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EXECUTIVE SUMMARY

Snohomish County has the fourth largest tourism market in Washington State according to Dean Runyan Associates. World-class assets exists in the sectors of adventure travel, outdoor recreation, and agritourism. Due to these assets as well as a boom in travel worldwide, Snohomish County as a tourism destination is poised for significant growth over the next decade. There are actions the destination can take to position it to fully capture this growth.

Pandion Consulting & Facilitation conducted a series of Rural Tourism Workshops to support the community in creating a robust and sustainable tourism development strategy. The workshops combined facilitated visioning, planning sessions, and educational subject area workshops focused on harnessing agritourism, bicycle tourism, outdoor recreation development, principles of adventure travel, ecotourism, and small town experiences. Community leaders, tourism entrepreneurs, tour operators, lodging property owners, outdoor enthusiasts, restaurateurs and anyone with an interest in strengthening the local economy through tourism participated in the program.

Two regions within Snohomish County were identified to conduct this workshop series. Communities in Eastern Snohomish County (Skykomish - Snohomish), including the towns of Index, Gold Bar, Snohomish, Monroe, and Sultan make up the first region. And the second region is made up of communities in North Snohomish County (Stillaguamish - Sauk), including the towns of Darrington, Arlington, Oso, Stanwood, and Granite Falls. Lake Stevens, which sits on the border of both valleys, participated in all workshops. The formation of a steering committee consisting of representatives from both regions is recommended to help guide and implement the follow-up work identified in the final workshop.

OUTCOMES FROM THE WORKSHOP SERIES

1. Raised awareness and understanding of the value of the tourism industry and important trends
2. Engaged a cross-section of the community – including civic and business leaders – in a dialogue to identify strengths and opportunities for capitalizing on trends in the tourism industry
3. Sparked enthusiasm in community leaders to contribute to making Snohomish County a premiere tourism destination
4. Connected community and business leaders with resources to help develop new authentic tourism products and leverage local assets
5. Brainstormed new tourism experiences that will sustain or enhance the geographical character of a place - its environment, culture, aesthetics, heritage, and the well-being of its residents
6. Encouraged stimulation of new local business development
7. Fostered positive relationships between community leaders and local government

Rural tourism offers considerable growth potential for Snohomish County, where tourism is already an important economic sector. However, if not well thought out and planned wisely, increasing tourism in rural areas can have very negative impacts on the character of the county, its small towns, as well as the county’s rich natural resources. For travel and tourism to benefit the local economy, it is important to create authentic, unique to the area tourism experiences that entice people to visit Snohomish County and to stay longer. There is especially low hanging fruit to add on rural tourism experiences for those coming to the county for
other purposes such as business, family events, or sports. Some experiences that could match up with these visitors, and could be useful as stand-alone experiences to develop are the following:

- Farm-based experiences – both educational and experiential
- Outdoor recreation experiences that tie multiple assets together
  i.e., Cycling route that visits multiple farms and includes a stop at a distillery
- Activities that promote exploring in Snohomish County en route to destinations to the North (British Columbia, Skagit) to the West (Camano and Whidbey Islands, Port Townsend), or heading South to Seattle or Portland
- Off-season activities; capitalize on rain and snow, or indoor activities and attractions
- Night sky tourism in remote areas of county

Many paths exist for the communities to take in order to build upon this work and continue the progress. Based upon what the participants developed and what has been successful in other locations where similar workshops were conducted, we advise the following overarching steps be pursued by the host agencies:

1. Continue to develop products and initiatives that connect the entire river valleys
   a. Advance the “Trail Town” concept
   b. Connect multiple businesses with packages and itineraries that span the valleys
2. Make sure the Snohomish County Tourism Bureau (SCTB) and County staff participate in (but not lead) the action teams
   a. Hold groups to pursuing achievable short term goals
3. Conduct a lodging study to determine the quantity of formal and informal lodging available in these two regions.
   a. Develop ways to fast-track the implementation of a rural lodging strategy to increase visitor spend to communities.
4. Connect this body of work to the upcoming revision of the Strategic Tourism Plan
5. Focus development efforts on recruiting and assisting entrepreneurs.
   a. With the reduced employment from well-paid timber jobs, the region needs a higher pay threshold than the (typically) minimum wage jobs in the service sector.
   b. Invest in staff training - customer service and guide training - to increase the earning potential of residents
6. To meet the wishes of the communities to maintain the small town character and to not be overrun with tourists, a quality over quantity approach is suggested.
   a. Conduct tourism development around developing tourism products that appeal to high-value customers (higher spend per person)
7. Consider bringing this program to other regions in the county

These recommendations will be expanded later in this report and additional recommendations will be made separately for each river valley.
ASSESSMENT & RECOMMENDATIONS: STILLAGUAMISH-SAUK RIVER VALLEYS REGION
(See Appendix “B” for workshop data)

Overall, the Stillaguamish / Sauk workshops had a relatively even distribution from the communities identified in the region. At most workshops Darrington had a slightly greater turnout, and therefore some of the sessions had a difficult time incorporating the entire region when discussing issues as well as developing tourism experiences.

There is a lot of consensus around the vision of this region. Participants stressed repeatedly that they wanted to maintain their small town character and they didn’t want to be overrun with tourists. Several participants repeatedly said they don’t want to be Leavenworth or Winthrop. Also, the group insisted the tourism economy needed to be one that provided employment opportunities for young people to stay, or return, to their communities.

For assets, the existing, and soon to be built trail resources in this region were identified as major assets to connect the entire valley: Centennial Trail, Whitehorse Trail, and North Mountain Trail. Additionally, scenic and adventurous whitewater in the Sauk and Suiattle Rivers, and Forest Service roads and trails offer world-class recreation for locals and visitors. The region’s proximity to urban areas (Everett, Seattle, Bellingham), and numerous access points for adventure and rural experiences make it a strong tourism destination. Shortcomings exist when it comes to quality lodging dispersed equally throughout the region.

As was brought up in the numerous case studies, in order to influence travelers to choose this region over others, it is recommended to approach crafting a story that encompasses the entire region. The most obvious connectors that span the region are the rivers that flow from the Cascade Mountains to the Salish Sea and the mixed-use trails that parallel the rivers and connect the towns. It is recommended that a priority be made to finish the Whitehorse Trail, and add an extension to Stanwood and Camano Island. In order to bring economic benefit from outdoor-recreation to the towns, it is important to add connector trails from the towns to the longer trails (Centennial and Whitehorse), with signage at these trail junctions that notate the businesses available in the towns. These trail connectors could be developed to incorporate tourism experiences offered by the Sauk-Suiattle and Stillaguamish Tribes.

Additionally, the North Mountain bike park will be a strong asset to the region. Planned to open in the summer of 2017, it is recommended that the project be expanded to a quality and scale capable of attracting visitors to the region. Consider trying to connect this facility as a stopover for mountain bikers heading to Whistler from points to the South. Related are the numerous gravel forest service roads suitable for gravel grinding bicycling. A first step to promote this asset would be to inventory appropriate and available roads and create a map.

To fully harness the outdoor recreation potential, it will be necessary to address regulation challenges, specifically the difficulty, and often inability, to obtain permits to offer commercial services on public land. Commercial services included guided hiking, biking, and rafting trips, and shuttles for recreationists to and from towns to trailheads. This is especially challenging on US Forest Service land. It was a great success that Forest Service staff attended every workshop. This local support, combined with a recent directive from the US Forest Service Chief to instruct agency staff to streamline the “Special Use” permitting process will be good for entrepreneurs in the region.
Finally, the region has valuable agritourism experiences, such as the Red Rooster Route, that should be expanded and connected to other tourism experiences in the region such as cycling or cultural activities.
ASSESSMENT & RECOMMENDATIONS: SKYKOMISH-SNOHOMISH RIVER VALLEY REGION

(See Appendix “C” for workshop data)

A slightly smaller, but highly functioning group attended from the Skykomish - Snohomish group. As with the Stillaguamish group, there is a lot of consensus around the vision of this region. Participants similarly stressed that they wanted to maintain their small town character. There were several references that they did not want to “become like Leavenworth”. Also in congruence with the Stillaguamish results, the group stressed that the tourism economy needed to be one that provided employment opportunities for young people to stay, or return, to their communities.

For assets, the Sky to Sound Water Trail, currently in development, accomplishes both a way to connect the entire region, as well as creating an attraction that raises the profile of the region. The Centennial Trail, beginning / ending in Snohomish is a great connector of the Skykomish - Snohomish Valley to the Stillaguamish - Sauk Valley.

Many of the challenges for the region lie in the congestion and safety concerns for US Hwy 2. A long-term transportation solution is needed. Considerable amounts of people are traveling along the highway daily. Should the region work to get this traffic to stop? Are there people that avoid the region specifically because of the congestion on US Hwy 2? One solution that came up several times is the idea of adding passenger train service from Seattle to the Skykomish Valley. While a huge infrastructure endeavor, this visionary idea would be an attraction in itself.

As was brought up in the numerous case studies, and highlighted for the Stillaguamish - Sauk region, in order to influence travelers to choose this region over others, it is recommended to capture and tell a story that encompasses the entire region. The Sky to Sound Water Trail should be the backbone of the region and connections developed in the towns along the way leading travelers to restaurants and attractions and vice versa.

Although officially in King County, Stevens Pass is a great addition to the Skykomish Valley. There is year round recreation to capitalize on and already a large audience using it. It is recommended that the downhill mountain biking be tapped into and promoted with other tourism experiences in the valley. A long-term project is to work on Amtrak developing at least one stop along the corridor and using that stop as a hub and spoke for many activities and attractions in the valley. With alternative ways to access the valley, there will be less dependence on highway 2. Additionally, if lodging options are increased, there may be less day-use traffic congesting the highway.

Finally, to fully harness the outdoor recreation potential, it will be necessary to address regulation challenges, specifically the difficulty, and often inability, to obtain permits to offer commercial services on public land. Commercial services included guided hiking, climbing, and rafting trips, and shuttles for recreationists to and from towns to trailheads. This is especially challenging on US Forest Service land. It was a great success that Forest Service staff attended every workshop. This local support, combined with a recent directive from the US Forest Service Chief to instruct agency staff to streamline the “Special Use” permitting process will be good for entrepreneurs in the region.
CONCLUSION

Snohomish County’s rural valleys contain incredible assets that, if harnessed correctly, can be developed into world-class destinations. The proximity to urban centers along the I-5 corridor and Seattle-Tacoma International Airport means there is an audience to attract, especially business travelers who are already traveling to the county. Both valleys will benefit from greater economic inputs from tourists as there have been lost jobs in the timber industry and an overall need for economic development. The key will be to continue the workshop’s momentum through successful short-term goals and setting visionary, but obtainable goals for the future. By mobilizing local people into action teams and creating a space for them to do the necessary advocacy and outreach, Snohomish County will have the needed active citizen base to accomplish many goals. These efforts will be maximized by providing continued support from the County’s Recreation and Tourism Sector and the Snohomish County Tourism Bureau.
SUMMARY OF COMBINED SURVEY RESULTS

Participants from both regions were asked to complete a survey at the end of the workshop series. A paper copy of the survey was distributed at the end of workshop six, and a link was emailed to past participants. There were 36 responses to the survey overall.

As of this writing, 36 workshop participants from both regions participated in the survey. Thirty of the 36 participated in at least six workshops. Thus far 70% of the respondents rated this workshop “Very Helpful” and an additional 28% rated the workshop “Helpful”. Only two respondents gave anything lower than “Helpful”. Also positive, 94% found that the networking and partnerships made were either “Extremely” or “Very Valuable”. Eighty-one percent now have a clearer picture of how their region can harness tourism.

