at the onset of the process will ensure that contributions and outcomes provide opportunities for real participation, inclusion, and benefits.

Deliverables at this juncture would include a report with finding that includes a SWOT analysis with opportunities and gaps described at a broad level. This is intended to be a synthesis of all available information and to provide a perspective that grounds the tourism industry in terms of the current state of play. It will be widely shared with all stakeholders and is intended to be the foundation piece on which the ambition and potential for evolving the tourism economy is built.

## Trend & Data Analysis

We will leverage our ongoing research and knowledge of visitor trends as well as destination funding trends to assist in the development of strategies. Local trends will be identified through the consultation process.

Data analysis will involve reviewing all the information assembled by the the City of Redmond including analyzing destination metrics like visitor count, visitor profile, spending, source markets, and length of stay. We will also review existing destination plans as well as any strategic plans that have been conducted within region to gain a better understanding of what has been previously accomplished.



# Methodology

## Task 3: Stakeholder Engagement

One of the keys to successful ownership, development, and implementation of a Tourism Strategic Action Plan is having a comprehensive means for soliciting effective stakeholder engagement. Engaging the broader community – locally and regionally – is a critical component of this process.

Effective engagement is not a linear process. The success of the assignment for the Tourism Strategic Action Plan will be a function of how thoroughly and thoughtfully the stakeholder participation program is planned. Engagement with stakeholders, done well, is a crucible for building confidence and ownership for the final outcomes. More importantly, it provides a legacy of people working together toward a common end which often is a catalyst for innovative thinking, new partnerships, and stronger relationships.

We will also conduct a visioning workshop that will include an overview of the importance of developing this tourism strategy, a review of the situational analysis, market trends, supply-side innovations, destination strengths, gaps and opportunities, definition of a vision and goals for tourism in Redmond, a discussion of what success might look like, how to monitor progress, and an assessment of key strategic priorities.

We would deploy the following tools as part of our engagement strategy. Please note that the numbers are notional only – we would confirm frequency, timing and participation during the 1st phase of the project.

### Stakeholder Interviews

We will conduct between up to 20 - 25 interviews with key stakeholders early in the process. An interview guide will be developed with key questions for each interview. Results will be summarized and documented.

### Focus Groups

We will organize approximately 4-6 focus groups made up of industry and community leaders. Sessions could be in-person or online (or a combination of the two). These two-hour sessions will include a short presentation, followed by rotating, highly interactive breakout groups set up to discuss priorities, themes, reasons for visit and extending length of stay, opportunities for development, gaps, partnerships, and building a stronger regional tourism economy. We would also discuss sustainability as it relates to the tourism economy and complementing or enhancing the local quality of life. This is also an opportunity to talk about labour markets and the potential synergy of tourism with other economic sectors. Each focus group would include a different type of audience. We will verify the appropriate group types in advance.

### Online Public Sentiment Survey

We will develop an online survey which can be pushed out to resident stakeholders for their views on tourism and tourism

development in the City of Redmond and surrounding region. This survey can be supported through social media channels and regular email newsletters.

### Mentimeter Engagement Tool

In designing a custom approach and experience for all its clients, InterVISTAS uses innovative technology to facilitate meetings efficiently and effectively. One key tool is Mentimeter. This is a web-based collaborative and interactive meeting tool that allows individuals to submit and prioritize ideas and actions. The software can be used for workshops in real-time, involving on-site and off-site participants or as a survey instrument sent as an email with a link to a direct, secure site. Mentimeter provides the following benefits:

- High volume idea generation from which worthwhile solutions emerge.
- The ability to engage a diverse group of individuals, in an anonymous environment to promote honest idea generation, voting and collaboration.
- Clear definition of the problem at hand.
- A means to immediately compare, prioritize and evaluate ideas to build to a consensual decision.
- An effective and time-sensitive means to synthesize and organize ideas directly into action plans.
- The technology has been optimized to work efficiently on the participants phones without the need to download an application. All that is required to run the software is an internet connection for both the facilitator and session participants.
- The software can be used for workshops in real-time, involving on-site and off-site participants or as a survey instrument sent as an email with a link to a direct, secure site.



