



VIEWS OF THE FUTURE - TOURISM 2.0 IN SNOHOMISH COUNTY

Stillaguamish-Sauk River Valleys Region

SCENARIO-BASED THINK TANK WORKSHOP

June 19, 2018



VIEWS OF THE FUTURE - TOURISM 2.0 IN SNOHOMISH COUNTY

Stillaguamish-Sauk River Valleys Region

Scenario-based Think Tank Workshop

June 19, 2018

This report summarizes the scenario planning session held in the Stillaguamish-Sauk River Valleys Region of Snohomish County, Washington, on June 19, 2018. Approximately 50 Snohomish County stakeholders participated in the Think Tank and developed the scenarios presented in this report. This report has been produced as part of the Snohomish County sustainable destination development process, which aims to produce a Sustainable Destination Development Regional Action Plan that will guide regional tourism activities for the next five years.

REPORT PREPARED BY:



THINK TANK HOSTED BY:



TABLE OF CONTENTS

1.0	Introduction	4
2.0	Stillaguamish-Sauk River Valleys Region.....	5
3.0	Think Tank Workshop	6
4.0	Creating the Hypothetical Scenario Framework.....	7
4.1	Scenario A: Loved to Death.....	8
4.2	Scenario B: Package Deal	10
4.3	Scenario C: Self-Reliants	12
4.4	Scenario D: Death of the Mt. Loop Highway	14
5.0	Expected and Preferred Futures.....	16
5.1	Expected Future: Scenario D – Death of the Mt. Loop Highway.....	16
5.2	Preferred Future: Scenario B – Package Deal.....	17
6.0	Closing the Gap – Getting to the Preferred Future.....	18
7.0	Brainstorming Regional Action Ideas	19
7.1	Broad Ideas for Action	19
7.2	Potential Stillaguamish-Sauk River Valleys Regional Projects	21
7.3	Ideas for Strategic Priorities	22
8.0	Acknowledgements	23
9.0	Contact Details.....	24
10.0	About Future iQ	25



The Stillaguamish-Sauk River Valleys Region Think Tank was an exciting opportunity for area stakeholders to take a 'deep-dive' into thinking about future tourism industry development and potential impacts.

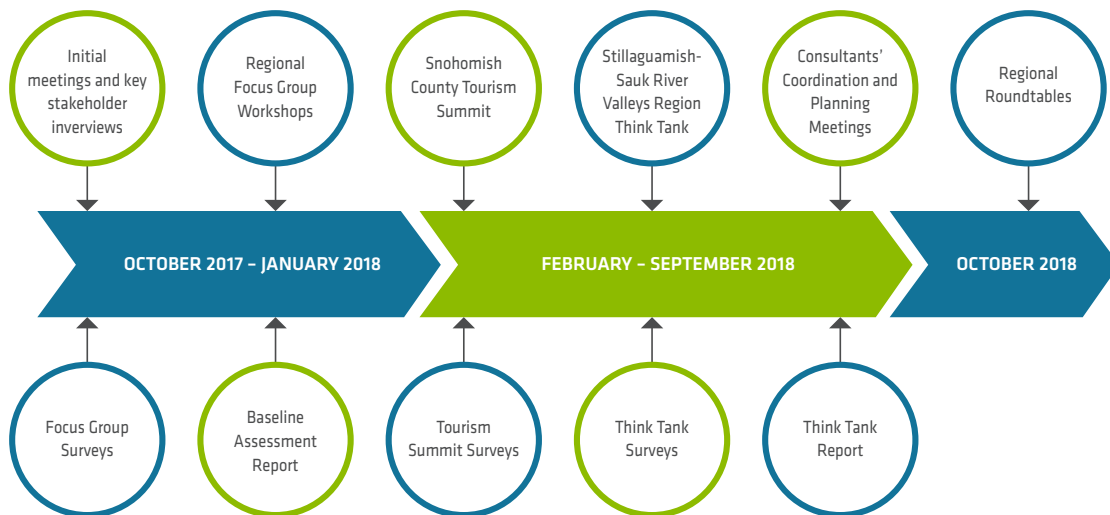
1.0 INTRODUCTION

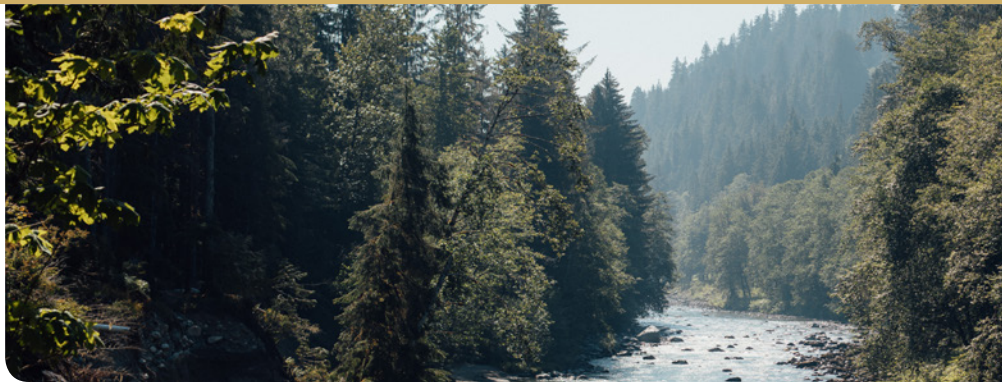
The Think Tank workshop was organized to allow stakeholders to explore hypothetical scenario for the future of the tourism industry in Snohomish County. This scenario-based Think Tank report summarizes the Stillaguamish-Sauk River Valleys regional planning session that took place in June 2018. The Think Tank Workshop was conducted as part of a project to implement the 2018-2022 Strategic Tourism Plan (STP) by the Snohomish County Department of Parks, Recreation and Tourism (SCPRT) and the Snohomish County Tourism Bureau (SCTB).

Some highlights of recent work include:

- Identification of visitor regions (November 2017)
- Baseline Assessment Report compiling the results of Regional Focus Group Workshops and surveys (January 2018)
- 2018 Snohomish County Tourism Summit (May 2018)
- Four industry-based regional Think Tanks (June 2018)
- New branding for County Tourism – Seattle NorthCountry (August 2018)