Many wrote that they would like the County to assist with keeping momentum going with their action teams by getting the word out on meeting times, information, and identifying funding sources for their projects.
APPENDIX A

COMBINED SURVEY RESULTS

Q1 How many workshops did you attend?
1.) Visioning
2.) Planning
3.) Adventure Travel & Ecotourism/ Culinary and Agritourism
4.) Small town & Cultural Tourism
5.) Bicycle Tourism & Outdoor Recreation
6.) Action Planning

Answered: 36  Skipped: 0

<table>
<thead>
<tr>
<th>Answer</th>
<th>Choices</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>1</td>
<td>69.44%</td>
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<tr>
<td>2</td>
<td>2</td>
<td>61.11%</td>
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<tr>
<td>3</td>
<td>3</td>
<td>52.78%</td>
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<td>4</td>
<td>4</td>
<td>50.00%</td>
</tr>
<tr>
<td>5</td>
<td>5</td>
<td>66.67%</td>
</tr>
<tr>
<td>6</td>
<td>6</td>
<td>83.33%</td>
</tr>
</tbody>
</table>

Total Respondents: 36
Q2 Overall, how would you rate this workshop series for your needs?

Answered: 36   Skipped: 0

<table>
<thead>
<tr>
<th>Answer Choices</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very helpful</td>
<td>66.67%</td>
</tr>
<tr>
<td>Helpful</td>
<td>27.78%</td>
</tr>
<tr>
<td>Somewhat helpful</td>
<td>2.78%</td>
</tr>
<tr>
<td>Not so helpful</td>
<td>2.78%</td>
</tr>
<tr>
<td>Not at all helpful</td>
<td>0.00%</td>
</tr>
<tr>
<td>Total</td>
<td></td>
</tr>
<tr>
<td>#</td>
<td>Responses</td>
</tr>
<tr>
<td>---</td>
<td>-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>1</td>
<td>There is a lot going on already and this helped bring all of that together.</td>
</tr>
<tr>
<td>2</td>
<td>Great start and networking opportunities. But not enough emphasis on how to work with what we have.</td>
</tr>
<tr>
<td>3</td>
<td>Community partners can strategically work together to achieve local tourism goals more effectively than if they attempted to do so individually.</td>
</tr>
<tr>
<td>4</td>
<td>contacts, net working, regional understanding of needs and plans</td>
</tr>
<tr>
<td>5</td>
<td>How to bring more tourism to our area. What a boost tourism can be the local economy. WE have some work to do to make this a great place to come and visit.</td>
</tr>
<tr>
<td>6</td>
<td>The opportunity for the valley to work together, not separately.</td>
</tr>
<tr>
<td>7</td>
<td>Focus on Recreation Tourism without the support of the FS to maintain roads and trails is a lost cause. Local Contractors cannot even bid on FS restoration of roads or salvage of downed timber to finance the repair of roads and trails. Kind of hard to promote recreation when 90% of the roads within a 20 mi radius of Darrington are now gone due to road closures and lack of maintenance.</td>
</tr>
<tr>
<td>8</td>
<td>We have a lot of world class assets that we can do a better job of marketing.</td>
</tr>
<tr>
<td>9</td>
<td>networking</td>
</tr>
<tr>
<td>10</td>
<td>Gaining an understanding and appreciation for the resources in our area.</td>
</tr>
<tr>
<td>11</td>
<td>Networking, face time with other similar interests</td>
</tr>
<tr>
<td>12</td>
<td>Connections/contacts - momentum</td>
</tr>
<tr>
<td>13</td>
<td>willingness of area people to make a difference</td>
</tr>
<tr>
<td>14</td>
<td>Connections</td>
</tr>
<tr>
<td>15</td>
<td>networking</td>
</tr>
<tr>
<td>16</td>
<td>what's in it for the tribe and what can the tribe do as its part?</td>
</tr>
<tr>
<td>17</td>
<td>Connections, collaboration, visioning</td>
</tr>
<tr>
<td>18</td>
<td>Networking</td>
</tr>
<tr>
<td>19</td>
<td>Development of partnerships outside my own community</td>
</tr>
<tr>
<td>20</td>
<td>Demand for recreation opportunities that already exist in the region, especially the Whitehorse trail</td>
</tr>
<tr>
<td>21</td>
<td>Action</td>
</tr>
<tr>
<td>22</td>
<td>Networks/friendships</td>
</tr>
<tr>
<td>23</td>
<td>Working the same direction to build tourism. case studies of success stories</td>
</tr>
<tr>
<td>24</td>
<td>Networking discoveries from round table discussions</td>
</tr>
<tr>
<td>25</td>
<td>Learning about all we have to offer in Snohomish County</td>
</tr>
<tr>
<td>26</td>
<td>That great visions take many people investing their passions and time</td>
</tr>
<tr>
<td>27</td>
<td>Connections</td>
</tr>
<tr>
<td>28</td>
<td>Experts Know! Thanks</td>
</tr>
<tr>
<td>29</td>
<td>That this valley area is an amazing entity with fantastic resources and great people to work with</td>
</tr>
<tr>
<td>30</td>
<td>creating destinations (not just marketing them)</td>
</tr>
<tr>
<td>31</td>
<td>Action!</td>
</tr>
<tr>
<td>32</td>
<td>A knowledge of how integrated we all are.</td>
</tr>
</tbody>
</table>
Q4 How valuable were the networking and partnership opportunities provided by the workshop series?

Answered: 34  Skipped: 2

<table>
<thead>
<tr>
<th>Answer Choices</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Extremely valuable</td>
<td>70.59%</td>
</tr>
<tr>
<td>Very valuable</td>
<td>23.53%</td>
</tr>
<tr>
<td>Somewhat valuable</td>
<td>2.94%</td>
</tr>
<tr>
<td>Not so valuable</td>
<td>2.94%</td>
</tr>
<tr>
<td>Not at all valuable</td>
<td>0.00%</td>
</tr>
<tr>
<td>Total</td>
<td></td>
</tr>
<tr>
<td>#</td>
<td>Responses</td>
</tr>
<tr>
<td>----</td>
<td>---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>1</td>
<td>Need to keep county staff, including elected officials informed and build support for the importance of all of this to our communities. Also, keeping the Roundtable discussions going.</td>
</tr>
<tr>
<td>2</td>
<td>I am concerned that several action teams are duplicating existing efforts or trying to be regional when they should be local - for instance the Stillaguamish Trails group trying to do what the Centennial Trail Coalition does, and the interpretive signs group trying to meet across towns when local efforts would be easier to coordinate and probably more successful.</td>
</tr>
<tr>
<td>3</td>
<td>I am not sure yet.</td>
</tr>
<tr>
<td>4</td>
<td>You need to focus more on those that are already small business owners and local contractors which is the backbone of the economic stability of the rural communities. Volunteer does not pay the bills. Recreation on FS campgrounds begins Memorial Day and ends Labor Day. A very short season for a community that needs year around income. Too much time spent on feel good projects that do not produce year around family wage jobs. Movement does not equal real jobs ever. You must remember the timber industry shut down in 1994 22 yrs ago. Every business that was started back then did not survive more than 5 yrs. Snoh. Co. is not tracking what works long term nor is the Co tracking family wage year around jobs. And the Co is certainly not communicating with the local contractors such as those that volunteered time and equipment at the beginning on the OSO Slide.</td>
</tr>
<tr>
<td>5</td>
<td>Hopefully with printing/graphic/website promo. Help to keep the groups energized and if they get stuck help them fix the problem.</td>
</tr>
<tr>
<td>6</td>
<td>promotion</td>
</tr>
<tr>
<td>7</td>
<td>Keep us apprised of the resources available to us as we begin our research and planning.</td>
</tr>
<tr>
<td>8</td>
<td>Whitehorse trail is a county project so the continued partnerships is obvious and crucial</td>
</tr>
<tr>
<td>9</td>
<td>Guidance in county signage regulations funding</td>
</tr>
<tr>
<td>10</td>
<td>Funding and information</td>
</tr>
<tr>
<td>11</td>
<td>Information</td>
</tr>
<tr>
<td>12</td>
<td>Lodging information, providing rules, regulations, and policy</td>
</tr>
<tr>
<td>13</td>
<td>information &amp; workshops</td>
</tr>
<tr>
<td>14</td>
<td>information</td>
</tr>
<tr>
<td>15</td>
<td>Meeting locations Print materials - maps</td>
</tr>
<tr>
<td>16</td>
<td>Snohomish City Parks</td>
</tr>
<tr>
<td>17</td>
<td>Contact communication meeting location provided</td>
</tr>
<tr>
<td>18</td>
<td>Leadership to ensure process moves forward and to identify resources</td>
</tr>
<tr>
<td>19</td>
<td>Representation when seeking city/business leadership support and buy-in</td>
</tr>
<tr>
<td>20</td>
<td>TBD</td>
</tr>
<tr>
<td>21</td>
<td>Keep us posted on the other action teams.</td>
</tr>
<tr>
<td>22</td>
<td>Guidance, overview, coordination, feedback, funding</td>
</tr>
<tr>
<td>23</td>
<td>Info centers, calendars</td>
</tr>
<tr>
<td>24</td>
<td>Planning Funding</td>
</tr>
<tr>
<td>25</td>
<td>inventory help</td>
</tr>
<tr>
<td>26</td>
<td>Grants, ordinances</td>
</tr>
</tbody>
</table>
Q6 What specifically did you find most helpful about the workshops you attended?

Answered: 28  Skipped: 8

<table>
<thead>
<tr>
<th>#</th>
<th>Responses</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Bringing people together and sharing information.</td>
<td>6/16/2016 5:21 AM</td>
</tr>
<tr>
<td>2</td>
<td>The case studies and hearing about best practices, what works, actual data on tourists, types, and what attracts them.</td>
<td>6/10/2016 12:46 AM</td>
</tr>
<tr>
<td>3</td>
<td>personal contacts</td>
<td>6/6/2016 11:00 PM</td>
</tr>
<tr>
<td>4</td>
<td>Bringing the folks together that are invested in seeing this become reality.</td>
<td>6/6/2016 10:47 PM</td>
</tr>
<tr>
<td>5</td>
<td>Not much as the focus is not on real year around jobs or training for those that have been displaced in the timber industry.</td>
<td>6/6/2016 12:02 AM</td>
</tr>
<tr>
<td>6</td>
<td>Learning from Dan what he has learned in his work with other rural communities.</td>
<td>6/4/2016 9:49 PM</td>
</tr>
<tr>
<td>7</td>
<td>networking</td>
<td>6/4/2016 7:42 AM</td>
</tr>
<tr>
<td>8</td>
<td>It was interesting to see the broad support for the Tourism study</td>
<td>6/4/2016 7:33 AM</td>
</tr>
<tr>
<td>9</td>
<td>greatly expanded my knowledge of what’s happening around me.</td>
<td>5/27/2016 5:41 AM</td>
</tr>
<tr>
<td>10</td>
<td>focus in priority areas for tourism development</td>
<td>5/27/2016 5:40 AM</td>
</tr>
<tr>
<td>11</td>
<td>Networking, finding common goals/visions/desires</td>
<td>5/27/2016 5:37 AM</td>
</tr>
<tr>
<td>12</td>
<td>Networking and information</td>
<td>5/27/2016 5:35 AM</td>
</tr>
<tr>
<td>13</td>
<td>Making connections with other people and organizations</td>
<td>5/27/2016 5:34 AM</td>
</tr>
<tr>
<td>14</td>
<td>Gathering folks to unify in direction</td>
<td>5/27/2016 5:31 AM</td>
</tr>
<tr>
<td>15</td>
<td>Networking</td>
<td>5/27/2016 5:30 AM</td>
</tr>
<tr>
<td>16</td>
<td>Resources: what do different user groups/tourists what and need? Case studies to show what other regions build on</td>
<td>5/27/2016 5:27 AM</td>
</tr>
<tr>
<td>17</td>
<td>Meeting different user groups</td>
<td>5/27/2016 5:22 AM</td>
</tr>
<tr>
<td>18</td>
<td>playing a part of bicycle tourism</td>
<td>5/27/2016 5:21 AM</td>
</tr>
<tr>
<td>19</td>
<td>Clear distillation of goals &amp; objective to create a destination</td>
<td>5/27/2016 5:19 AM</td>
</tr>
<tr>
<td>20</td>
<td>-Meeting counterparts from adjacent communities -Learning of resources already available</td>
<td>5/27/2016 5:17 AM</td>
</tr>
<tr>
<td>21</td>
<td>I never realized all that we have in Bicycle Tourism and I’m excited to connect more with the resources I now know we have available</td>
<td>5/27/2016 3:19 AM</td>
</tr>
<tr>
<td>22</td>
<td>Opportunity to learn about regional assets, meet the stakeholders &amp; identify priorities.</td>
<td>5/27/2016 3:17 AM</td>
</tr>
<tr>
<td>23</td>
<td>Very detailed and compartmentalized</td>
<td>5/27/2016 3:15 AM</td>
</tr>
<tr>
<td>24</td>
<td>Review of plan &amp; resources</td>
<td>5/27/2016 3:14 AM</td>
</tr>
<tr>
<td>25</td>
<td>Interactions to all the enthusiastic people who make the area very authentic and valuable.</td>
<td>5/27/2016 3:12 AM</td>
</tr>
<tr>
<td>26</td>
<td>Local resources to connect with (immediately Helpful) Thinking of and helping define the future</td>
<td>5/27/2016 3:08 AM</td>
</tr>
<tr>
<td>27</td>
<td>New ideas/resources</td>
<td>5/27/2016 3:00 AM</td>
</tr>
<tr>
<td>28</td>
<td>The visioning</td>
<td>5/27/2016 2:58 AM</td>
</tr>
</tbody>
</table>
Q7 Are there other workshop topics you would have found helpful? If so, please list those topics.