During the engagement sessions, one of the key questions that we will ask using the Mentimeter tool is “What major accomplishments should be prioritized for action in the next 3/5/10 years?”. This will allow our team to understand the direction the participants want to go in when it comes to destination development, while quickly developing a prioritized set of initiatives and actions through their feedback.

## Building a Vision for the Future

The strategic assessment and feedback from the engagement in Redmond will provide the basis for a final workshop. We will work with the team at the City of Redmond to identify and invite key stakeholders that can contribute to the development of the plan.

The workshop will include an overview of the importance of tourism master planning, a review of the situational analysis, market trends, supply-side innovations, destination strengths, gaps and opportunities, definition of a vision and goals for tourism in Redmond, a discussion of what success might look like, how to monitor progress, and an assessment of key strategic priorities.

It’s also important to discuss how the pandemic has shaped perspectives and behaviours with respect to travel. The importance of destination marketers and planners being responsive to the values and needs of the community is an explicit recognition that tourism must be linked to elevating local quality of life if it’s going to be truly sustainable. And visitors, whether travelling for leisure or for business, are increasingly conscious about the implications of the act of travel in terms of security, health, and the environment. Destinations are being held to a higher standard by visitors and locals alike. This has implications for tourism in Redmond in terms of engagement, development priorities, and strategies.

The visioning workshop will capitalize on the learnings from the engagement to date and provide a foundation for the development of the plan and the key benchmarks that will signal success. It will also provide insight into potential partners and the resources required to manage implementation.

Another important outcome will be the preliminary identification of development required to increase length of stay and strengthen seasonality. Assets may be infrastructural investments, capital investments, or investments in packaging or programming. They can be geared to increase the attraction base, the strength of services and amenities required to meet the needs of visitors, or the technological infrastructure needed to meet consumer demands for real-time, on-time content that enhances the overall destination experience. The final task would be for the participants to prioritize initiatives in terms of importance and timing.

The Workshop would be facilitated with breakout sessions for discussion of specific topics that would then be brought back to the plenary group. It would typically be a full day, 8-hour, session. If necessary, two smaller workshops could be planned if logistics or timing made it difficult for all stakeholders to attend.

## Facilitation Tool Examples

### What are your biggest challenges?



# Methodology Task 4 & 5: Tourism Development Strategy Analysis & Report Development

The conclusion of the Visioning Workshop will provide the basis for drafting the Tourism Strategy, confirming partnerships with other stakeholders that would be key to successfully implementing the plan, and scoping out budget, and resources (including staffing) that would be required. Resources could be scaled up over a period of several years commensurate with growing market demand and anticipated revenues.

A critical outcome of a successful visioning process is a growing passion for the possible, and a dawning realization that the intangible can become real. That's a catalyst for enthusiasm, excitement, and ownership. Delivering a plan for implementation and actionable goals that can demonstrate success in the short to mid-term will be critical to building momentum and broadening commitment.

## TIERS Analysis & Implementation Plan

Potential concepts would be evaluated using the Tourism Initiatives and Evaluation Rating System (TIERS) model developed by GainingEdge.

Criteria include the following:

- Destination Enhancement Benefits (is it a catalyst for change? Does it differentiate Redmond? Is it competitively sustainable?)
- Timeline to Realize Benefits (ROI/returns? Incremental visitation/extension? Economic benefit to the region?)
- Complexity of Initiative (Kickstart investment required? Ongoing investment? Ownership? Partnership?)
- Resource Requirements (Staff/contractors required? Stakeholders needed? Ongoing cost? Capital cost?)
- Aligns With Sustainable Tourism (Protects natural environments? Does it celebrate local culture and heritage? Creates employment and income opportunities locally?)
- Local Support (Opportunities for residents and local businesses? Fit with municipal/ regional/provincial planning and priorities?)
- Commercial Viability (Land and service availability? Tax incentives? Government incentives? Labour market support?)
- Industry Structure (Aligns with Redmond community plan? Relevant to competitive positioning? Clarity of responsibility?)

Based upon the TIERS analysis, the list of concepts will be shortlisted to the top three to five that offer the greatest potential to elevate Redmond's status as a compelling visitor destination. Concepts could include accommodations, attractions, and other experience-based assets. They might also include expansion of existing assets and infrastructure investments.