2017-2018 Project timeline



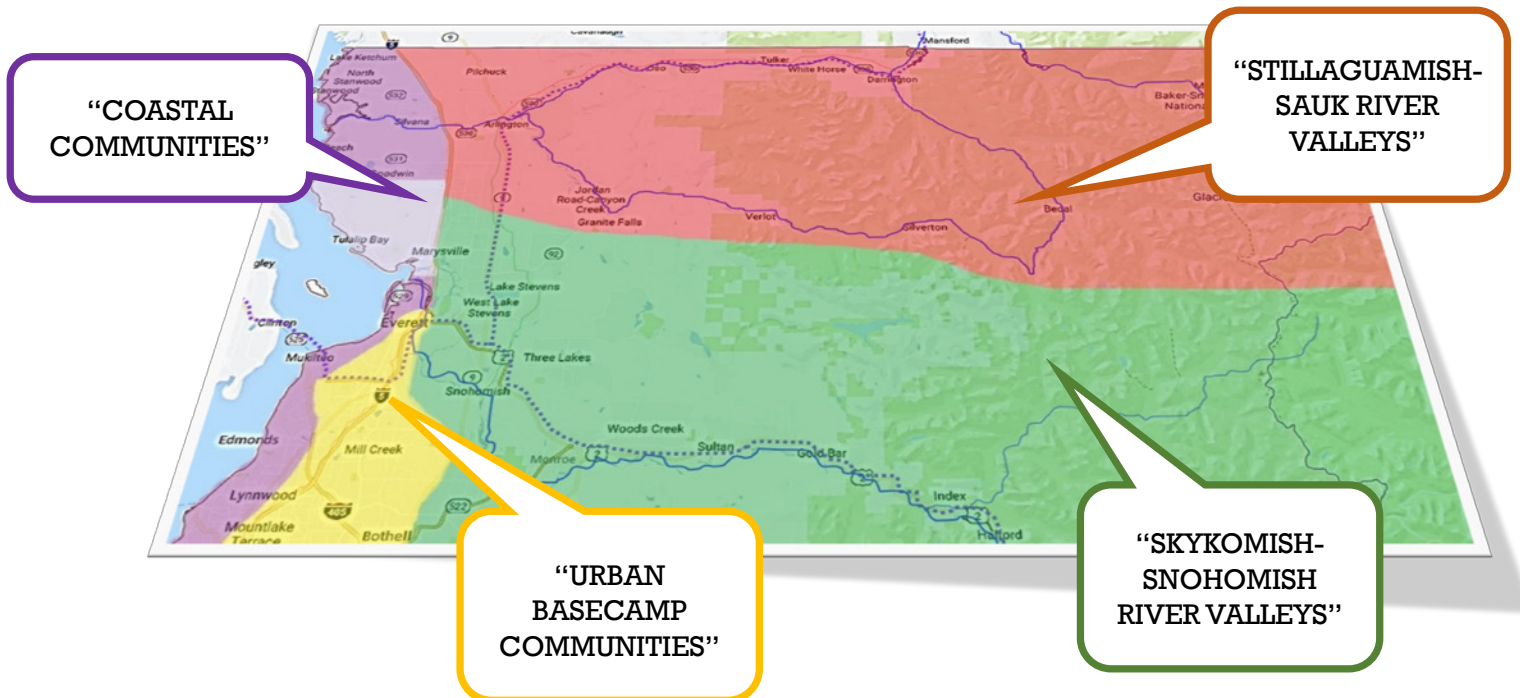


Tourism development in Snohomish County operates on two principles: sustainability and a regional approach. The regional approach allows local stakeholders to 'get their arms around' and guide their local destination development activities.

2.0 STILLAGUAMISH-SAUK RIVER VALLEYS REGION

In late 2017, regional focus group workshops were convened throughout Snohomish County and participants were asked to identify what they believed are the most natural regional boundaries in the county, from a tourism development and visitor perspective. The map below defines the four major 'regions of collaboration' which were viewed as the logical building blocks for regional destination development and marketing from both an industry and visitor perspective. These four regions formed the geographic basis for the Think Tanks that took place in June 2018. The Stillaguamish-Sauk River Valleys Region was the second of the four to take place on June 19, 2018.

Snohomish County Experiential Visitor Regions



Note: Urban Basecamp Communities name is provisional



The scenario planning process allows Stillaguamish-Sauk River Valleys regional stakeholders to examine the implications of choices about future direction.

3.0 THINK TANK WORKSHOP

Future IQ's Scenario Planning process provides a method to explore plausible futures, and consider the implications of various future scenarios. This scenario planning process is an ideal way to help people explore the future and think about potential impacts and opportunities. The Think Tank workshop aimed to:

- Deepen the understanding and examination of how external events and local conditions could shape decision-making
- Identify and understand the key influences, trends, and dynamics that will shape the Stillaguamish-Sauk River Valleys Region over the next 10 to 15 years
- Create and describe four plausible long-term scenarios for the region
- Explore alignment around a shared future vision for the region
- Begin initial strategy and action planning

The scenarios developed during this Scenario Planning process and outlined in this report are important to provide a framework to discuss future possible outcomes and implications for tourism development. In addition, the Think Tank deliberations can assist in identifying key actions for the region and in exploring how various groups might best contribute to future tourism development. The design of the Think Tank Workshop included a presentation and discussion about key forces shaping the future, at a global and local level. These exercises and work were aimed to build a robust basis for the scenario formulation.

The participants were then guided through a Scenario Planning process to develop four hypothetical scenarios for the future of the Stillaguamish-Sauk River Valleys Region. The process involved exploration and discussion of global, regional, and local trends and forces of change; development of a scenario matrix defining four plausible scenario spaces for the future; and, the development of descriptive narratives of each scenario. The event concluded with discussion of the scenarios, selection of a preferred scenario and first steps to determine the strategic actions required to create the preferred scenario.



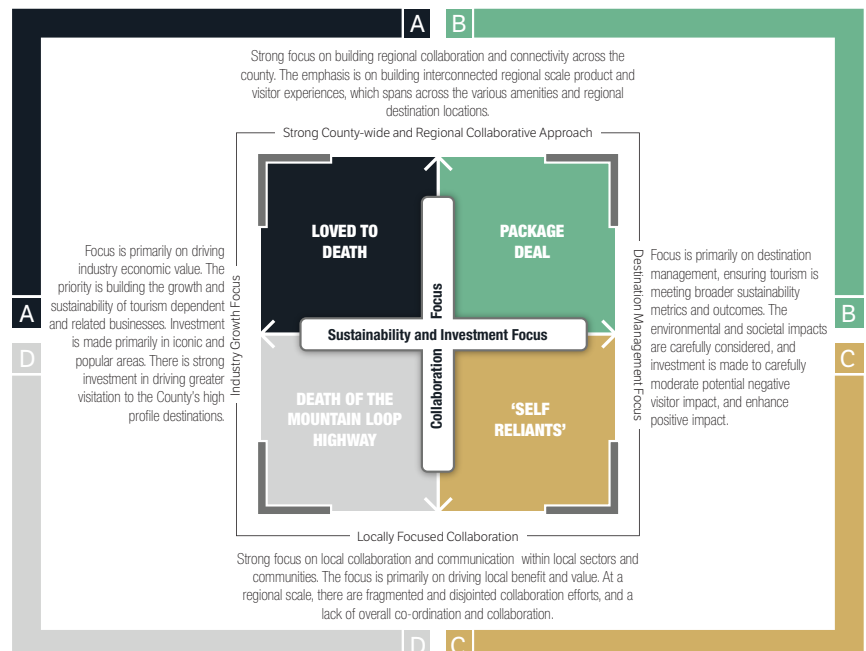
4.0 CREATING THE HYPOTHETICAL SCENARIO FRAMEWORK

Based on the Pre-Think Tank survey responses and key input from the SCPRT and SCTP leadership team, themes were identified to become the basis for two axes on the scenario matrix. The two axes identified were 'Sustainability and Investment Focus' and 'Collaboration Focus'.

Think Tank participants were presented with the scenario matrix, defined by the two major axes of 'Sustainability and Investment Focus' and 'Collaboration Focus' (see diagram). Brief descriptions were also attached to the end points of each driver axis. Participants were divided into four groups to develop a narrative for each scenario. Each group was asked to describe the characteristics of the Stillaguamish-Sauk River Valleys Region in 2030 under the conditions of the scenario quadrant that they had been given:

- Visitor Profile and Experience
- Destinations and Communities
- Tourism Industry Profile

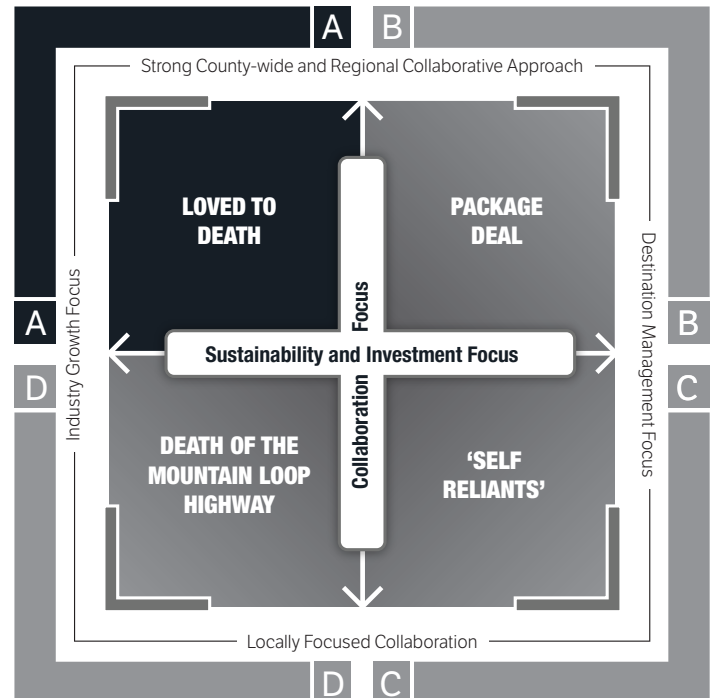
After the characteristics were established, Think Tank participants were asked to devise major events or headlines of how the scenario occurred using the years 2020, 2025, and 2030, and to give their scenario a descriptive name. Narratives and descriptions of each scenario as developed by the workshop participants are included in the following sections.