Answered: 7  Skipped: 29

<table>
<thead>
<tr>
<th>#</th>
<th>Responses</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Not at this time.</td>
<td>6/16/2016 5:21 AM</td>
</tr>
<tr>
<td>2</td>
<td>?</td>
<td>6/6/2016 10:47 PM</td>
</tr>
<tr>
<td>3</td>
<td>GIS/GPS Certificates Training in the local rural communities, HazMat training from Prezant so local workers can have skills to find better jobs, Free 40 hr Wilderness First Aid, Free get your Food Handlers Card, Free CPR/First Aid Classes in each rural community at least 2x a years, Year around aquaponics or perma culture green houses for year around growing of organic foods. A skill that all can benefit from in being a self sustaining community.</td>
<td>6/6/2016 12:02 AM</td>
</tr>
<tr>
<td>4</td>
<td>communications and marketing</td>
<td>5/27/2016 5:40 AM</td>
</tr>
<tr>
<td>5</td>
<td>Funding sources</td>
<td>5/27/2016 5:37 AM</td>
</tr>
<tr>
<td>6</td>
<td>Event recruiting &amp; planning (outdoor rec focused) Funding sources &amp; ideas for outdoor rec Building private/public partnerships</td>
<td>5/27/2016 5:27 AM</td>
</tr>
<tr>
<td>7</td>
<td>Not really, but I wish I would have known the schedule for the stilly area sooner because I think the information could have still transferred over and been beneficial to the sky valley</td>
<td>5/27/2016 3:19 AM</td>
</tr>
</tbody>
</table>
Q8 Do you have a clearer picture of how your region can harness tourism?

Answered: 36  Skipped: 0

<table>
<thead>
<tr>
<th>Answer Choices</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>80.56%</td>
</tr>
<tr>
<td>Somewhat</td>
<td>16.67%</td>
</tr>
<tr>
<td>No</td>
<td>2.78%</td>
</tr>
</tbody>
</table>

Total 36
**Q9 How do you personally plan to engage non-stakeholders outside of the workshop?**

<table>
<thead>
<tr>
<th>#</th>
<th>Responses</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Inform them of all the positive energy that has resulted from this work and all the activities that are occurring in the Valley. Encourage them to get involved.</td>
<td>6/16/2016 5:21 AM</td>
</tr>
<tr>
<td>2</td>
<td>I am actually very discouraged about this process. Despite my involvement representing BIKE’s Club and the McClinch Mile, a competing event was proposed and funded without our involvement. Also, the final day would have benefited from more professional intervention vs. community members with diverse skills coming up with off the cuff solutions and action steps (that’s what they seemed to me).</td>
<td>6/10/2016 12:46 AM</td>
</tr>
<tr>
<td>3</td>
<td>I’ll make sure our library managers know about the work coming out of these action teams. I look forward to getting the updates from the teams so I know what’s going on.</td>
<td>6/9/2016 3:57 AM</td>
</tr>
<tr>
<td>4</td>
<td>Talk to folks about how they can get involved and help.</td>
<td>6/6/2016 10:47 PM</td>
</tr>
<tr>
<td>5</td>
<td>Communication is a key component. FB reader boards, mass mailings to rural communities with Dates, Agendas, Build and email list for keeping current on meeting notes, upcoming meetings and agendas, and for those that do not have email, build a snail mail list a send a post card. Use the School newsletter that goes to all households in the district. We have done a very poor job of communicating so the same people keep showing up and making decisions and the county does not have the whole picture. Do not be afraid of different ideas, especially when the one running the meetings do not understand the needs of those who already own and operate their own business. What would happen if the Darrington Mill shut down and the Darrington School was moved to Arlington. What will sustain the Darrington Community then?</td>
<td>6/6/2016 12:02 AM</td>
</tr>
<tr>
<td>6</td>
<td>Through one on one’s and through the Chambers.</td>
<td>6/4/2016 9:49 PM</td>
</tr>
<tr>
<td>7</td>
<td>sharing information</td>
<td>6/4/2016 7:42 AM</td>
</tr>
<tr>
<td>8</td>
<td>We will be talking/interviewing local citizens to mine for history and culture that could be promoted to build the Tourism market</td>
<td>6/4/2016 7:33 AM</td>
</tr>
<tr>
<td>9</td>
<td>discussions about process with colleagues</td>
<td>5/27/2016 5:41 AM</td>
</tr>
<tr>
<td>10</td>
<td>Talk with locals and local historian experts</td>
<td>5/27/2016 5:37 AM</td>
</tr>
<tr>
<td>11</td>
<td>Meetings</td>
<td>5/27/2016 5:30 AM</td>
</tr>
<tr>
<td>12</td>
<td>Through work at snohomish county &amp; social media</td>
<td>5/27/2016 5:27 AM</td>
</tr>
<tr>
<td>13</td>
<td>Telling of the vision and inviting to connect obstacles with people to help</td>
<td>5/27/2016 5:21 AM</td>
</tr>
<tr>
<td>14</td>
<td>Direct conversations &amp; email</td>
<td>5/27/2016 5:19 AM</td>
</tr>
<tr>
<td>15</td>
<td>Conduct similar community project workshops</td>
<td>5/27/2016 5:17 AM</td>
</tr>
<tr>
<td>16</td>
<td>one-on-one, better newsletters, better tourism flyers</td>
<td>5/27/2016 3:19 AM</td>
</tr>
<tr>
<td>17</td>
<td>TBD</td>
<td>5/27/2016 3:17 AM</td>
</tr>
<tr>
<td>18</td>
<td>Share the enthusiasm</td>
<td>5/27/2016 3:15 AM</td>
</tr>
<tr>
<td>19</td>
<td>conversations</td>
<td>5/27/2016 3:14 AM</td>
</tr>
<tr>
<td>20</td>
<td>Community meetings, one-on-one conversations</td>
<td>5/27/2016 3:12 AM</td>
</tr>
<tr>
<td>21</td>
<td>Invite and interview for our action team engagement</td>
<td>5/27/2016 3:08 AM</td>
</tr>
<tr>
<td>22</td>
<td>Keep telling the story</td>
<td>5/27/2016 3:05 AM</td>
</tr>
<tr>
<td>23</td>
<td>Spread the word</td>
<td>5/27/2016 3:00 AM</td>
</tr>
<tr>
<td>24</td>
<td>Beg</td>
<td>5/27/2016 2:58 AM</td>
</tr>
</tbody>
</table>
Q10 Please write any other comments, questions, or concerns. How could this workshop have been better for you?

Answered: 14  Skipped: 22

<table>
<thead>
<tr>
<th>#</th>
<th>Responses</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Thanks for all the work to date.</td>
<td>6/16/2016 5:21 AM</td>
</tr>
<tr>
<td>2</td>
<td>I recognize the significant effort it took to plan and host the series, and the significant commitment of everyone who participated. The series started with lots of energy at the Visioning Workshop. I'm not sure what happened in between, but the final workshop was a disappointment - not enough of the right people were there, not enough of the previous work and existing tourism infrastructure was available to the &quot;action teams,&quot; and the action planning step itself seemed a bit scattered - wish they had been more &quot;evidence-based&quot; in terms of what works best for tourism promotion.</td>
<td>6/10/2016 12:46 AM</td>
</tr>
<tr>
<td>3</td>
<td>I think one thing that might help is to share participant registration information with everyone present at the trainings so we can further connect with each other.</td>
<td>6/9/2016 3:57 AM</td>
</tr>
<tr>
<td>4</td>
<td>outreach concerning this process</td>
<td>6/6/2016 11:00 PM</td>
</tr>
<tr>
<td>5</td>
<td>It was great, Thanks!</td>
<td>6/6/2016 10:47 PM</td>
</tr>
<tr>
<td>6</td>
<td>I was very encouraged by what I saw in the two workshops and hope the county can continue to provide support to the industry to keep what has been gained moving forward.</td>
<td>6/6/2016 9:47 PM</td>
</tr>
<tr>
<td>7</td>
<td>Have all the meeting notices on line, the agenda and the minutes and notes after the meeting on line or mailed to those who do not have email accounts. That is the way we used to communicate. It is good to have the younger involved but it needs to be balanced by the elders who have lived thru hard times in rural communities. Let us stop reinventing the wheel and listen to who have been there done that and figure out what is really going to work. Over time in all natural resource industries, when the base industry leaves then it is not long when the support services leave also.</td>
<td>6/6/2016 12:02 AM</td>
</tr>
<tr>
<td>8</td>
<td>They were very well done and I appreciate the work that went into supporting the rural area of Snohomish County.</td>
<td>6/4/2016 9:49 PM</td>
</tr>
<tr>
<td>9</td>
<td>Need more time at all sessions to do what there is to do!</td>
<td>5/27/2016 5:37 AM</td>
</tr>
<tr>
<td>10</td>
<td>Thanks! You all did a GREAT JOB!!!</td>
<td>5/27/2016 5:19 AM</td>
</tr>
<tr>
<td>11</td>
<td>Thanks Dan!</td>
<td>5/27/2016 3:17 AM</td>
</tr>
<tr>
<td>12</td>
<td>I think funding is going to be our biggest issue.</td>
<td>5/27/2016 3:14 AM</td>
</tr>
<tr>
<td>13</td>
<td>Great Job! Thank You!! Nice process and way to include everyone. Well Paced. Great facilitation.</td>
<td>5/27/2016 3:08 AM</td>
</tr>
<tr>
<td>14</td>
<td>Appreciate the opportunity to be a part of the now and future.</td>
<td>5/27/2016 3:05 AM</td>
</tr>
</tbody>
</table>
APPENDIX B – STILLAGUAMISH / SAUK RIVER VALLEYS WORKSHOP DATA

Below is all the data collected at each of the workshops for the Stillaguamish-Sauk group, including the results from workshop 5b - Bicycle Tourism and Outdoor Recreation (which was open to both valleys). These results have not been filtered or edited, with the exception of grammar and repeated responses. They have also not been ranked, so the inclusion of an item should not carry greater weight than other items. In order to provide context for the items listed, a brief excerpt from the workbook precedes each section.

Participant Overall Goals for Workshops
- Protecting open space
- Know about unique assets (archery)
- Build infrastructure
- To expand local economy
- Sustainable communities
- Breaking stagnation (chicken and egg)
- Learn about community
- Build relationships
- Mutual marketing
- Break down silos, regional partnerships

The Stillaguamish-Sauk River Valleys Regional Story
In a guided narrative, participants came up with special and unique elements about the Stillaguamish and Sauk River Valleys. Participants constructed this into “The Stillaguamish-Sauk River Valleys Story”. In small groups, participants identified commonalities that existed between people in the group.

