



VIEWS OF THE FUTURE - TOURISM 2.0 IN SNOHOMISH COUNTY

Skykomish-Snohomish River Valleys Region

SCENARIO-BASED THINK TANK WORKSHOP

June 18, 2018

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Scenario-based Think Tank Workshop

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This report summarizes the scenario-based planning session held in the Skykomish-Snohomish River Valleys Region of Snohomish County, Washington, on June 18, 2018. Approximately 60 Snohomish County stakeholders participated in the Think Tank and developed the scenarios presented in this report. This report has been produced as part of the Snohomish County sustainable destination development process, which aims to produce a Sustainable Destination Development Regional Action Plan that will guide regional tourism activities for the next five to ten years

REPORT PREPARED BY:

future→iQ®

THINK TANK HOSTED BY:



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

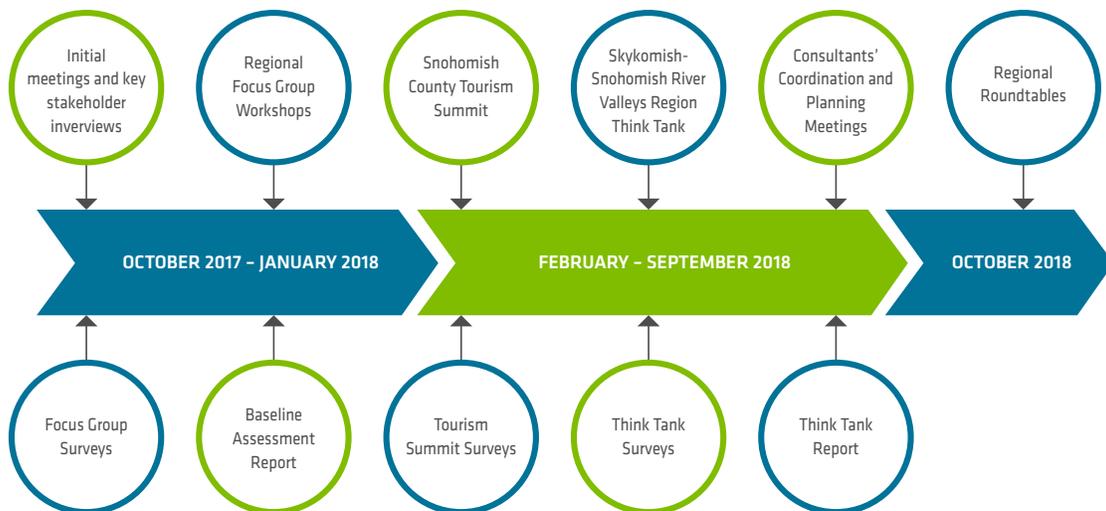
1.0 INTRODUCTION

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

Some highlights of recent work include:

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

2017-2018 Project timeline



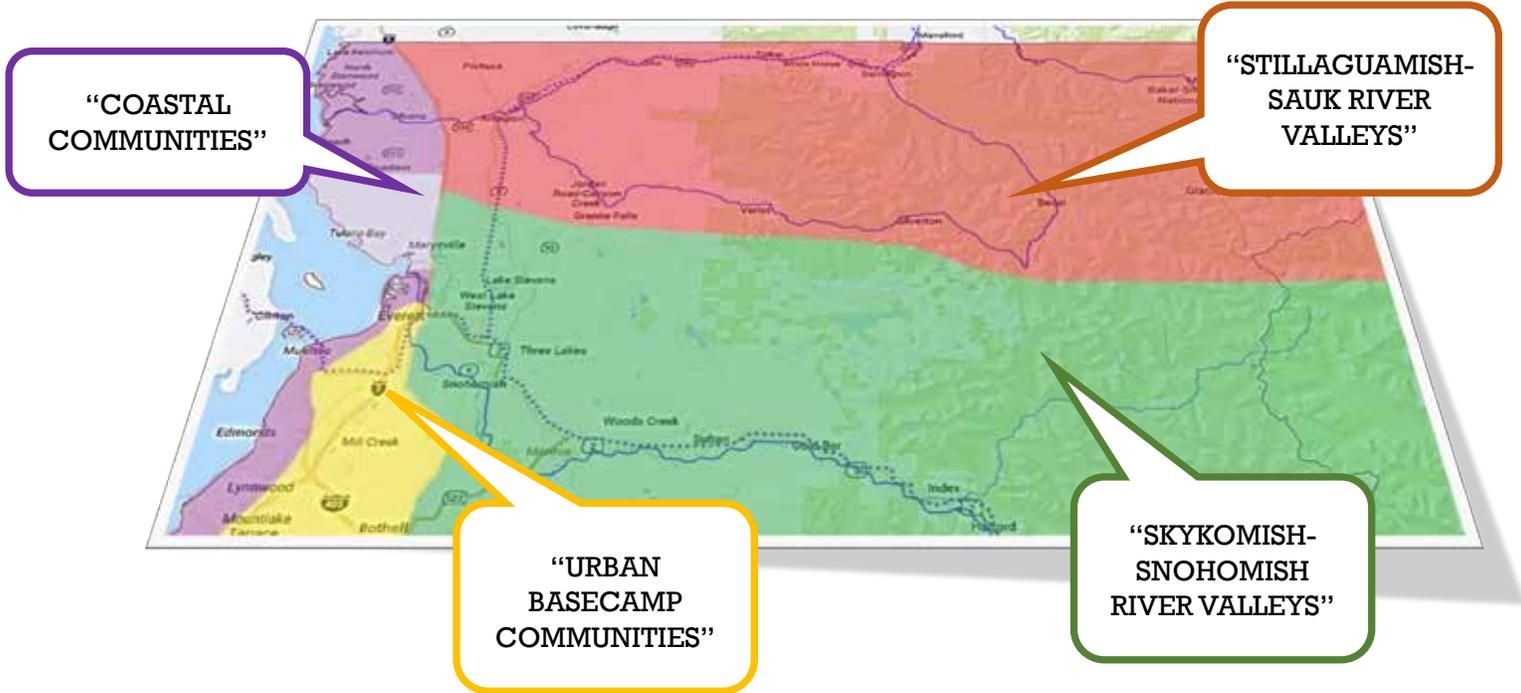


Tourism development in Snohomish County operates on two principles: sustainability and a regional approach. The regional approach allows local stakeholders to 'get their arms around' and guide their local destination development activities.

2.0 SKYKOMISH-SNOHOMISH RIVER VALLEYS REGION

In late 2017, regional focus group workshops were convened throughout Snohomish County and participants were asked to identify what they believed are the most natural regional boundaries in the county, from a tourism development and visitor perspective. The map below defines the four major 'regions of collaboration' which were viewed as the logical building blocks for regional destination development and marketing from both an industry and visitor perspective. These four regions formed the geographic basis for the Think Tanks that took place in June 2018. The Skykomish-Snohomish River Valleys Region was the first of the four to take place on June 18, 2018.