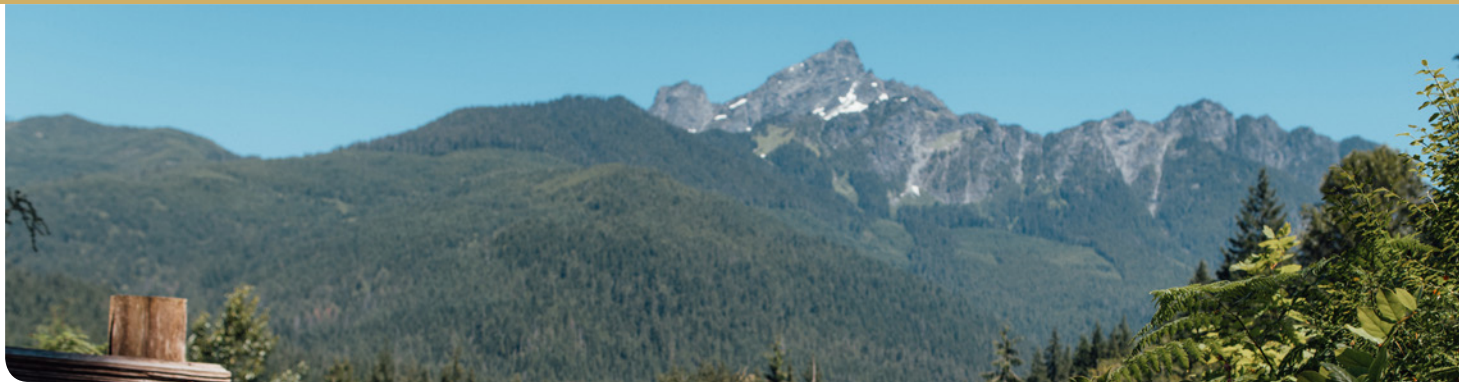




4.1 SCENARIO A: LOVED TO DEATH

This scenario forecasts a future where concentrated hubs and a strong county-wide collaborative approach to industry growth rapidly increase visitation rates, particularly at iconic ‘much loved’ sites. The expanded use of technology and varied transportation options to connect the regions makes it easier for visitors to travel between urban areas. The profile of visitors tends to be retired, international, day trippers and high spenders seeking not-so-strenuous outdoor activities and more urban experiences. Increased congestion and traffic on the roads stress rural areas that do not see the benefits of this concentrated economic growth. Focal areas include Boeing; Museum of Flight; Flying Heritage Collection; Port of Everett; Downtown Everett; Tulalip Hotel/Casino; Public lands; Big 4 Ice Caves; and the Mountain Loop Highway.





POTENTIAL SCENARIO CHARACTERISTICS - 2030

Visitor Profile and Experience / Characteristics

- Interests – technology, history (planes)
- Retired, spenders, international
- Connectivity with technology
- Outdoor, short not strenuous, day trippers, REI customers (hikers, Mt. bikers)
- Lots of visitors to urban hub and sending out for day loops (urban-rural-urban)

Destinations and Communities / Characteristics

- Iconic Attractions: Boeing; Museum of Flight; Flying Heritage Collection; Port of Everett (marina, hotels, restaurants); Downtown Everett (Everett station, airport); Tulalip Hotel/Casino; Public lands; Big 4 ice caves; Mountain Loop Highway (North mountain bike trail, Whitehorse trail)
- Food concessions, concessions
- International signage/marketing
- Cell service; VICs online
- Small town stops
- Mobility, transportation, more bussing, shuttles
- Impact on maintenance costs
- Impacts: lots of traffic to the destinations
- Most of the money will go to the urban areas
- Rural communities don't see the benefit & lack infrastructure
- Lack of buy-in of rural communities

Tourism Industry Profile / Characteristics

- Strong county-wide and regional collaborative approach and Industry Growth Focus
- Service industries increase and need for guides
- Economic increase in urban zone
- Concentrated hubs
- Local employment – maintenance
- Marketing – year-round experiences, endless variety
- Variety of Indoor/outdoor activities; extended stay
- Constant collaboration/proximity of urban & rural



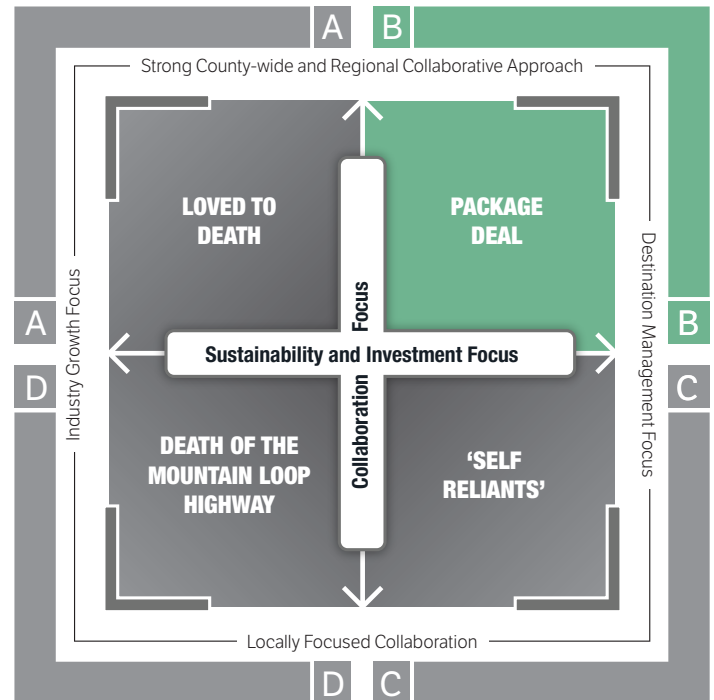
LOVED TO DEATH – HEADLINE NEWS

	2020	2025	2030
Visitor Profile and Experience	"County infrastructure development meets milestone"	"Virtual reality experiences at Boeing Field / Luxury Suites at Big 4 Lodge"	"Ascend Glacier Park: Fine dining and luxury stay-there gondola"
Destinations and Communities	"Places to dine while waiting in traffic"	"Light rail makes it to Everett / Big 4 Lodge Reconstructed"	"Hiking access closed - Limited access & permits required"
Tourism Industry Profile	"\$3 million available in grants / 20% increase in Snohomish County tourism"	"20% increase in tourism visitation at all time high / Japan Airlines at Everett"	"Tourism employment #1 employer / Sauk River goes to lottery permit"



4.2 SCENARIO B: PACKAGE DEAL

This scenario forecasts a future where county-wide destination management focus encourages collaboration throughout the region. Businesses partner with each other for mutual benefit attracting international visitors who enjoy shopping and casinos in north county. Visitors are able to enjoy a variety of experiences in a small amount of time. County policy is to minimize the environmental impacts of tourism and marketing is focused on educating visitors on how to be good stewards. Trails are well-maintained and natural areas are preserved, providing a high quality experience for all. The profile of visitors is active, primarily age 20-50, many with children. Camping, hiking, boating and multi-activity package tours are popular. County-wide WiFi access is desired by visitors and provided as an added amenity.





POTENTIAL SCENARIO CHARACTERISTICS - 2030

Visitor Profile and Experience / Characteristics

- Campers, yurt/basic cabin stayers
- Active – hiking, boating
- Age 20-50, many with kids
- Wants to be able to use their cell phone (Internet/wifi access important)
- From across Snohomish County
- Some international tourists (good collaboration within the county means international visitors to shopping/casinos also get to east county)
- High quality experience; trails are well-maintained, natural areas preserved
- Visitor can have a variety of experiences in a short amount of time.