- A mix of our old and new (Mountain, scenery, river)
- American Alps to the Salish Sea (crabs to stars, land connects all to watershed)
- 0 to 10,000 feet (bountiful nature)
- From the railroads to recreation
- Re-kindled wonder (sense of beauty)
- Gateway to get away (Sunset to sea)
- Mountains to the sea (sunrise in mountains, sunset by sea)

The Stillaguamish-Sauk Valley in 2030
To create a mechanism to determine a vision for the valley, participants participated in a guided vision narrative imagining they were returning to the valley in 2030 after being away the prior 10 years. Here are the commonalities compiled by small groups after reflecting on their visioning:

- Corner of communities (no land-use issues)
• Still rural – farm, artist, Oregon business, and are connected "pearls on a string" – lodging the true character
• Shuttle service to avoid congestion
• Downtown – family business, local products, or sports thrived valley - untouched touch
• no empty storefronts, all basic needs met, the old Bridge Café, youth employed locally, festivals taking place in this unique area, don't have to leave town, lively bustling town center
• Stabilized industry base is broad, manufacturing products that are used here
• Livable, connected cities, ecotourism
• Employee local youth sustainable tourism
• Chairlift to the top of the mountain, ride down on bike
• Small towns, strong land stewardship, and premier destinations for the outdoors
• Tourism offers family wage jobs for people who choose to live in a wonderful place
• We may not know it by name but we know it by heart.

**Unified Stillaguamish-Sauk Valley Story & Vision**
Participants joined with other small groups to create a unified story and vision for the larger group:

• The Stillaguamish-Sauk Suiattle region is connected by the river
• Our vision for the Stillaguamish-Sauk Suiattle region is a series of unique and vibrant communities with beautiful natural resources undeveloped with abundant wildlife and wild places
• We are an abundant resource for the outdoor enthusiasts [providing] economic growth
• A place to live work and play from the mountains to the sea
• The Stilly-Sauk is a product of native peoples and robust pioneers who succeeded in capitalizing on the resources
• The Stilly-Sauk vision is to manage our natural resources as well as economic growth
• Our vision is to be a thriving and vibrant community of proud economically strong towns enjoying of higher quality of life embedded in nature's beauty.
• The Stilly river valley is a string of diverse river towns rich in accessible natural beauty with vast land and water recreation
• Is: Historically wild
• Vision: still historically wild and full of beauty and thriving!
• Stilly-Sauk region is a vibrant sustainable community that celebrates diversity
• Our vision for the Stilly-Sauk region is an abundant, resourceful playground for the outdoor enthusiasts and economic growth
• The Stillaguamish-Sauk Suiattle region is Wild
• The Stillaguamish-Sauk Suiattle region is wild historic and untamed
• The __________ region is mountains, rivers, natural resources, cultural history, healthy sustainable lifestyles, quiet - welcoming with a small time feeling, unique and usable / renewable in a variety ways.
• We are robust towns connected by waterways
• Whitehorse to the Salish sea
Comprehensive List of Stillaguamish - Sauk River Valleys Desired Initiatives and Policies

Participants were asked to identify current impediments, areas of concern, and opportunities to grow the needed infrastructure or access in a 1-year, 5-year and 15-year plan of action:

Indefinite:
- County permitting. Friendlier towards private camping
- Better land use zoning: to allow working farms to also have tourism
- Tourism Improvement District
- OEM – for new facilities
- Uniform Advertising (marketing)
- Improved access & permitting system
- Education about how to treat bikers
- A regional League of Leaders (connecting & networking)

Action Items Achievable in 1 year:
- Combined Tourism Website: Separates each cities unique features, links to all areas & SCTB, sorted geographically, updated locally
- Re-instate required community service hours within school district. Could include helping social media or hosting at a visitor center
- Stillaguamish RiverValley Geocaching Adventure: Tell the cultural story along the way. Give prizes.
- Bicycle Shuttle: Centennial Trail & Whitehorse Trail riders get shuttled back
- Ecotourism Challenge: Start top of valley. Try to find different modes of transportation along the way down, kayak, and bike. Shuttled back to car.
- Hiking passport: different topographical areas

Action Items Achievable in 5 years:
- Private Company Connects (i.e. REI & Cabela’s): Communications from outdoor tourism sites & their customers
- Curb appeal work – downtown & corridors revitalization, public restrooms.
- Website to coordinate information. Linking to all North County schools, cities, recreation, events, community & resources
- Hiking passport: Businesses have a stamp; swag earned for 10 stamps, nice clean bathrooms in towns, signage, and lookout areas.
- Ecotourism expanded beyond transportation: Fishing, Salmon BBQ, and Archery.
- Winter Botanical Tour: Winter foraging, tribal culture, early uses of items.
- Co-ops to manufacture products for job opportunities: Partner with Grange for scholarship money by hosting barn quilts, or social media contests

Action Items Achievable in 15 years:
- “Know your neighbors” conference: Invite all North County Communities.
- Speakers – All local tribes, city recreation directors
- Hands on activities for kids (eagles, timber, fisheries, crabbing)
- Networking time/relationship building
Regionally organized sustainable vision

**Regional Partners Necessary to Achieve Success:**
To prioritize future outreach, participants identified community groups and organizations that were not present at workshops and/or whose further involvement is critical for success. Further outreach is required to garner broad support:

**Tourism Planning Workshop**
- Stillaguamish Tribe (attended part of two sessions)
- Tribal members
- School district
- Economic development players (not just tourism related)
- Farmers
- Darrington Strong
- Tribes
- Schools
- Downtown Arlington Business Association
- Chamber of Commerce - Darrington, Granite Falls, Stanwood
- Arlington Rotary
- WTA
- DNR
- North Stilly Fly Fisherman
- Farmers - Red Rooster Route
- City Of Granite Falls

**Small Town & Cultural Workshop**
- Tribes
- Marine Stewardship
- Art nonprofits
- Pilchuck Audubon
- Jails
- Nonprofits having events
- Conservation groups
- Greater Snohomish Community Foundation
- NW Agriculture Business Center
- Washington Trails Association
- Grange
- Cooperative Extension
- Chambers from each town – region wide (Stanwood, Camano, Arlington, etc.)
- Community Transit
- Improve tribal relations
- Volunteer groups (need to engage younger mentoring)
- Engage schools/students in community service
- Crime Prevention
• Tourism Round Table in Stilly Valley
• Outfitters & Guides Association
• Ecotourism organization
• Regional Coalition of Tribes
• Brainstorm Partnerships
• Sign Coalition Wayfinding
• Trail Town Coalition
• Make roundtable into action teams (downtowns, outdoor rec, agritourism, etc.)

Bicycle Tourism Workshop
• Restaurant Owners
• Chambers of Commerce
• Farms
• The general community
• Business leaders

Stillaguamish - Sauk River Valleys Needed Infrastructure:
Participants were asked to identify gaps and opportunities to fully realize their stated vision for tourism development including infrastructure, initiatives and/or policies and potential partners needed for success:

• Food & food trucks
• Shared calendars of events
• A mapped ‘rideshed’
• A food coalition
• Recreation wayfinding committee
• Paved Whitehorse trail to centennial trail. Including safe on/off connections
• Shuttle between attractions (Party Bike, or Wagon)
• Centralized marketing effort
• Itinerary plan with options
• Bike parking at farms & attractions
• Signage for key attractions & lodging
• New & safer bike trails from Stanwood to Silvana to Arlington
• Whitehorse trail finished
• Trails to be for multi-users
• Organization for events
• Places to eat in Darrington
• Lodging
• Road shoulders/bike lanes
• Bike rentals, shops, & repairs
• Centennial trail connection to Stanwood
• Public bathrooms & trailheads
• Better signage
• Wider shoulders on 530 north of Darrington
- Completed Whitehorse trail
- Lodging
- Signage, parking, accessibility
- Storytelling platforms
- Geocaching events
- Experienced tour guides
- Packaged events
- Consistent signs, interpretive signs
- Guides
- History kiosks
- Outfitting shops
- Water access & parking
- Lodging: Yurts, Cottages, 3-4 star hotel, rv sites
- Farmer markets, farm trails/routes
- Water access
- Sporting goods store
- Directional signage
- Hiking trail difficulty info
- Kayak & bike rental
- Outdoor adventure expo
- Print & social media marketing
- Identified signage
- “Opening Day” event among all cities of the loop
- Connectivity of communities around the loop
- Itinerary of experiences from mild to wild
- More guides & lodging
- Mountain to sound adventures
- Tour guides
- Restrooms

**Stillaguamish - Sauk River Valleys Regional Assets Broken Down by Subject:**
Throughout the workshop series, participants were asked to identify unique tourism assets in the region including experiences, natural and man-made attractions, events, human resources and/or organizational capacity:

**Bicycle Tourism (repeated in Bicycle Tourism section)**
**Road Biking:**
- Century Rides
- Centennial trail & Whitehorse
- Interesting history
- Fresh food (fishing) along the trail

**Mountain Biking:**
- Stevens Pass, Skills course
- Community transit accommodations
- Corridor to Whistler
- Number of trail miles
- Variety of skill levels
- Terrain, public water access

Emerging Bicycle Trends:
- Loops to lodging & amenities
- Water/beach access
- Forest roads
- Rental shops (electric assist bicycles)

Agritourism & Culinary Tourism:
- Red Rooster Route
- Mystic Mountain
- Oso Store
- Farmers Market
- Rhodes River Ranch
- U-picks
- Hawks Nest
- Rogers Bistro
- 4 Corners Café

Adventure & Outdoor recreation:
- River Rafting – Cascade Adventures
- Horse Riding
- Camping at North Mountain and Forston Mill,
- Clear Creek falls
- Hiking
- Zipline
- Scenic loops
- Birding
- Star gazing
SUBJECT AREA WORKSHOP DATA STILLAGUAMISH-SAUK RIVER VALLEYS REGIONS

Three subject area workshops made up the middle of the workshop series. These workshops continued the visioning as well as provided practical content to advance specific sectors of the region’s tourism economy. Workshop participants decided the subject area workshop topics by voting during workshop two.

ADVENTURE TRAVEL & ECOTOURISM WORKSHOP
In this workshop participants learned trends taking place in the industry worldwide and how they apply to the Stillaguamish-Sauk River Valleys region.

Visitor Wants & Needs & Opportunity Areas
Participants were given the profile of a fictitious adventure traveler considering a visit to the region, and identified wants and needs for the visitor. Following that exercise participants identified gaps and opportunity areas by answering the following question: “What infrastructure is needed to make a world-class destination? What assets can be developed?” The following table groups responded as shown below:

Group 1:
What infrastructure is needed to make a world-class destination? What assets can be developed?
- Lodging
- Signage, parking, accessibility
- Storytelling platforms
- Geocaching events
- Experienced tour guides
- Packaged events

Group 2:
What infrastructure is needed to make a world-class destination? What assets can be developed?
- Consistent signs, interpretive signs
- Guides
- History kiosks
- Outfitting shops
- Water access & parking

Group 3:
What infrastructure is needed to make a world-class destination? What assets can be developed?
- Lodging: Yurts, Cottages, 3-4 star hotel, rv sites
- Farmer markets, farm trails/routes
- Water access
- Sporting goods store
- Directional signage
- Hiking trail difficulty info
- Kayak & bike rental
- Outdoor adventure expo
- Print & social media marketing

**Group 4:**
What infrastructure is needed to make a world-class destination? What assets can be developed?
- Identified signage
- “Opening day” event among all cities of the loop
- Connectivity of communities around the loop
- Itinerary of experiences from mild to wild
- More guides & lodging
- Mountain to sound adventures

**Itinerary Development**
Utilizing the “3-3-Sleep” framework, and harnessing visitor wants and needs from the adventure travel personas identified by the Adventure Travel Trade Association (see page 46 and 49 from the Workshop 3 workbook), participants designed a creative 1.5-day itinerary for Stillaguamish-Sauk Valley region.