Snohomish County Experiential Visitor Regions



Note: Urban Basecamp Communities name is provisional



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

3.0 THINK TANK WORKSHOP

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

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

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

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



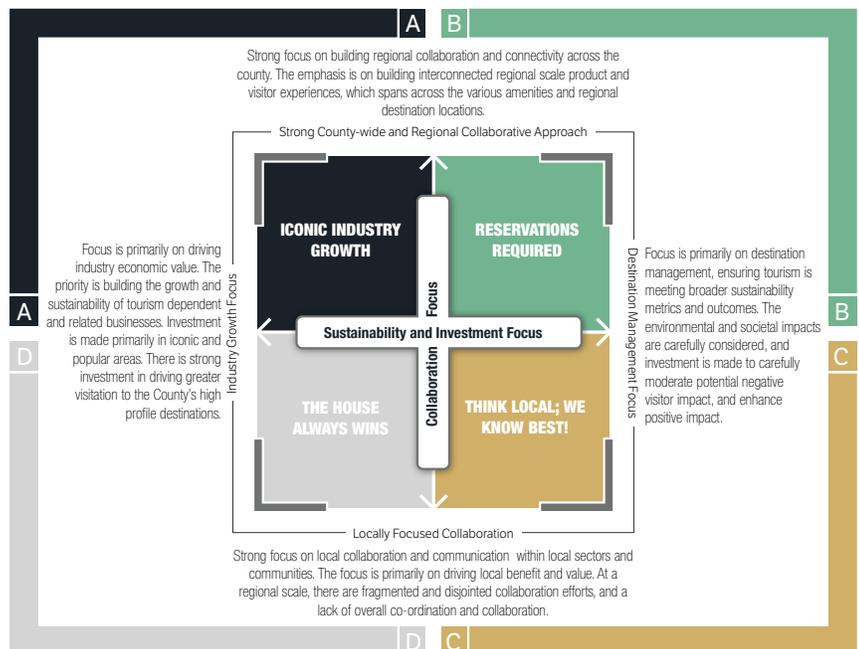
4.0 CREATING THE HYPOTHETICAL SCENARIO FRAMEWORK

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

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

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

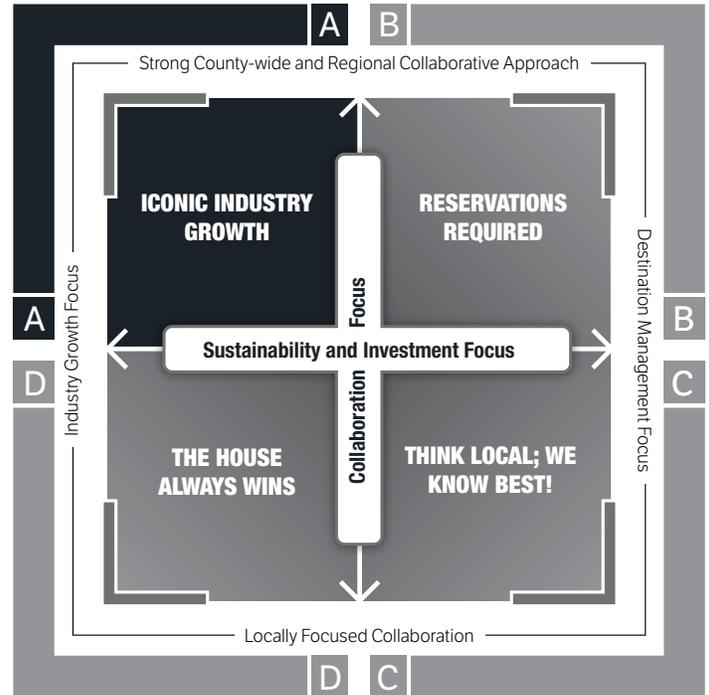
After the characteristics were established, Think Tank participants were asked to devise major events or headlines of how the scenario occurred using the years 2020, 2025, and 2030, and to give their scenario a descriptive name. Narratives and descriptions of each scenario as developed by the workshop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





4.1 SCENARIO A: ICONIC INDUSTRY GROWTH

This scenario forecasts a future where a strong focus on building regional collaboration and connectivity across the county spurs rapid growth in the accessibility and popularity of iconic sights. Day-trippers, young professionals, couples and families flock to the region seeking experiential activities such as sports tourism and Agri-tourism, music and the arts. The region is known as a place to go to take a ‘mental health break’ and the short-term visitor is most common. Added popularity of the County’s high profile destinations brings with it economic growth and opportunity for investment, but also the problems of congestion and traffic, and environmental stress. Monroe, Snohomish, Gold Bar, Index and Lake Stevens become focal areas for the region.





POTENTIAL SCENARIO CHARACTERISTICS - 2030

Visitor Profile and Experience / Characteristics

- Day trippers /Active
- Age: 20-30's
- Families/couples
- Entrepreneurs/tech people/ Professionals
- High satisfaction
- Those taking 'mental health' vacations
- Those interested in agriculture

Destinations and Communities / Characteristics

- Monroe – Lake Tye, fairgrounds, sports tourism, Agri-tourism/ culinary/beverages
- Snohomish – Historic downtown, sports tourism, Agri-tourism/ culinary/beverages
- Gold Bar – Wallace Falls
- Index – Town well / Stevens Pass
- Lake Stevens – sports tourism, water sports, waterskiing
- Congestion, environmental stress
- Money and jobs to the community/ tax revenue
- Opportunity of education of positive impact
- Philanthropic opportunity to volunteer

Tourism Industry Profile / Characteristics

- Size impact / Growth / Larger economy of scale
- Marketing and Branding: Mental health break; Health; Communal; Rejuvenate your life
- Healthy food, craft beverage, hiking, arts, music
- Opportunities of private income – AirBnB
- Economic development
- Expands local choices for food and recreation
- Subsidiary business expansion
- Product type location and scale
- Grows scale regionally rather than locally
- Less diversity