Destinations and Communities / Characteristics

- More trail maintenance; increased staff and volunteer time
- Marketing focused on educating visitors about caring for environment they are visiting
- County businesses partner with each other for mutual benefit
- Decreased crime (e.g. at trailheads) because of increased number of people
- Marketing focuses on varied destinations throughout county – easy for people to do a self-made package because of effective countywide collaboration

Tourism Industry Profile / Characteristics

- County-wide destination focus
- Multi-activity group tours
- Collaboration makes it easy for visitors to visit multiple destinations in one visit
- Destination management helps spread visitors around the region



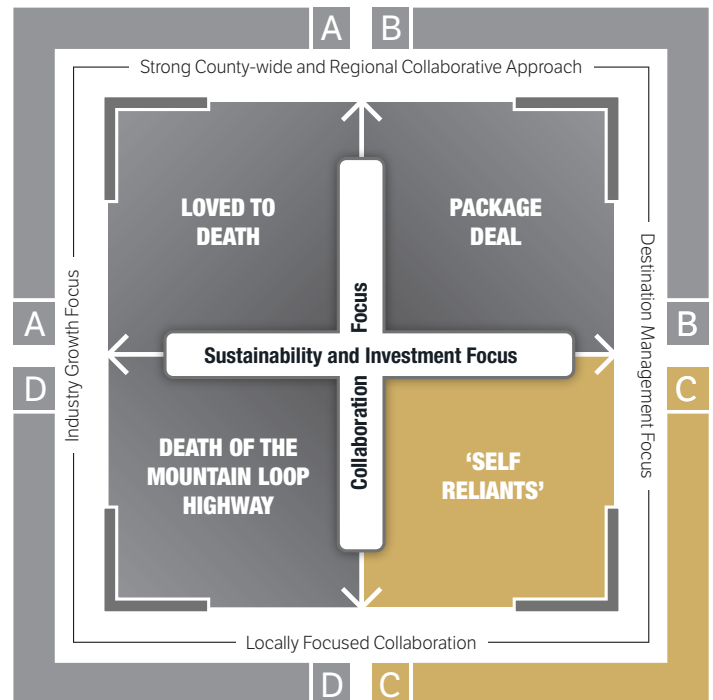
PACKAGE DEAL – HEADLINE NEWS

	2020	2025	2030
Visitor Profile and Experience	"Local and international visitors discovering the Mt. Loop Highway"	"Visitors flock to new transportation options on Mt. Loop Highway"	"Visitors vie for permit to be part of annual Mt. Loop Highway quotas"
Destinations and Communities	"Where to start, where to end? Multiple attractive destinations await visitors to Valley/ Mt. Loop Highway region"	"Resident dilemma: Tourists bring dollars and congestion"	"How much is too much? Costs rise as tourism growth continues within guidelines"
Tourism Industry Profile	"Influx of new businesses to serve increased number of tourists"	"Businesses collaborate to offer ease of variety of experiences to visitors"	"Economy booms as visitors attracted by high quality experience"



4.3 SCENARIO C: SELF-RELIANTS

This scenario forecasts a future where tourism becomes nationalism on a regional scale. Lack of collaboration and coordination of services and promotion create disjointed local events competing for tourist dollars. Local communities and groups compete for LTAC funds and there is a continual ‘chicken and egg’ problem when it comes to funding improvements. Visitors are relatively young and technology focused and appreciate environmental sustainability issues. Visits are targeted and locally focused without a broader perspective on the region. Preferred destination activities include car shows, music festivals, biking events, air shows and various festivals.





POTENTIAL SCENARIO CHARACTERISTICS - 2030

Visitor Profile and Experience / Characteristics

- Relatively young
- Locally focused to only certain areas
- Technology centric
- Heavily influenced by Tribal values
- Able to overcome lack of transportation and accommodations

Destinations and Communities / Characteristics

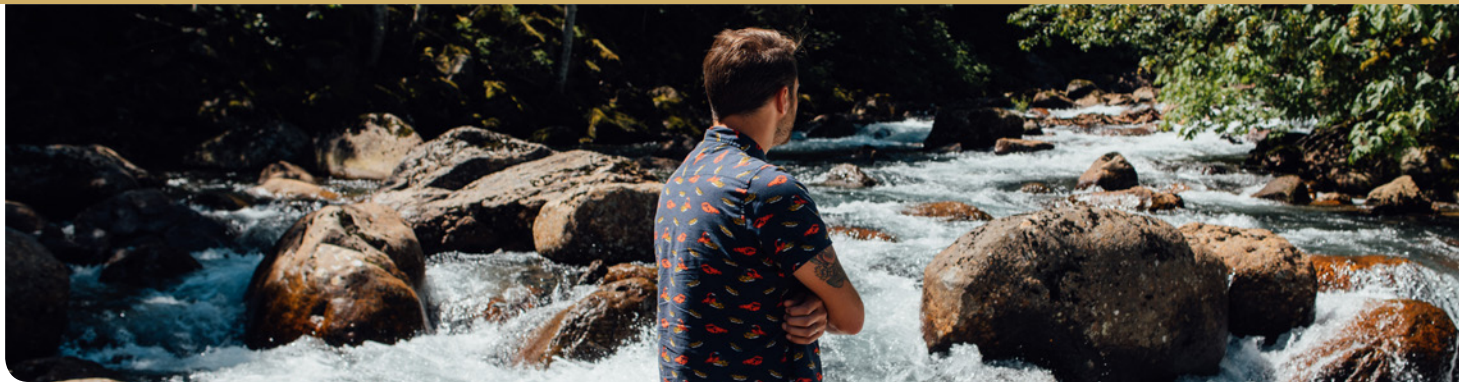
- Opposing interests
- Groups competing for LTAC funds
- Infrastructure – transportation, accommodations, etc require up-front investment not available within region
- Continual 'chicken and egg' problem when it comes to funding improvements

Tourism Industry Profile / Characteristics

- Many disjointed events – all good, not leveraged in planning, execution, & promotion
- Car shows, music festivals, biking events, air show, various festivals
- LTAC Grant dependent/reliant
- Unfunded and uncoordinated