NOTE: “3 - 3 - Sleep” equals a holistic tourism day including three meals, three activity periods (morning, afternoon and evening) and sleeping. If all these are present then maximum spend occurs in destination. If one or more of these aspects are missing then the tourist will need to leave the destination to find the needed component. Based on data from the Adventure Travel Trade Association Adventure Tourism Market Study of 2013, they classified Adventure Travelers into three segments: Adventure Grazers, Adventurers, and Adventure Enthusiasts. Those definitions include in part:

**Adventure Grazers:**
- Novice and first-time participants
- Accepts moderate risk
- Key motivator: Time spent with family and/or friends
- Key motivator: Wants to accomplish something

**Adventurers:**
- Intermediate and repeat participants in a favorite adventure activity
- Accepts moderate risk, but through acquiring proficiency in activities undertaken
- Key motivator: relaxation, change of pace, escape, family time
- Key motivator: wants to accomplish something

**Adventure Enthusiasts:**
- Advanced, skilled practitioners of a favorite adventure activity
- Accepts high risk, thrives on building proficiency and expertise
- Key motivator: excitement push their limits
- Key motivator: experience emerging destinations
Group 1: Itinerary (Adventurer)
Day 1:
- Meal 1: 4 Corners Café
- Activity 1: Hike in Suíattle
- Meal 2: Lunch on trail
- Activity 2: Evening in Darrington
- Sleep: Tiny Cabin

Day 2:
- Meal 1: Café in Town
- Activity 1: Adventure Cascades Float
- Meal 2: Bar 3 brings lunch & shuttle
- Activity 2: dinner/sunset raft trip

Group 2: Itinerary (Adventure Grazer)
Day 1:
- Activity 1: Shop & eat in Granite Falls
- Activity 2: Afternoon trail hike
- Meal 3: Campfire evening

Day 2:
- Meal 1: Farm morning tour & food
- Activity 1: Scenic loop drive
- Meal 2: Ranch dinner

Group 3: Itinerary (Adventure Grazer)
Day 1:
- Meal 1: Farmers café in Stanwood
- Activity 1: Cama Beach hike
- Meal 2: Cama cafe
- Activity 2: Boat rental & outing on Cama
- Meal 3: Hubs Pizza
- Activity 3: Trail biking (rent from Velo Sports bike)
- Sleep: Medallion

Day 2:
- Meal 1: Arlington for Dinner
- Activity 1: Outback Kangaroo farm
- Meal 2: Fruitful farm & Oso store for lunch items
- Activity 2: Boulder River Trail to waterfalls
- Activity 3: Drive Mt Loop Verlot visitor center
- Paca Pride Yurts

Group 4: Itinerary (Adventure Grazer)
Day 1:
- Meal 1: Gousters
Group 5: Itinerary (Adventure Enthusiast)
Day 1:
- Meal 1: Whitehorse Market
- Activity 1: Check into North Mountain Lookout
- Meal 2: Sack lunch
- Activity 2: Trek around trails at Lookout
- Meal 3: The Bistro in Arlington
- Activity 3: Pick up a growler @ Whiskey River Brewing / Stargazing
- Sleep: North Mountain Lookout

Day 2:
- Meal 1: Hawks Nest
- Activity 1: North Mountain Bike Park
- Meal 2: Pizza
- Activity 2: Paca Pride Guest Ranch

SMALL TOWN & CULTURAL TOURISM WORKSHOP
At the heart of rural communities are unique small towns. As more and more people move to urban areas, and suburban areas encroach into rural areas, small town experiences are becoming rarer and more sought after. In this workshop participants investigated successful models around the country to keep small towns vibrant and alive and identified important cultural heritage that could be incorporated into tourism experiences in the Stillaguamish-Sauk River Valley region.

Harnessing Rural Towns Valley-Wide
In small groups, participants listed current and potential region-wide partnerships and initiatives to further rural town tourism development. They concluded by choosing three initiatives, one that could be completed in one year, one within five years, and one in fifteen years:

Group 1:
- Current Partnerships:
  - Whidbey-Camano Island Tourism (Island Co. Tourism)
- Discover Port Susan
- Washington State Destination Marketing Organization
- Cascade Loop Association
- Economic Alliance Snohomish Co.
- Puget Sound Regional Council
- Washington Trails Association
- NW Agriculture Business Center

**Potential Partnerships:**
- Tribes
- Marine Stewardship
- Art nonprofits
- Pilchuck Audubon
- Jails
- Nonprofits having events
- Conservation groups
- Greater Snohomish Community Foundation
- NW Agriculture Business Center
- Washington Trails Association
- Grange
- Cooperative Extension

**Initiatives:**
- 1 year: More Public Restrooms. Websites for Tourism
- 5 years: WA Film Works
- 15 years: Heart of the Salish Sea DMO

**Group 2:**

**Current Partnerships:**
- Tourism Website presence – SCTB & Darrington
- Chambers of Commerce
- Snohomish CO. Tourism Bureau
- League of Snohomish County Heritage Org (LOSCHO)
- Geo-cashing

**Potential Partnerships:**
- Based on city similarities:
  - Agricultural tour – Arlington & Stanwood
  - Mountain Loop Tour – Darrington & Granite Falls
  - Water Recreation – Whole Sauk-Suiattle valley

**Initiatives / Goals:**
- 1 year: Combined Tourism Website
  - Separates each cities unique features, links to all areas & SCTB, sorted geographically, updated locally
- 5 years: Private Company Connects (I.e. REI & Cabela’s)
  - Communications from outdoor tourism sites & their customers
- Curb appeal work – downtown & corridors revitalization, public restrooms.
Website to coordinate information. Linking to all North County schools, cities, recreation, events, community & resources

- 15 years: “Know your neighbors” conference
  - Invite all North County Communities.
  - Speakers – All local tribes, city recreation directions
  - Hands on activities for kids (eagles, timber, fisheries, crabbing)
  - Networking time/relationship building

**Group 3:**
- **Current Partnerships:**
  - Downtown Business Associations & Chambers
  - ABC Competition – Arlington, Oso, & Darrington
  - Volunteer groups – Kiwanis, Rotary, Lions
  - Port Susan organization
  - Bike Coalition
  - Arts Council – city
  - Chamber – city
  - Snohomish County & Cities
  - WSU with stilly valley for tourism

- **Potential Partnerships**
  - Chambers from each town – region wide (Stanwood, Camano, Arlington, etc.)
  - Community Transit
  - Improve tribal relations
  - Volunteer groups (need to engage younger mentoring)
  - Engage schools/students in community service
  - Crime Prevention

- **Initiatives / Goals:**
  - 1 year: Re-instate required community service hours within school district. Could include helping social media or hosting at a visitor center
  - 5 years: Co-ops to manufacture products for job opportunities
    - Partner with Grange for scholarship money by hosting barn quilts, or social media contests
  - 15 years: Regionally organized sustainable vision

**Group 4:**
- **Current Partnerships:**
  - Archery (regional, state associations)
  - Chambers mega-meeting
  - Tourism round table with landowners
  - WA Festival Association
  - Back Country Horseman Association
  - Association of WA Cities
  - WSDMO
  - WA Trails Association
  - WA Tourism Alliance
  - Association of Economic Development
  - Red Rooster Route (coalition of Farms)
  - Evergreen Bicycle Association
American Indian Alaska Native Tourism Association

- Potential Partnerships
  - Tourism Round Table in Stilly Valley
  - Outfitters & Guides Association
  - Ecotourism organization
  - Regional Coalition of Tribes
  - Brainstorm Partnerships
  - Sign Coalition Wayfinding
  - Trail Town Coalition
  - Make roundtable into action teams (downtowns, outdoor rec, agritourism, etc.)

- Initiatives / Goals:
  - 1 year:
    - Stilly Valley Geocaching Adventure: Tell the cultural story along the way. Give prizes.
    - Bicycle Shuttle: Centennial Trail & Whitehorse Trail riders get shuttled back
    - Ecotourism Challenge: Start top of valley. Try to find different modes of transportation along the way down, kayak, and bike. Shuttled back to car.
    - Hiking passport: different topographical areas
  - 5 years:
    - Hiking passport: Business have a stamp, swag earned for 10 stamps, nice clean bathrooms in towns, signage, cookout areas.
    - Ecotourism expanded beyond transportation: Fishing, Salmon BBQ, and Archery.
    - Winter Botanical Tour: Winter foraging, tribal culture, early uses of items.

**BICYCLE TOURISM AND OUTDOOR RECREATION WORKSHOP**

Bicycling is one of the most popular recreation activities in the United States, with over 43 million people road riding or mountain biking in 2012. Not surprisingly, bicycling-related tourism continues to grow, and Snohomish County, with numerous existing and potential assets throughout the county, is ripe to take advantage of this fast growing, and lucrative travel sector. In this workshop participants took a closer look at outdoor recreation with a focus on bicycle tourism. They explored successful bicycle tourism initiatives from other destinations and learned from industry experts on current trends.

**Bicycle Tourism Visioning**

Working in small groups, participants answered the following questions: Why do you want bicycle tourists to come to your region? What assets does your region currently have, and will you need to have to make them come?

**Why do you want bicycle tourists to come to your region?**

- **MONEY**
- Grow community & businesses
- Share our story
• Provide a true rural experience
• Bikers are a low impact tourist
• They help create a positive community

What assets does your region currently have?
Road Biking Assets:
• Century Rides
• Centennial trail & Whitehorse
• Interesting history
• Fresh food (fishing) along the trail
Mountain Biking Assets:
• Stevens Pass, Skills course
• Community transit accommodations
• Corridor to Whistler
• Number of trail miles
• Variety of skill levels
• Terrain, public water access
Emerging Bicycle Trends Assets:
• Loops to lodging & amenities
• Water/beach access
• Forest roads
• Rental shops (electric assist bicycles)

Plan an Epic Bike Tour
Using the group’s vision for bicycle tourism, participants worked in small groups to plan an epic bike tour for one of the following sample target markets:
   a. Two sisters from Boise, ID looking for epic mountain biking trails. (Enthusiasts)
   b. A foodie couple from Italy. Wanting to try and explore new things in America. (Grazers)
   c. A trio of retired men, long-time adventurers. They biked across America at the age of 21 but are now looking for something less challenging and more enjoyable. (Adventurers)
   d. A family get-away trip. All novice cyclists. Looking for quality family time. (Grazers - leaning Adventurers)

Table Group 1:
Target Market: A Family Get-away
• Highlight: Centennial Trail & Whitehorse: Take trail to connect to other activities
• Other “must see/do”:
  o Outback Kangaroo Farm
  o Rhodes River Ranch: kids horseback, dinner, line dance
  o River raft with Adventure Cascades
  o Red Rooster Route
Mountain Bike in Darrington (shuttle provided)

- Rest of the details:
  - Stay & breakfast at the Mystic
  - Food at the Oso store
  - Farmers Market

**Table Group 2:**
Target Market: Retired Adventurers

- Highlight: Camping at North Mountain
- Other “must see/do”:
  - Centennial ride
  - Fishing & eating from Lake Stevens
  - Whitehorse mountain hiking
  - Lone Tree Pass
  - Clear creek falls

- Rest of the details:
  - Fortson Mill St Tour Camping
  - U-pick food
  - River Cottages
  - Hawks Nest breakfast
  - Shuttle service
  - River Time brewery
  - Lookout to spend night at North Mountain
  - Brewery

**Table Group 3:**
Target Market: A Family Get-away

- Highlight: North Mountain
- Other “must see/do”:
  - Whitehorse trail

- Rest of the details:
  - Fortson campground
  - Granite Falls shuttle
  - Monte Cristo camping

**Table Group 4:**
Target Market: Retired Adventurers

- Highlight: Nature
- Other “must see/do”:
  - Zip line Trip
  - Highline Helicopter Scenic flight
  - Guided fly fishing trip – Stilly RV
  - Bar 3 Trail Ride

- Rest of the details:
  - River Rock B&B
Table Group 5:
Target Market: A Foodie Couple
All American Tour
- Highlight: Pioneer Trail
- Other “must see/do”:
  - Farm Tours
  - Assisted e-bike ride in Granite Falls
  - Whitehorse trail
  - River Rafting
- Rest of the details:
  - Food: Willow Jim’s Silvana. Silvana Meats (picnic supplies), Bistro San Martin, Stilly Coffee House. Whiskey Ridge Brewery, Skookum Brewery. Rhodes River Ranch. 4 Corners Cafe
  - Lodging: River Rock Inn. (Ellerie’s B&B)