Please note that due to timing, assumptions of market demand and growth will be based upon work completed to date. This will

be a qualitative analysis; there is insufficient time to undertake a market feasibility study for a specific project, although that could be an opportunity addressed outside the scope of this study as part of the implementation plan.

## Validation Meetings

Once the draft has been developed and the initiatives have been thoroughly assessed through the TIERS system, we will hold Validation meetings with the Steering Committee as well as key stakeholders to validate key elements of the plan.

## Plan Ratification

Following further refinements following the validation meetings, we will present the final draft of the Tourism Strategy including the vision, goals, key strategies, development concepts, timing, and metrics to gauge progress and success. We also propose that the ongoing role and responsibilities of the Department of Planning role in the visitor economy be evaluated in the context of ongoing support and implementation of the plan.

## Implementation Plan

To ensure that the plan is not something that sits on a shelf, an implementation plan will be developed that contains a timeline for the identified initiatives as well as roles and responsibilities for each of the identified stakeholders who could be a part of bringing this sustainable Tourism Strategy to reality.



# Project Schedule & Budget

Our project team is prepared to commit to the following project schedule based on the timeline set in the RFP.

The proposed meeting and site visit schedule is identified below.

Meeting/Trip Objective	Timeframe
Kick-off Meeting	First week of October
Project Status Meetings	Bi-Weekly
Project Initiation and Stakeholder Engagement Trip	First week of November
Second Stakeholder Engagement Trip	December
Visioning Workshop	January
Validation Sessions	March
Presentation for Ratification of the Redmond Tourism Strategic Action Plan	On or before April 30 <sup>th</sup> , 2024

We are proposing a budget of \$69,000 USD (incl. applicable taxes) to deliver the Redmond Tourism Strategic Action Plan, which includes \$65,000 USD in professional fees and \$4,000 USD in travel expenses and ancillary costs.

We are prepared to commit to this project on a fixed price basis, with an initial 25% invoice upon signing of contract and remaining contract amount to be submitted over equal invoice payments on a monthly basis from November 2023 to April 2024. Jordan Young will work with the City of Redmond on all billing matters. A breakdown of hours and professional fees is provided to the right. We are prepared to modify the budget and project scope based on discussions with the Department of Communications and Economic Development.

This proposal is valid for ninety calendar days from submission on August 18, 2023.

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Phases & Tasks	Total Hours	Total Budget
<b>Task 1 &amp; 2 - Project Management &amp; Data Analysis ( October 2023 - April 2024)</b>		
a. Kickoff meeting (in-person)	26	\$4,300
b. Bi-weekly check-in meetings (virtual)	26	\$4,400
c. Core team coordination meetings (as needed, minimum four total)	18	\$3,500
d. Leadership and Council briefings and presentations	20	\$3,500
e. Present report of findings with graphic illustrations and narrative	18	\$7,400
f. Provide editable and native files of the report	2	\$200
<b>Task 2 - Data Analysis (October 2023 - December 2023)</b>		
a. Conduct global, state, and regional trend research	12	\$3,000
b. Create a list of tourism assets to leverage in the strategy	6	\$1,000
c. Develop an understanding of the impact tourism has on Redmond, WA	4	\$1,000
d. Present report of findings with graphic illustrations and narrative	12	\$1,900
<b>Task 3 - Stakeholder Engagement (November 2023 - January 2024)</b>		
a. Engagement Plan with methodology and approach	6	\$1,000
b. Develop list of stakeholders and organizations to engage with	3	\$500
c. Engage with local and regional stakeholders and residents	61	\$11,200
d. Create a summary of interview notes and findings	48	\$7,500
e. Develop a questionnaire for stakeholders and present analysis and findings	38	\$5,800
<b>Task 4 and 5- Tourism Development Strategic Action Plan Development (January - April 2024)</b>		
a. Written memo explaining analysis	22	\$3,800
b. Documentation of detailed methodology and ranking	16	\$2,500
c. Final report document in editable format in addition to PDF	32	\$5,300
d. PowerPoints from all presentations to public, planning commission, City Council, and coordinating meetings	4	\$600