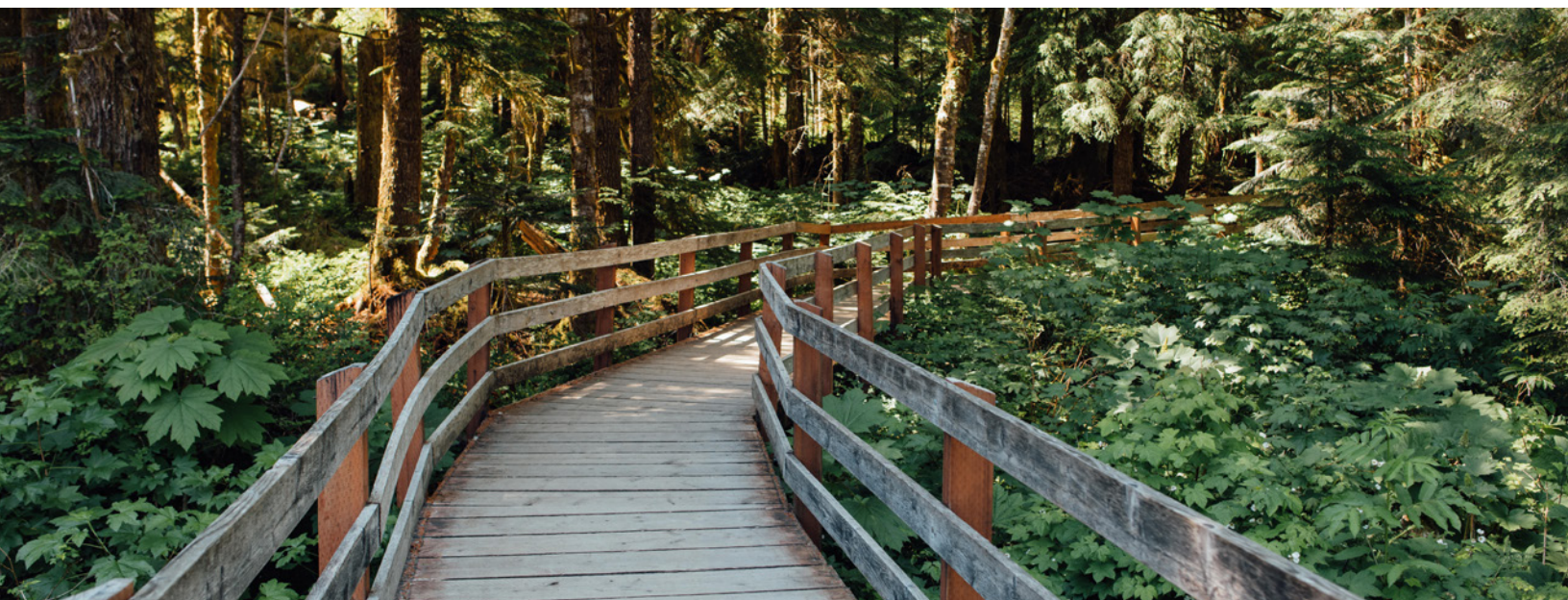
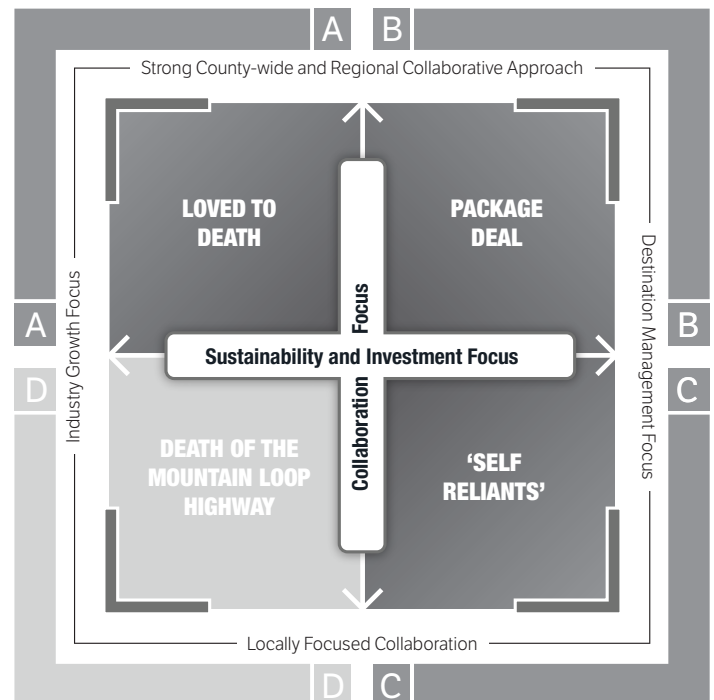


SELF-RELIANTS – HEADLINE NEWS			
	2020	2025	2030
Visitor Profile and Experience	"North Mt. Lookout / Whitehorse Trail & Oso Memorial Finished"	"Mt. Loop Hwy paving unfunded / MIC Grows – population growth pressure causes growing resistance to tourism"	"Wifi comes to Mt. Loop / Sewage treatment plan in Darrington / hotels and homes in planning"
Destinations and Communities	"Asia-PAC growth spurt due to new gaming opportunities"	"Urban visitors limited in mobility – tourism falters"	"Regional plans for self-sufficiency unfriendly to visitors / "Nationalism on a Regional Scale"
Tourism Industry Profile	"Hwy 530 corridor focus / Outdoors is great!"	"Transportation limits tourism"	"Food (local) Focus-small Farms / Tourism must 'do it himself'"



4.4 SCENARIO D: DEATH OF THE MT. LOOP HIGHWAY

This scenario forecasts a future where the Mountain Loop Highway visitation levels triple as growth of iconic and high-profile areas peaks. Rapid population growth of frequented areas also brings a greater number of transient populations and increased illegal use conflicts. The impacts of increased visitation on the environment cause depletion of natural resources and quality of visitor experience declines. Infrastructure decays with reduced maintenance in the rural areas and lack of regional connections to the greater county. Visitors tend to be quick stay/day trippers with limited overnights. Visitors are multi-generational with a marked lack of respect and awareness for environmental concerns.





POTENTIAL SCENARIO CHARACTERISTICS - 2030

Visitor Profile and Experience / Characteristics

- Middle age or younger
- Multi-generational tourists
- Quick stay / day trippers / limited overnights
- Heavy influence of existing attractions
- Poor experience satisfaction
- Lack of respect and awareness of environmental concerns

Destinations and Communities / Characteristics

- Decaying infrastructure & lack of maintenance in rural areas (forest, roads, trails, etc.)
- Depletion of natural resources, economic development and infrastructure
- Population growth (residents) esp. in Granite Falls
- Mountain Loop to triple in terms of visitors (2K to 5K)
- Greater concentration on remaining recreation sites
- Greater number of transient populations
- Increase of illegal use conflicts

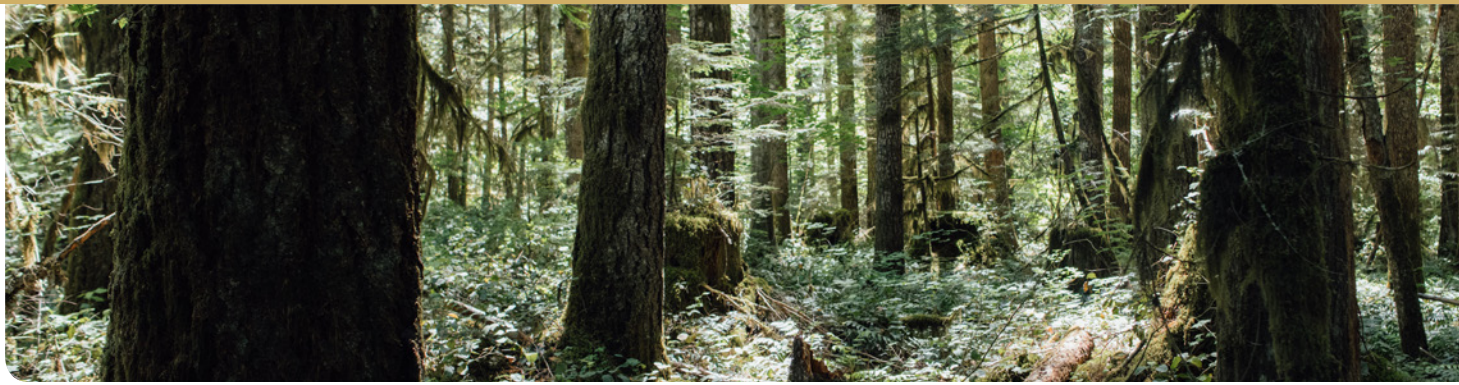
Tourism Industry Profile / Characteristics

- Same tourism profile but with more visitors
- Continued focus on densely populated areas – Build it and they will come
- Reluctance
- Minimal marketing – why spend the money...they are coming
- Competing with I-5 corridor and coastal communities
- Customer reaction – negative reviews, no lodging, limited parking



DEATH OF THE MT. LOOP HIGHWAY – HEADLINE NEWS

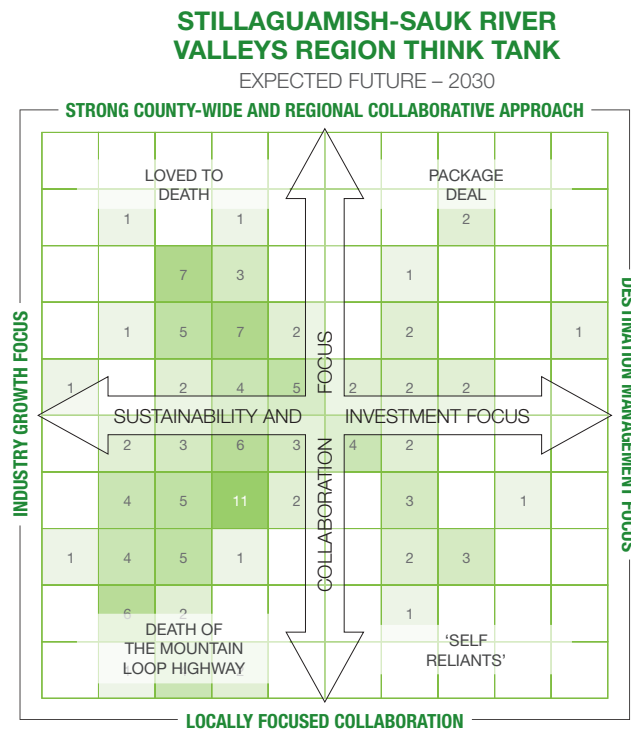
	2020	2025	2030
Visitor Profile and Experience	"Beautiful Experience' Traffic Not Bad"	"25 Days since last fatal accident' on letterboard 530"	"Transient Population is creating environmental damage-sewage clean up"
Destinations and Communities	"Successful event, locals were so friendly' / 'Stillyvalley offers affordable living"	"Almost to capacity" / "Community services are not meeting local demand."	"Affordable housing shortage" / "Increase in transient population"
Tourism Industry Profile	"Great outdoor experiences' / Tourism Industry business opportunities looking for river guides"	"Mountain Loop highway closed for winter due to safety concerns."	"Tourism Industry collapses due to environmental impact."