Gaps & Opportunities
What needs to happen to turn your vision into reality? Participants were asked to identify gaps & opportunities, including which organizations or individuals are missing, to turn their regional tourism vision into reality:

Table Group 1:
- Who’s Missing:
  - Relationship with chambers
  - Business leagues
  - Visitor centers
- Needed initiatives & policies:
  - A regional League of Leaders (will have contact information)
- What’s Missing
  - Food & food trucks
  - Shared calendars of events
  - A mapped ‘rideshed’
  - A food coalition
  - Recreation wayfinding committee

Table Group 2:
- Missing infrastructure
  - Paved Whitehorse trail to centennial trail. Including safe on/off connections
  - Shuttle between attractions (Party Bike, or Wagon)
  - Centralized marketing effort
  - Itinerary plan with options
  - Bike parking at farms & attractions
  - Signage for key attractions & lodging
Who’s Missing:
  o The community. Need buy-in from general folks who aren’t stakeholders
  o People who don’t recognize benefit of bike travel/education

Needed initiatives & policies:
  o Policy & local ordinances against rolling coal
  o Education about how to treat bikers

Table Group 3:
  • Missing infrastructure
    o New & safer bike trails from Stanwood to Silvana to Arlington
    o Whitehorse Trail finished
    o Trails to be for multi-users
    o Organization for events

  • Needed initiatives & policies:
    o Land use change to allow working farms to also have tourism as well.
    o Improved access & permitting system

  • Who is missing:
    o Farms

Table Group 4:
  • Missing infrastructure
    o Places to eat in Darrington
    o Lodging
    o Road shoulders/bike lanes
    o Bike rentals, shops, & repairs
    o Centennial Trail connection to Stanwood
    o Public bathrooms & trailheads
    o Better signage

  • Needed initiatives & policies:
    o Uniform advertising
    o Tourism Improvement District
    o OEM – for new facilities

  • Who’s Missing:
    o Chambers of Commerce
    o Restaurant owners

Table Group 5:
  • Missing infrastructure
    o Wider shoulders on Hwy 530 north of Darrington
    o Completed Whitehorse Trail

  • Needed initiatives & policies:
    o County permitting. Friendlier towards private camping
    o Better land use zoning
ACTION PLANNING AND ACCOUNTABILITY IN THE STILLAGUAMISH-SAUK RIVER VALLEYS REGION

After identifying elements of a region-wide vision, establishing areas of focus for tourism planning, and learning about various subject areas to enhance and grow the tourism economy in the region, the final workshop was where participants connected the dots to create a unified action plan to follow over the next ten years. The Trail Town Concept emerged as an overarching concept in both regions. The concept provides a regional tourism planning framework – for diverse communities with shared geography to engage with their long distance trail systems to distinguish their assets regionally. With the Centennial, Whitehorse and North Mountain trails and possibilities for water trails on the Stillaguamish and Sauk Rivers the concept holds great promise for the area. Actions teams were formed around four initial focus areas to help bring life to the action plan.

Action Teams:
Based upon the vision captured, the assets identified, and taking into account the obstacles, participants identified four action teams the group will form and pursue:

Festival & Events
- Research on festival coalitions existing
- Be able to rent out equipment
- Offer training & support on how to run a festival
- Six months goal: bring people together and calendar who has festivals and who wants to put on festivals

Lodging
- Build diverse visitor stays
- Six to 12 month goal: inventory of existing lodging, do a workshop about alternate lodging

Interpretation
- Design signs to connect visitors with the history and our story
- Find how to get brown & river crossing signs, scenic turnouts

Trails
- Establish spurs and connection with Stanwood
- Find more funding
- Properly mark trails
- Short term: complete Whitehorse map
- Long term: transportation for riders

“Parking Lot” Items
Items contributed by attendees to possibly follow up on from the first two workshops. These included areas of concern, opportunities for further development or discussion:

- Curb appeal
- Derelict buildings
- No central location for assets
- Community boundaries
- Eastern county connections (cell coverage)
- Cut off access to some areas. (for example boat launches)
- Resource extraction economy to what? Nature based?
- Mapping generational activities
- Tribes (native story)
- Lack of infrastructure
- What does new infrastructure and connections bring? Unintended consequences?
- Cost
- Lack of lodging
- Washouts and flood damage
- The name? Stillaguamish River Valleys or Stillaguamish-Sauk River Valleys?
- Land use politics
- Farming doesn't pay and no one wants to do it
- Big $ developers (in and out of state) have lots of clout & power
- Seasonal tourism
- Outdoor rec
APPENDIX C
SKYKOMISH-SNOHOMISH RIVER VALLEY WORKSHOP DATA

Below is all the data collected at each of the workshops for the Skykomish-Snohomish River Valley Region group. Included here are the results from workshop 5a - Culinary and Agritourism which was open to participants from both valleys. These results have not been filtered or edited, with the exception of grammar and repeated responses. They have also not been ranked, so the inclusion of an item should not carry greater weight than other items. In order to provide context for the items listed, a brief excerpt from the workbook precedes each section.

The Skykomish - Snohomish River Valley Story
In a guided narrative, participants came up with special and unique elements about the Skykomish and Sauk River Valleys. Participants constructed this into “The Skykomish-Snohomish Valley Story”. In small groups, participants identified commonalities that existed between people in the group.

Commonalities
- Connecting with nature
- Outdoorsy
- Skykomish River
- Waterfalls
- Natural beauty
- Natural wonders
- Special events
- Unique small towns - Snohomish to Skykomish
- Local foods - Zeke’s, Sultan bakery, Skip Rock Distillery
- Local shopping
- Unique historical buildings
- River intersecting and connecting
- Sweeping views
- Mountains
- Pristine nature
- Locally made products
- Locally grown
- Activity based, not passive
- Hiking, rafting, walking, kayaking, canoeing, paddle boarding
- Connecting with sense of self
- Grounding
- Diverse natural experiences - water, land, farming
- Small town pride and history
- Unique small town festivals
- Nature
- Beauty
- Calming
- Small town community
- Welcoming
- Relaxing
- Local artists
- Local musicians
- Mining history gold
- Geologist dream
- Great Northern Railway History
- Wild natural beauty
- Music
- Balloons
- Mountains
- Valleys
- Leather and lace
- Opposites
- Diversity
- Railroad history
- Photography paradise
- Wild Sky
- Hiking
- Recreation
- Skiing
- Trail connections
- History
- Clean air
- Clean water
- Green
- Welcoming small town
- Farms
- Special events
- Landscape diversity
- Peaks, valleys, sound
- Adventure
- Relaxation
- Waterfalls
- Authentic
- Natural world
- Small town
- Variety of experiences
- Contrasts of mountains and valleys
- Water and wine
- Leather and lace
- Green peaceful
- Biking
- Water
- Riverways
- Sound of the river flowing
- Rejuvenate
- Trees
- Calmer
- Wild outdoor beauty
- Mountains
- Forest
- River
- Open space
- Farms
- Adventure balloons
- Fair
- Arts
- Movies
- Outdoor music
- Arts
- Adventure sports
- Activities
- Natural views
- Sweeping views
- Unique shops
- Rich histories
- Logging
- Hiking
- Biking
- Water activities
- Kayaking
- Rafting
- Canoeing
- Paddle boarding
- History
- Railroad influences
- One adventure to another
- Parks
- Fresh air
- River sports
- Kayaking
- Rafting
- Canoeing
- Paddleboarding
- Walk
- Drive
- Appreciate area
Skykomish - Snohomish Valley - Vision 2030
To create a mechanism to determine a vision for the valley, participants participated in a guided vision narrative imagining they were returning to the valley in 2030 after being away the prior 10 years. Here are the commonalities compiled by small groups after reflecting on their visioning:

- Improvement to Highway 2 have been just astounding
- Hwy 2 bypass or traffic flow facilitation
- Enhancements to river environment
- Protection from flooding
- Historically accurate main streets; like going back in time
- Bike it, walk it trails
- River access - scenic lookouts with interpretive signs; parking and restrooms
- More campsites
- More lodging
- New lodging and restaurants that have kept the character
- Not overwhelmed by tourists and car traffic
- Using technology to notify people that trailheads are full and where else to go instead
- Towns not doing everything; offering complementary activities so that people go to more than one community
- Art and culture bus - on and off
- Drone launch pad to get the views instead of hiking
- Healthy environment in the valleys, vibrant, affordable housing
- Way finding - water trails; getaways (themed for towns)
- Integrated historical but individual town identity (railroad, mining, logging)
- Diverse, year round employment base
- Historic steam trains riding up the valley, stopping at each town
- Added parks, museums, farmers markets, local food, crafts,
- Region preserved
- Nationally designated water trails
• East/west regional transit infrastructure built to meet growth
• Can bike from Steven’s pass to Seattle on backroads
• Better communication among towns within the valley
• One communication source - centralized hub that everyone can input
• Outdoor recreation university has come to the area and is at capacity
• Tourism at Everett Community College
• Trail system and connections
• Drive by coffee stands along the trails
• Manufacturing jobs available so people can live, work, and play here - we never have to leave
• Sky valley is a tourism destination year round
• Destination lodging
• Culinary
• Preserved historic sites with modern, authentic outdoor events
• Multi-pronged experiences - outdoor/adventure, craft food and beverage, lodging
• Each town plays a part in the big picture but not trying to do all things
• Diverse, year round economy
• Honoring nature
• Honoring heritage
• Interconnected communities
• Interconnected transit (bike paths, historical railway several times a day, river path, scenic route off Hwy 2)
• Shared employment between seasonal businesses (summer and winter)
• Connect: trail systems
  o Transportation
  o Be more efficient
  o Be trails/eco friendly
• Vibrant businesses with small town feel
• More arts/culture activity
• Work here, live here, stay here

The Unified Skykomish – Snohomish River Valley Region Story & Vision Statements
Participants joined with other small groups to create a unified story and vision for the larger group:

Group 1:
Story
• The Sky to Sound river valley is where the river weaves through the mountains to the valley below linking nature to the culturally rich river towns along its winding path, connecting you to your true self; the self you'd almost forgotten. I know you, you say to the mirror, "Welcome home."
Vision

- The Sky/Sno River valley embraces healthy living in a healthy environment, rich in natural resources and pristine nature where outdoor recreational pursuits, preserving and honoring the native heritage, logging, mining and railroad history rich in locally sourced products of all kinds. We enhanced but not changed our small town culture, feel, and friendliness, and the visitor to our communities leaves feeling renewed.

Group 2:
Story

- This region is adventure valley from mild to wild.

Vision

- A creatively designed valley where each town holds a unique piece of the puzzle, linking town to town, experience to experience.
- We are 50 miles from Seattle but 25 years away.

Group 3:
Story

- This region offers a sustainable quality of life with natural assets that support outdoor adventures while maintaining its historic community character.

Vision

- Is a connected network of land and water trails with infrastructure improvements to enhance a sustainable quality of life, outdoor adventures, and historic community character.

Group 4:
Story

- The region is an adventure for the body and soul with healthy outdoor recreation year round, festivals and events, local food and lodging all set in the historic valley of majestic vistas.

Vision

- Our vision for the region is an "authentic" visitor destination with adventures, local food and culture, easily connected, supported by the local community.

Skykomish - Snohomish River Valley Vision Statements - Day 2
On day two, participants revisited their vision statements from the day before to provide greater clarity and consensus:

- The Sky is not the limit...affordable and accessible, diversified adventures year round.
- Enjoy diverse outdoor adventures in the scenic, historic Sky Valley. Renew your spirit.
- Along the historic river valley, nature is within reach. From the flavors of the fertile valley floor to the snowcapped mountain peaks, we honor and preserve our industrial history and
small town cultures.

- Come stay, play, and eat: A Getaway Adventure awaits you.
- Connected communities that value its rich history, cultural, and outdoor adventures.
- Expose and discover nature
- Connected outdoor adventures & historical/cultural events
- Welcome hospitality & lodging amenities
- Maintain, strengthen & promote our heritage
- Sky Valley, where sustained natural resources and unified connections reveals the adventurist in you.
- Start your great American road trip.
- Get off the beaten path and surround yourself with wonder.
- Our Sky Valley towns beckon.