5.0 EXPECTED AND PREFERRED FUTURES

5.1 EXPECTED FUTURE: SCENARIO D – DEATH OF THE MT. LOOP HIGHWAY

The 'Expected future' could happen without pro-active collaboration for destination management of Snohomish County tourism development.



The four scenarios presented represent a range of plausible outcomes for Stillaguamish-Sauk River Valleys Region. Think Tank participants were asked about their views of the expected and preferred future.



DataInsight

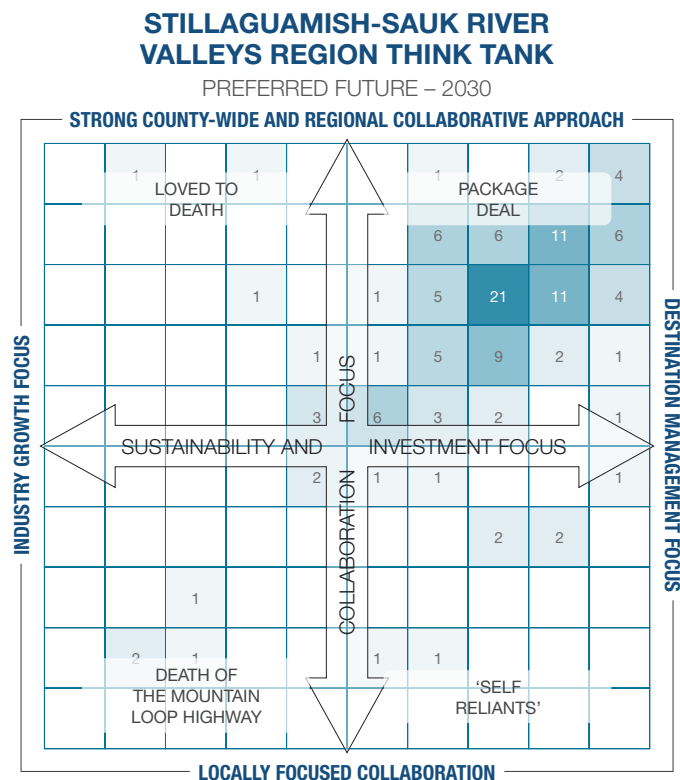
KEY POINTS TO NOTE

- The trajectory of Scenario D, 'Death of the Mount Loop Highway' will cause a loss in the region's ability to leverage resources.
- Intentional mindset in County tourism destination development practices will help industry get to the preferred future.

5.2 PREFERRED FUTURE: SCENARIO B – PACKAGE DEAL

While each of the scenarios were viewed as plausible, Think Tank participants expressed a preference for one of the presented outcomes, Scenario B, “Package Deal”. Participants agreed that the Think Tank was occurring at the perfect point-in-time for the region to set expectations of how tourism destination development should evolve and to act intentionally to achieve the preferred scenario. Specific examples given were the need for highly curated tours to control access and the development of transportation systems to promote regional connectivity.

A definite preference for one scenario gives clarity on the mandate to take actions that support that vision for the preferred future.



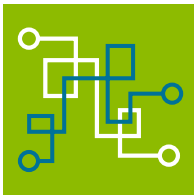
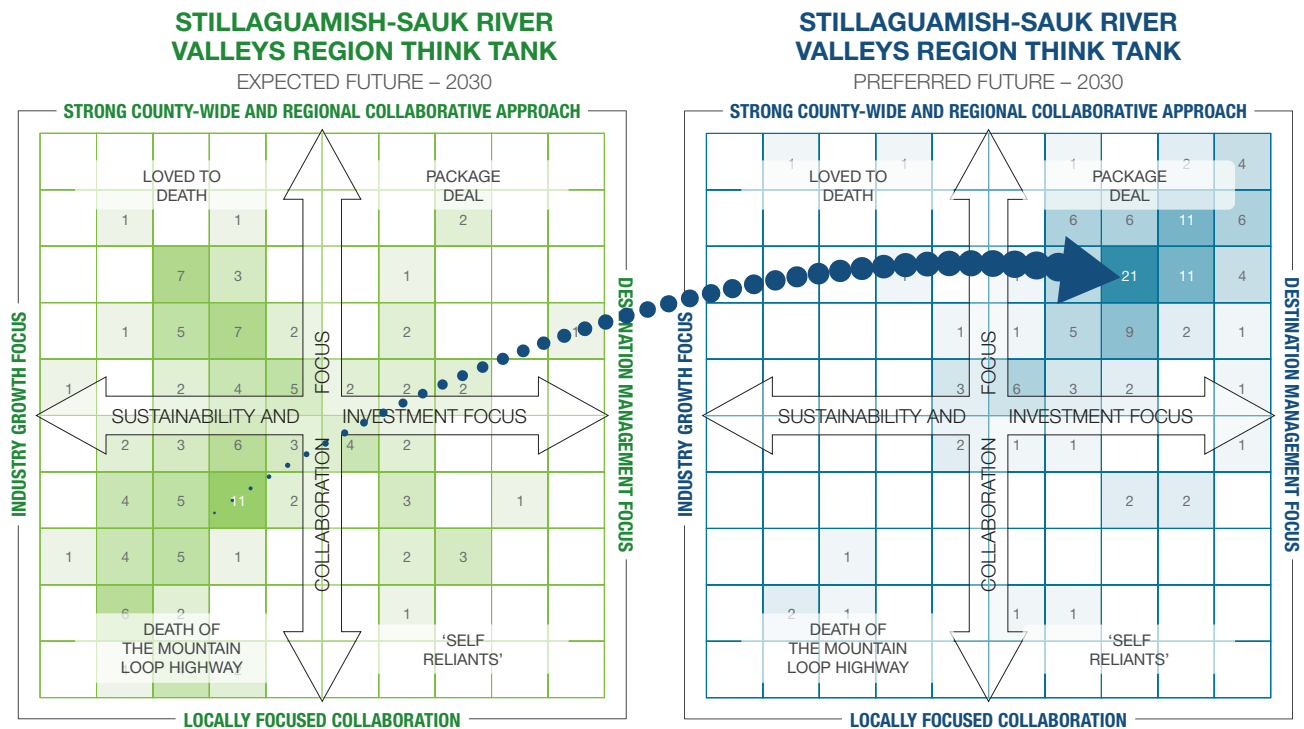
DataInsight

KEY POINTS TO NOTE

- The tight concentration of color in Scenario B ‘Package Deal’ indicates a close alignment of thinking by participants around the preferred future.
- Getting to the preferred future will require a concerted effort to improve technological access and improvements for the region, especially to attract younger generations.

6.0 CLOSING THE GAP – GETTING TO THE PREFERRED FUTURE

Think Tank participants discussed the ramifications and implications of failing to achieve the preferred future. There was strong alignment among participants that Scenario B, 'Package Deal' represented the preferred future scenario for the region, with a recognition that actions must be taken quickly particularly with regards to sustainability issues. The hypothetical scenario framework created by Stillaguamish-Sauk River Valleys Think Tank participants gives voice to the strategies and actions that are priorities for the region. It is this framework that will guide Snohomish County as it creates sustainable destination development action plans for each of its regions.