**Skykomish - Snohomish River Valley - Assets**
Throughout the workshop series, participants were asked to identify unique tourism assets in the region including experiences, natural and man-made attractions, events, human resources and/or organizational capacity:

**Human Resources**
- SCTB
- Chambers
- Office of Economic Development
- Historical Societies
- Outfitters/guides
- Adventure Travel Trade Association
- Outdoor Adventure Center
- David Hose Muralist
- Downtown associations
- Tourism board
- Non-profits
- Land managers
- Guides-outfitters

**Experiences**
- Hot air ballooning
- Skydiving
- Scenic flights
- Helicopter flights
- Fishing
- Cycling
- Off road vehicles
- Hiking
- Kayaking
- Rafting
- Paddle boarding
- Camping
- Archery
- Antiquing
- Wilderness forest
- Skiing
- Snowboarding
- Snowshoeing
- Inner tubing
- Llama camping
Sky to Sound
Fall agritourism
Wakeboarding
Equestrian
Fishing

Hunting
Open mic
Performance arts
Boating

Attractions
Farms
Farmer's Markets
Centennial Trail
Mt Index/Lake Serene
Waterfalls (Wallace falls)
Reiter Hills - ORV park
Wineries/distilleries/breweries
Fairgrounds
Evergreen Speedway
Museums
Sky Railroad
Campgrounds
Mountains
Trails - hiking - biking - water
Pumpkin patches
Thumbnail Theatre
Dog parks
Shopping - antiques

Historic downtowns
Stevens Pass
Wallace Falls
Deception/Sunset Falls
Wild Sky Wilderness
Lake Stevens
Pacific Crest Trail
Lake Tye
Zoo
Mount Baldy
Roadside Chapel
US 2 Scenic Byway
Cable Park
Index Wall
Cable Park
Osprey Park
Skykomish River

Events
Snohomish on the Rocks
Evergreen State Fair
Mexican Rodeo
Snohomish Local Liquid Arts
Sultan Shindig
Gold Dust Days
Kla Ha Ya days
Swift Night Out
Garden Tours
Car shows
Motorcycle shows

Parades
Musical Festivals (ie, Skykomish)
Easter Egg Hunts
Equestrian Events
NASCAR Races
Dog/craft, etc. shows
Swift (bird) event
Historic Home show tour
Art shows/festivals (Index, etc)
Return of the Salmon (in Sultan)
Lake Stevens Aquafest
Music in the parks
Triathlons

Skykomish - Snohomish River Valley Current Initiatives and Programs
Taking stock of what currently exists in the region is useful in creating awareness of existing successes to build upon. Participants were asked to work collaboratively to identify and capture current initiatives and programs:

- Outdoor Adventure Center in Index - Bill Corson
- Get involved in the community, stewardship
- River House and the Bush House for cultural tourism
- Zipline
- Employ 88 in summer and 34 in winter (find a way to “share” seasonal employees for year round employment
- Officials must see the beauty and creativity that can come from tourism - sustainability
- Water Trail - 84 miles - Skykomish to Everett
- Kevin Teague - Park Planner Snohomish County
- Annique Bennett’s position
- Grant funding from NPS - 34 sites along trail
- Mapping, parking, restrooms
- Access points - what do they need? What can communities contribute?
- Where to look, what you'll see and why
- Class V to flat water and estuaries
- Growing Distillery, winery, and Brewery
- Festivals as a means to grow the industry
- Local Liquid Arts map - to find distilleries, wineries, breweries
- Membership model to make it sustaining
- Distillery festival - 3000 guests, partner with farms
- East Sky Initiatives
- Prior timber industry
- Outdoor recreation and tourism
- Special events - Sultan Shindig
- Old Hwy 2 routes - to motorcyclists
- Bush House Inn, Skykomish Inn, Startup Gym (will be event center) - spurs business at restaurants and lodging and shops
- Rodeo
- Sponsors generated more business after having a booth at their event
- 1 day, 15,000 people - many looking for something else to do
- Sky Valley - community of unselfish people
- Embracing similarities between communities - rising tide floats all boats
Skykomish – Snohomish River Valley Target Markets
Who is already coming to the Skykomish-Snohomish River Valley? Who are ideal candidates to market to based upon identified regional assets and desired traveler characteristics? Participants brainstormed target markets after learning about target market research:

This region is best aligned with:
- Healthy
- Active
- Family
- Double income, no kids
- Adventure seekers
- Eco-aware
- Experienced traveler
- Educated
- Fairgrounds
- Cascade Loop

Low Hanging Fruit / Easily Targeted Markets
- Eastern, WA - Wenatchee, etc
- Seattleites
- Portlandia

Demographics
- Green/eco travelers - leave no trace
- Educated men and women age 35 - 50
- Like outdoor recreation
- Income over $75,000
- Like retreats, educational programming
- Outdoor enthusiasts
- Geographical opposites
- Self-sustainable pursuers
- Full-time RVers
- Historians
- Skiers/snowboarders
- Mountain bikers
- Pacific Crest Trail hikers
- Cascade Loop road trippers
- Stevens Pass visitors
Skykomish - Snohomish River Valley Differentiation
What makes this region unique? Participants reexamined their lists of assets and determined which assets differentiate this region from others and help it stand out:

- Fire lookouts
- Sky to Sound - state scenic designation; will receive national designation
- Multi-sport in a day (from major population centers)
- Color of the Skykomish River on the summer day
- Bring out the Cascade and Great Northern Railway out to Skykomish
- Stevens Pass Resort - open year round - PCT runs through it; only lift service mountain biking in Washington state

Events
- Swift Night Out - birding event in Monroe
- Easter Parade in Snohomish - one of the only ones left in the US
- Evergreen State Fair - showcase of agriculture and historic county; zero waste event; alcohol free so very family friendly
- Mexican Rodeo
- Sultan Shindig - unique logging
- Freedom Runner down highway 2 - Sultan to Monroe - waving and saluting to everyone as he runs

Human Resources
- Trail angels - one located in Baring;
- Tim Noah - author and musician

Skykomish - Snohomish River Valley Obstacles and Challenges
(Content in black was determined by the large group. Content in blue was discussed in breakout session.)

Infrastructure
- Hwy 2 congestion/capacity
  - Prevents vision due to lack of economic security, not a pleasant experience, potentially unsafe travels
  - Stakeholders to involve
    - Dept of transport
    - Legislators (State and Fed)
    - Hwy 2 Coalition
    - Amtrack/bus companies
    - Communities/biz owners/local govt leaders/agencies along Hwy 2
- Road closures such as the Index to Galena Rd
- Hwy 2 bridges
• Create a parallel rail line from Everett to Stevens Pass
• Wayfinding/signage
• Need comprehensive lodging strategy - lodging capacity is the foundation of growth for a destination
  o The issue can be seen as:
    ▪ Limited lodging options and capacity
    ▪ Not enough awareness of what lodging exists
    ▪ Seasonal perception - new hoteliers/inn keepers may be difficult to recruit due to seasonality of business
    ▪ Regulation
      • Air BnB - how does this play into it?
  o Stakeholders include:
    ▪ business providers
    ▪ event organizers
    ▪ visitors
    ▪ local gov’t

• Technology/Connectivity
• Cell service/GPS/Google Maps/Rescue

Fiscal & Management
• Funding for Statewide Tourism
• Stakeholder collaboration - biz leaders/land managers/governments
  o Differing views cause division amongst stakeholders (lack of trust)
  o Some people afraid of change but change is inevitable; important to identify and focus on commonalities
  o Lack of awareness of info and communication between biz leaders/land managers/governments/agencies/communities
  o Lack of a place/means where they can come together and collaborate on vision projects
  o Need to create a place to come together to collaborate
  o Examples of successful collaboration include
    o Sky to Sound Coalition water trail
    o Round Tables (Sky Valley)

• Building capacity
  o Need a unified voice

Marketing/Branding
• Connected brand with individual communities brand
• Lack of a cohesive brand messaging for the valley recognizing the unique attributes of each town
• Stakeholders include:
  o Chambers (reaches business community)
  o SCTB
  o Community Transit
  o Land management
  o City gov't
  o County
  o Tribes
  o Historical societies
• Impact of not addressing this:
  o Disjointed, disconnected, individual efforts (less effective); need synergy
• One mapping system for all trails
SUBJECT AREA WORKSHOPS - SKYKOMISH-SNOHOMISH RIVER VALLEY REGION

Three subject area workshops made up the middle of the workshop series. These workshops continued the visioning as well as provided practical content to advance specific sectors of the region’s tourism economy. Workshop participants decided the subject area workshop topics by voting during workshop two.

ADVENTURE TRAVEL & ECOTOURISM WORKSHOP:
In this workshop participants learned trends taking place in the industry worldwide and how they apply to the Skykomish-Snohomish River Valley region.

Snapshot on Adventure Travel
Participants worked in small groups to answer the following questions: What does Adventure Travel and Outdoor Recreation currently look like in the region? What assets exist that could be developed into a world-class attraction? In 2030 what do you want to be known for?

Group 1
Existing Assets to Expand On:
- Rail to Trails – Existing & Potential
- New Farmland
- Rain Tourism (Rivers, Mushrooms, Rain festivals)
- National Parks & Forests
- Darrington Amphitheater
- Archery Range
- Wineries & Agriculinary
- Four season tourism
- Ranches and horsemanship
- Outdoor recreation: Snowshoeing, day hiking/picnicking, back packing, camping, trails
- Agritourism – need for farmland protection
- Ecotourism – events: bird (eagle) festivals
- Culinary: Wineries & breweries

In 2030 what will this region be known for?
- Ecotourism hub
- Remain rural
- Interjurisdictional collaboration for 4 season promotion and opportunities

Group 2
Existing Assets to Expand On:
- Scenic Drives
- River Trips
- Birding
- Running/Hiking
- Mountain Biking
- Pow Wow
- Music Festivals
- Rodeo

**New Opportunities**
- Guides
- More camping
- Shuttle services
- Culinary & agritourism
- Heritage sites
- Bicycle recreation
- Stargazing
- Waterfalls

**In 2030 what will this region be known for?**
- Tap trails
- Trip packages with cottage B&B’s
- Connecting the cottage industry with local breweries & restaurants, to promote overnight stays

**Group 3**
**Existing Assets to Expand On:**
- Outdoor recreation – orienteering, archery, river rafting, biking, hiking, equestrian
- Cultural Tourism – Festival of the River, Bluegrass Festival, The Summer Meltdown, Pow Wow, Spur Festival, Rodeo
- Fishing, birding
- Geocaching

**Group 4**
**Existing Assets to Expand On:**
- Cultural: Pow Wow, Zip line – Farm to table dinner, Center for Wooden Boats
- Birding, Horse Riding
- Cascadian Marine Water Trail
- North Mountain Bike Trail, Hiking, snowshoeing

**Group 5**
**Existing Assets to Expand On:**
- Accessible. Scenic tours everywhere
• Proximity of all aspects of adventure travel. Geographically diverse
• Fiber-shed connecting to agritourism products
• “Experiential” not “adventure”

**Itinerary Development**

Utilizing the “3-3-Sleep” framework, and harnessing visitor wants and needs from the adventure travel personas identified by the Adventure Travel Trade Association (see page 46 and 49 from the Workshop 3 workbook), participants designed a creative 1.5-day itinerary for Skykomish-Snohomish Valley region.