IDEAS TO CONSIDER

- The trajectory of tourism development in the County will require a fine balance between growth and quality of life issues for the region.
- Getting to the preferred future, Scenario B, 'Package Deal' means taking a hard look at the blind spots that can occur in tourism development practices.

FutureInsight



7.0 BRAINSTORMING REGIONAL ACTION IDEAS

7.1 BROAD IDEAS FOR ACTION

With the Preferred Future scenario of 'Package Deal' as a goal, Think Tank participants were asked collectively to think about strategic actions that could be pursued to take the Stillaguamish-Sauk River Valleys Region from an expected trajectory to the preferred future. Participants were asked to break into table groups to discuss and create action items that regional leadership could take to propel the tourism industry towards the preferred future. Each table group wrote down at least three action items, then presented and categorized the action items as they related to the strategies of the Snohomish County 2018-2022 Strategic Tourism Plan. Not all STP strategies were assigned an idea, nor were these ideas vetted by the larger group, prioritized or evaluated in context with other initiatives by civic leaders or other community development groups.

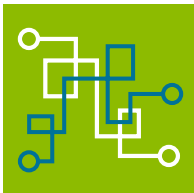
Strategic Tourism Plan Strategies	Ideas for Action
Regional Bike Trail Network, Facilities, Infrastructure, Amenities and Transportation	<ul style="list-style-type: none"> • Finish Centennial Trail to Bothell
Visitor Capacity planning / Traffic / Transportation	<ul style="list-style-type: none"> • Resource trail/river management • Preservation plan for natural infrastructure (fish, trails, signs, roads, bathrooms, trees) before people come so it's sustainable • Create creative transportation options to get people from urban to rural areas
Visitor Wayfinding Systems	<ul style="list-style-type: none"> • Wayfinding and communications systems • Present in useful and easy form (smart phone) for Mountain Loop Tour and new museum tour



Strategic Tourism Plan Strategies

Ideas for Action

Lodging and Facility Options	<ul style="list-style-type: none"> • Lodging facilities not on the corridor • Lodging needs – esp. eastern portion of county (e.g. tiny cabins and zoning challenges)
Infrastructure Investment / Gaps	<ul style="list-style-type: none"> • Improve infrastructure • More \$ for infrastructure; make grant dollars available more often (2x/year) • Reimbursement portals • Inventory of tourism attractions/identify and locate
Other	<ul style="list-style-type: none"> • Better collaboration and communication between county, cities/towns, forest service, chambers, non-profits, business, other volunteers • Cultivate workshops to encourage entrepreneurship that cultivates a positive tourism experience utilizing larger entities/business through volunteerism to help with these workshops • Platform for creating unique visitor experiences • Snohomish County needs a Comprehensive Recreation Plan: ID funding sources; share data/data-bases; Prioritize at all levels of government; make sure all interests are represented; smaller group is less complicated • Develop a Recreation and Tourism Roundtable that meets twice a year and shift out of silos



IDEAS TO CONSIDER

- A unified, collective voice on sustainable tourism destination development will provide the support needed to make the hard decisions to get from the expected to preferred future.
- Regional connectivity will occur with clear communication and collaborative efforts.

FutureInsight

7.2 POTENTIAL STILLAGUAMISH-SAUK RIVER VALLEYS REGIONAL PROJECTS

Building on the ideas for action, large group discussion further grouped the ideas into potential building blocks for regional projects that could be pursued to achieve Scenario B, 'Package Deal'. Think Tank participants were asked to outline each project hypothetically to get a sense of how it would work and how it supported the characteristics of the preferred scenario. Participants tied the projects to the characteristics of regional communication and connectivity, regional sustainability and collaboration. Below are brief descriptions of the five potential regional projects as developed by the Stillaguamish-Sauk River Valleys Region Think Tank participants.



**Regional
Communication
and Connectivity**



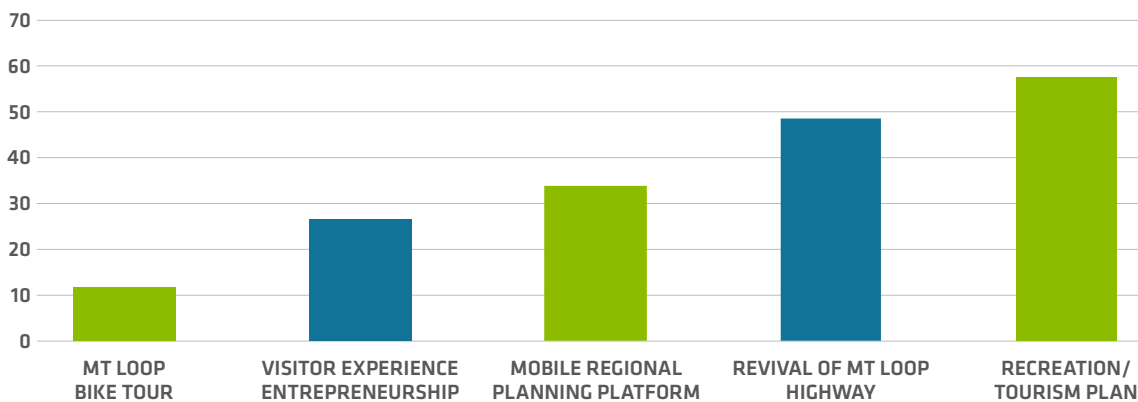
**Regional
Sustainability
and
Collaboration**



7.3 IDEAS FOR STRATEGIC PRIORITIES

After creating and presenting the potential regional project descriptions, participants were asked to prioritize each project over the next five years. In a simple workshop exercise, each participant was given ten dots representing a hypothetical \$100,000 each and asked to assign two to each year. The goal of this exercise is to understand what Think Tank participants viewed as immediate priorities for the Stillaguamish-Sauk River Valleys Region as it moves towards its Preferred Future of Scenario B, 'Package Deal.'

2019-2023 Weighted Resource Allocation for Stillaguamish-Sauk River Valleys Regional Projects (\$100K per unit)



2019-2023 Weighted Resource Allocation for Stillaguamish-Sauk River Valleys Regional Projects broken out over five years.

Project Name	2019	2020	2021	2022	2023	TOTALS
Mt Loop Bike Tour	4	3	2	2	1	12
Visitor Experience Entrepreneurship	11	5	5	3	3	27
Mobile Regional Planning Platform	10	7	7	4	6	34
Revival of Mt Loop Highway	12	9	9	10	9	49
Recreation/Tourism Plan	14	17	11	7	9	58



KEY POINTS TO NOTE

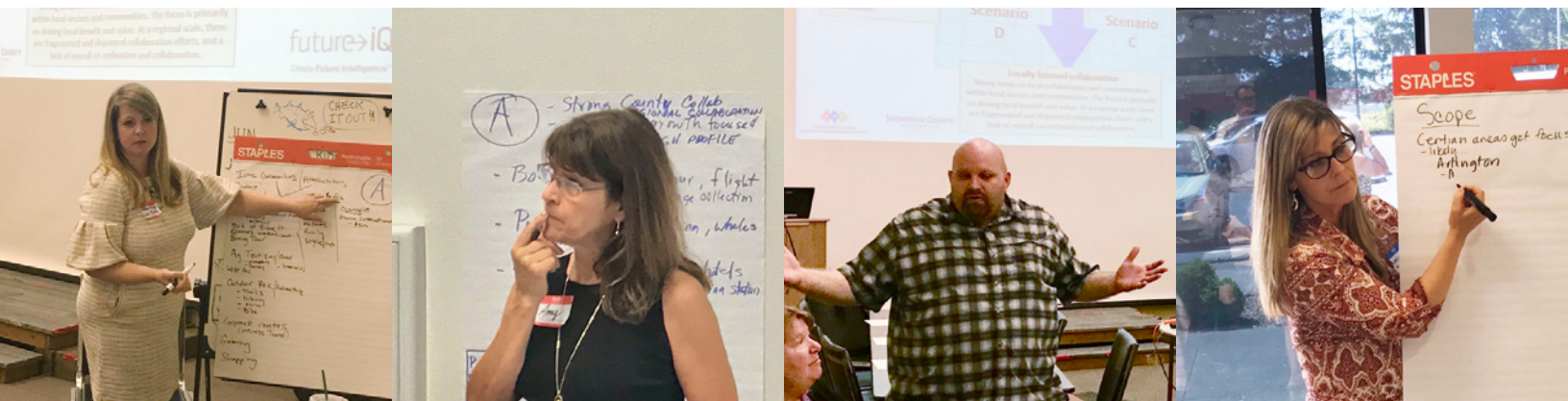
- All five of the suggested Stillaguamish-Sauk Valley projects emphasize connectivity, collaboration and increased regional communication.
- Elevated awareness of the comprehensive online inventory of county-wide tourism assets will enable agencies and tourism stakeholders to coordinate resources for the region.