*NOTE: “3 - 3 - Sleep” equals a holistic tourism day including three meals, three activity periods (morning afternoon and evening) and sleeping. If all these are present then maximum spend occurs in destination. If one or more of these aspects are missing then the tourist will need to leave the destination to find the needed component.*

Based on data from the Adventure Travel Trade Association Adventure Tourism Market Study of 2013, they classified Adventure Travelers into three segments: Adventure Grazers, Adventurers, and Adventure Enthusiasts. Those definitions include in part:

**Adventure Grazers:**
- Novice and first-time participants
- Accepts moderate risk
- Key motivator: Time spent with family and/or friends
- Key motivator: Wants to accomplish something

**Adventurers:**
- Intermediate and repeat participants in a favorite adventure activity
- Accepts moderate risk, but through acquiring proficiency in activities undertaken
- Key motivator: relaxation, change of pace, escape, family time
- Key motivator: wants to accomplish something

**Adventure Enthusiasts:**
- Advanced, skilled practitioners of a favorite adventure activity
- Accepts high risk, thrives on building proficiency and expertise
- Key motivator: excitement push their limits
- Key motivator: experience emerging destinations

**Group 1 Itinerary: “On the Wall” (Adventure Enthusiast)**

**Day 1:**
- Meal 1: Sultan Bakery (pack up for lunch)
- Activity 1: Climb the Wall
- Meal 2: Lunch on the wall
• Activity 2: Climb
• Meal 3: Tea house at the top
• Activity 3: Mountain bike down Deer Creek Flats
• Sleep: Bush Hotel. Drinks & stargazing

Day 2:
• Meal 1: River House at Adventure Center (pack up lunch)
• Activity 1: Self-guided climb
• Meal 2: lunch on the wall
• Activity 2: dinner/sunset raft trip

Group 2 Itinerary: “Vacation From Our Vacation” (Adventurer)
Day 1:
• Meal 1: Sultan Bakery
• Activity 1: ATV Riding @ Reiter Pit
• Meal 2: Zeke’s
• Activity 2: Hike to Evan’s Lakes. Paddle board/ Mt Bike back to Skykomish
• Meal 3: Cascadia
• Activity 3: Ride up Stevens pass to PCT and Mountain Bike down
• Sleep: Wallace Falls Lodge

Day 2:
• Meal 1: Jeno’s
• Activity 1: Wakeboard at Lake Tye
• Meal 2: Fred’s
• Activity 2: Winery/ Brewery Tour in Historic Lake Stevens

Group 3 Itinerary: (Adventure Grazer)
Day 1:
• Meal 1: Sultan Bakery
• Activity 1: Great North Corridor bike ride
• Meal 2:
• Activity 2: bike

Day 2:
• Activity 1: Fly Fishing
• Meal 2: Lunch provided
• Activity 2: Rafting
• Meal 3: Wine tasting

Group 4 Itinerary: “Wild Sky Water” (Adventure Enthusiast)
Day 1:
• Meal 1: Sultan Bakery
Activity 1: White water kayak adventure
Meal 2:Lunch Dutch oven riverside
Activity 2: Shuttle back to lodge
Meal 3:brew spot
Activity 3: kayak shop for new gear
Sleep: lodge

Day 2:
- Meal 1: breakfast at the lodge
- Activity 1: kayak
- Meal 2: same lunch

Group 5 Itinerary: (Adventure Grazer)

Day 1:
- Meal 1: Sultan Bakery
- Activity 1: Guided tour. Hike to Bridal Veil Falls
- Meal 2: Picnic lunch
- Activity 2: Glamping at Trout Creek
- Meal 3: wine, dinner, s’mores, campfire

Day 2:
- Meal 1: provided at camp
- Activity 1: morning raft
- Meal 2: lunch in Index
- Activity 2: zip line

**SMALL TOWN EXPERIENCES & CULTURAL TOURISM WORKSHOP**

At the heart of rural communities are unique small towns. As more and more people move to urban areas, and suburban areas encroach into rural areas, small town experiences are becoming rarer and more sought after. In this workshop participants investigated successful models around the country to keep small towns vibrant and alive and identified important cultural heritage that could be incorporated into tourism experiences in the Skykomish-Snohomish River Valley region.

**Harnessing Rural Towns Valley-Wide**

In small groups, participants listed current and potential region-wide partnerships and initiatives to further rural town tourism development. They concluded by choosing three initiatives, one that could be completed in one year, one within five years, and one in fifteen years:

**Group 1:**
- Potential Partnerships:
  - Story Tellers of Snohomish County
  - Wayfinding Partnerships
Volunteer ambassadors  
Lodging coalition  
Arts Councils  
Communications & Marketing  
Co-Op Digital/ Strategy

- Initiatives:
  - 1 year:
    - Rural Lodging Study: Air B&B, RVs, camping study for capacity  
    - Trail Towns: Initiative & Partnerships  
    - Geocaching
  - 5 years:
    - Wayfinding coalition – region wide  
    - Communications/ Co-op regional brand/story
  - 15 years:
    - Festival Association: Share costs of rentals, coordinate events/days  
    - Create a local tour operator

**Group 2:**

- Current Partnerships:
  - Parks RoundTable (Sky Valley)  
  - Sky Valley/Regional Chambers Gathering  
  - Cascade Scenic Byway Group  
  - Highway 2 Coalition (Safety & Infrastructure)  
  - Sky Valley Arts Council  
  - Sky Valley Tourism  
  - Great Northern Railroad Initiative  
  - Iron Goat Trail  
  - Stevens Pass Greenway Group  
  - Electric Vehicle Group (traveling Group)

- Potential Partnerships:
  - Local Liquid Arts – microbrews, wineries, & distilleries collaboration

- Initiatives:
  - 1 year:
    - Food Truck Permitting  
    - Progressive Dinner Party (Highway 2 Block Part)
  - 5 years:
    - Historical, interpretive program of each community on the water trail. May include print, wayfinding & podcasts.
  - 15 years:
    - Visitor passenger train & shuttle from Stevens pass to Snohomish/Lake Stevens along the water trail.

**Group 3:**

- Current Partnerships:
  - Forest Service
• Potential Partnerships:
  o Business non-stakeholders
• Initiatives:
  o 1 year: Finalize a passport of liquid assets: Promote off-season. Pairings, combine with culinary. Scavenger Hunt.
    ▪ Trailhead at Lake Serene
  o 5 years:
    ▪ Adventure Racing: triathlon/iron man for extreme sports (Mountain biking, kayaking). Requires cooperation across municipalities, volunteers, and infrastructure.
    ▪ Trail Town Initiative: Outdoor center materials, wayfinding signs, working with WA Trails Association to promote local resources & Pacific Crest Trail org.
  o 15 years:
    ▪ Evergreen Mountain Biking Trail that parallels U.S. 2 & the Sky to Sound waterway: need to purchase land
    ▪ Heritage Trail: Western Heritage Museum, Antique shops in Snohomish, timber, railroad, mining, mills on the lake (Lake Stevens), basket weaving

Group 4:
• Initiatives:
  o 1 year: Sky Valley Scavenger Hunt: Find coffee roaster, arts, adventure sports, cultural encounters. Business donated prizes
  o 5 years: Rain Festival: Mudding Race, Mushrooming, Waterfall tour, Rain Dancing, Slug/snail races, comfort foods & brews, Rain clothing, education (what to do in the rain, and rainy day activities)
  o 15 years: Sky Valley Connector: Train to connect Sky Valley for recreational users. Hook up with service providers for key sites & amenities

Group 5:
• Initiatives:
  o 1 year: Special Tours/trails: Packaged with lodging. I.e. stargazing, birding, fall colors, owling
  o 5 years: Film Festival: Packaged with service provides. Themes (fly fishing). Watch & do, see it then do it.
  o 15 years: ATV Recreational Area: Tie into food & public restrooms. Equipment providers. Food trucks.
CULINARY & AGRITOURISM WORKSHOP

To truly be connected to a place is to understand the food and products that are produced there. The markets for both culinary tourism and agritourism are growing rapidly, and while the two are not synonymous, they are closely related due to their focus on food. This workshop was designed to connect interested parties in the region, demonstrate successful agritourism models and clarify insurance and risk management issues unique to this segment.

Identifying Opportunities & Challenges
Participants were asked the following questions: If nothing else happens from this workshop, what are you fundamentally committed to seeing present in 15 years. And, what is your plan to achieve that one item you are committed to.

Group 1:
- One item: Local culinary institute with Farestart model. Like Pilchuck School of Glass
  - How: Set up program in schools for students to be a part of a local restaurant, in order to give back to the community.

Group 2:
- One item: Timber Town.
  - How: Combine history, including tribal, of sustainable timber to show off natural beauty & viable town.
  - Public transportation
  - Personal Aviation care of Boeing?
  - By: Loraine Zimmerman, Joni Kirk, Kathy Purviance-Snow, Linda Neunzig, Sally Hintz

Group 3:
- One item: Farm Trail Signage.
  - How: Consistent information through-out Snohomish County to provide accurate & destination information to encourage trips, tours, & visits.
  - Include agritourism related businesses: Liquid arts, fiber arts, culinary ‘preferred’ arts
  - By: Amy Spain, Nancy Klith, Sarah Dylan-Jensen, & Mary Ritzman

Group 4:
- One item: Education to eat seasonally program
  - Promote farmers & farming

Group 5:
- One item: Create more synchronized partnerships
  - How: Identify stakeholders>reach out>present vision of the ‘wow’ > confirm buy in of stakeholder > Identify tactics > organize partners > marketing/promo
  - By: Karen Fuentes, Davi Martin, Nancy Yarges, Debbie Anastasi-Black
ACTION PLANNING & ACCOUNTABILITY

After identifying the region-wide vision, elements of a tourism plan, and learning numerous subject areas to enhance and grow the tourism economy in the region, the final workshop was where participants connected the dots to create a unified action plan to follow over the next ten years. The overarching action concept that emerged for connecting the valley was the Trail Town concept. The Trail Town concept is becoming popular tourism planning framework for communities with shared geography and shared connections to river and land-based trails. The well-established Centennial Trail and emerging Sky to Sound Water Trail provide promising Trail Town frameworks. Actions teams were formed around four areas that will help to bring to life the action plan:

**Action Teams:**
Based upon the vision captured, the assets identified, and taking into account the obstacles, participants identified four action teams the group will form and pursue:

**Festival & Events -** Connecting users with events; create culinary experiences
- Farm to table progressive dinner
- Compilation of existing events
- Planning for liquid arts
- Progressive adventures

**Lodging**
- Boutique, campground, private campgrounds, Air B&B
- Goals: Do an inventory of existing structure
- Gap Analysis
- Recruit additional rooms & beds
- Recruit big development & resorts

**History & Culture -** Experiencing Our Rich History & Culture
- Podcasts/radio recording of stories
- Hands on classes of agricultural history (i.e. native berry pickings)
- Do an inventory of places, stories, and story tellers

**Trails**
- Connect existing Sky to Sound access points to towns and cities
- Improve wayfinding & partnerships
- Properly mark trails
- Long term: transportation for riders

**Skykomish - Snohomish River Valley - Parking Lot**

Items contributed by attendees to possibly follow up on from the first two workshops. These
included areas of concern, opportunities for further development or discussion:

• No State Tourism bureau
• Need more lodging
• Too many maps
• Public transportation
• Staff to keep things up to date
• Off the beaten path
• Need repair/replacement of a “missing link” in the backroads trails from Index to Skykomish (Index/Galena road)
• Fiefdoms - geopolitical boundaries
• Keeping our best people here
• Need one [parking] pass only for access to all lands (DNR, Forest Service, etc.)
• DOT process for signing on Hwy 2
• Lack of consistent "cell" service
• Logging and toxic chemical spraying
• Capacity of Hwy 2
• Getting local buy in
• Keeping initiatives fresh
• Wireless connectivity
• Geography
• Crime
• Jobs
APPENDIX D

COMBINED ACTION TEAM RECOMMENDATIONS

Lessons have been learned from rural tourism workshops in other communities. It is important to note the following recommendations are ideals for the successful organization and management of action teams, but are a reported challenge for every region:

- Keep team size to about seven or eight people
- Get a convener that is in charge of rallying group together
- Lead convener (1 year commitment)
- Action team agreement form (how much time they can commit to, what skills they have)
- Identify which projects they will start and put together a plan for implementation
- Fundraising- identifying grants
- Steering team (larger groups) meet every other month
- Have kick-off party- put together a 1-sheet- vision, on back has list of dates of meetings
- Need to agree on a monthly schedule (when, where)
- Highlight amount of time it takes to be the convener- 2-5 hours a week
- See last meeting notes (RTS)- forming action teams
- Do check-ins every couple of months
- Basecamp account for all groups
- Action teams are project based
- Pick a project to deliver on ASAP- low hanging fruit, want successes as soon as possible
- Voting process to decide priorities (give timeline) value vs time (do ones that are easy/quick first), catalytic