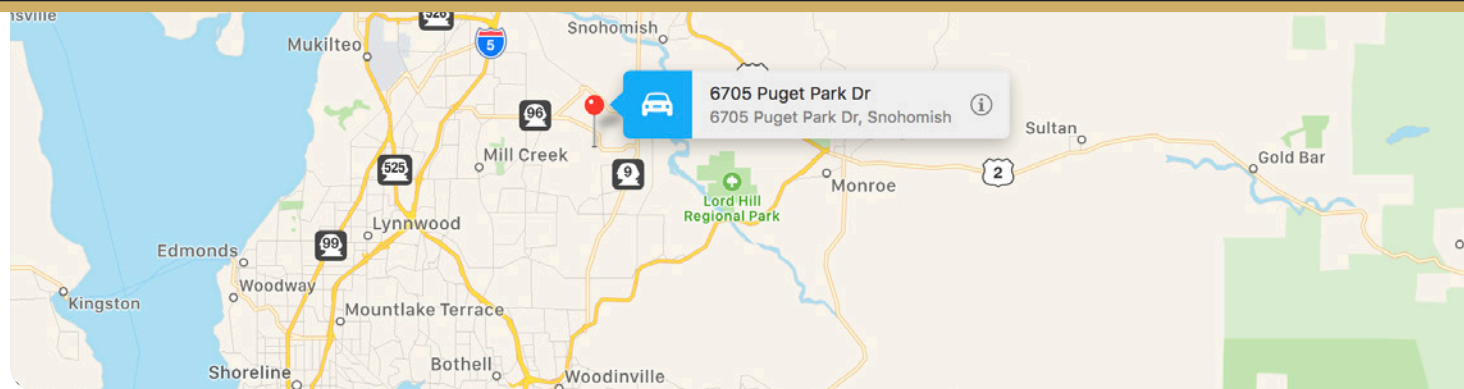
DataInsight

8.0 ACKNOWLEDGEMENTS

Future iQ would like to acknowledge the substantial support from the staff at Snohomish County Tourism Bureau (SCTB) and Snohomish County Department of Parks, Recreation and Tourism (SCPRT). The teams from these two key organizations contributed outstanding support to the Think Tank workshops, and helped facilitate and lead portions of important stakeholder discussions.

- Annique Bennett, Snohomish County Parks, Recreation and Tourism and Amy Spain, Snohomish County Tourism Bureau, who both provided strong leadership, guidance and support for this work and who generously shared their unique insight into the local tourism industry.
- Rich Huebner (Tourism Regional Projects Coordinator) and Nicole McMurray (Regional Tourism Projects Coordinator) for their excellent work on providing project support of the Think Tanks.
- Angie Riley, Marketing & Communications Manager, Snohomish County Tourism Bureau, for skilled scenario-group facilitation support.





9.0 CONTACT DETAILS

For more information on the Snohomish County Strategic Tourism Plan, or this Think Tank report, please contact:



Annique Bennett

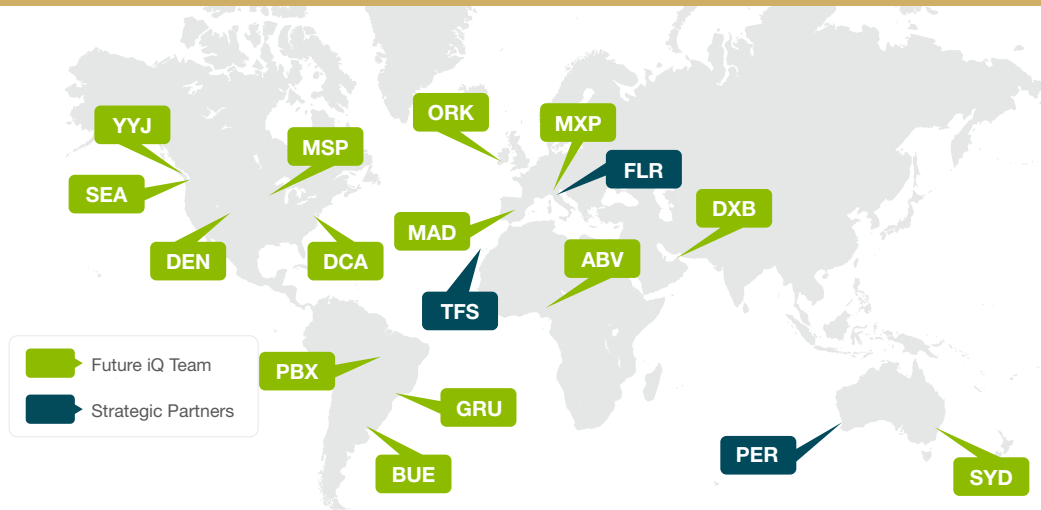
Sustainable Tourism Development Specialist
Snohomish County Parks, Recreation and Tourism
6705 Puget Park Drive
Snohomish, WA 98276
(425) 388-3263
Annique.Bennett@snoco.org



Amy Spain

Executive Director
Snohomish County Tourism Bureau
6705 Puget Park Drive
Snohomish, WA 98276
(425) 348-5802 x 101
Amy@snohomish.org





10.0 ABOUT FUTURE IQ

Future iQ specializes in applying innovative tools and approaches to assist organizations, regions and industries shape their economic and community futures. With nearly two decades of experience, the company has a global clientele spanning three continents.

To learn more about Future iQ, and our recent projects visit www.future-iq.com or by email at info@future-iq.com

Report prepared by:



**DAVID
BEURLE**
CEO, Future iQ



**HEATHER
BRANIGIN**
VP Foresight
Research

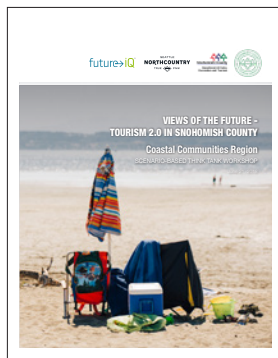


**JIM
HAGUEWOOD**
Economic
Development
Specialist



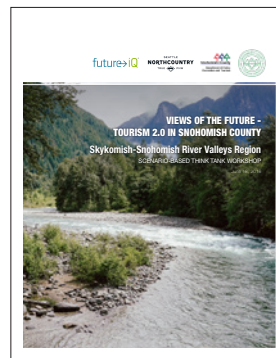
Views of the Future - Tourism 2.0 in
Snohomish County

Basecamp Communities Region Scenario-based
Think Tank Workshop
June 2018



Views of the Future - Tourism 2.0 in
Snohomish County

Coastal Communities Region Scenario-based
Think Tank Workshop
June 2018



Views of the Future - Tourism 2.0 in
Snohomish County

Skykomish-Snohomish River Valleys Region
Scenario-based Think Tank Workshop
June 2018



Views of the Future - Tourism 2.0 in
Snohomish County

Stillaguamish-Sauk River Valleys Region
Scenario-based Think Tank Workshop
June 2018



future→iQ®

SEATTLE
NORTHCOUNTRY
TRUE  PNW


Snohomish County
Department of Parks,
Recreation and Tourism