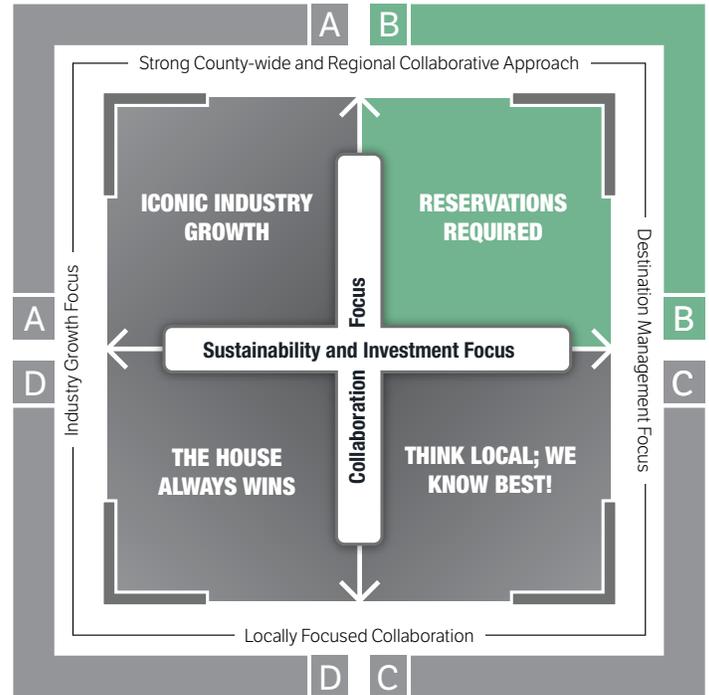
ICONIC INDUSTRY GROWTH – HEADLINE NEWS

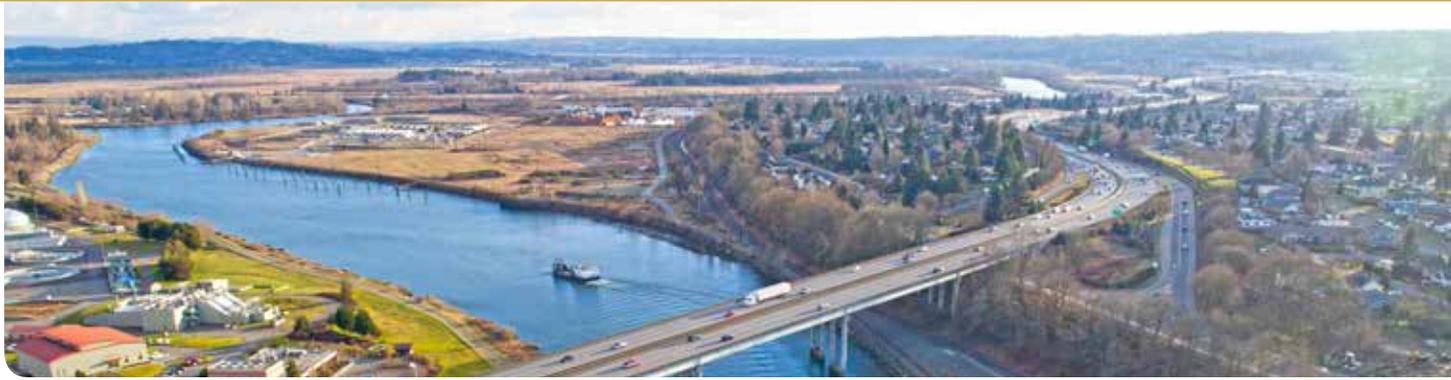
	2020	2025	2030
Visitor Profile and Experience	"Families flock to unplug in Sno-Sky Valley"	"Increase growth in recreation"	"Locals demand more infrastructure improvements"
Destinations and Communities	"Surge in tourism puts pressure on local infrastructure"	"New transportation options provided by private sector"	"Pro-vibrant tourist destination"
Tourism Industry Profile	"Record tourism skyrockets"	"Largest employer in Sky Valley is tourism industry"	"Budweiser buys local breweries"



4.2 SCENARIO B: RESERVATIONS REQUIRED

This scenario forecasts a future where the County prioritizes sustainability throughout the region and promotes collaborative destination management policies. Infrastructure is upgraded using state-of-the-art technology, making connectivity and communication across county communities both enhanced and simplified with minimal impact on the environment. Sky Valley regional communities draw visitors looking for experiential education of the outdoors. Apps are used to direct and educate all types of visitors, including international visitors requiring language translation. Reservations are required at many parks and recreational areas to reduce high-volume traffic congestion and moderate potential negative visitor impact.





POTENTIAL SCENARIO CHARACTERISTICS - 2030

Visitor Profile and Experience / Characteristics

- Outdoor adventurer
- Broad age groups – family, singles, couples
- Diverse races
- Phone apps declaring things to do, places to go
- Signage that can translate to other languages

Destinations and Communities / Characteristics

- Collaborative approach of cities along the way to major destinations to increase interests
- Market quirks, individuality at locality
- Promote economics, historical, and environment
- Create new opportunities, i.e. Set up snowshoe stations

Tourism Industry Profile / Characteristics

- Sky-Valley communities draw tourists through experiential education of the outdoors
- Strong regional collaboration approach
- Destination management focus



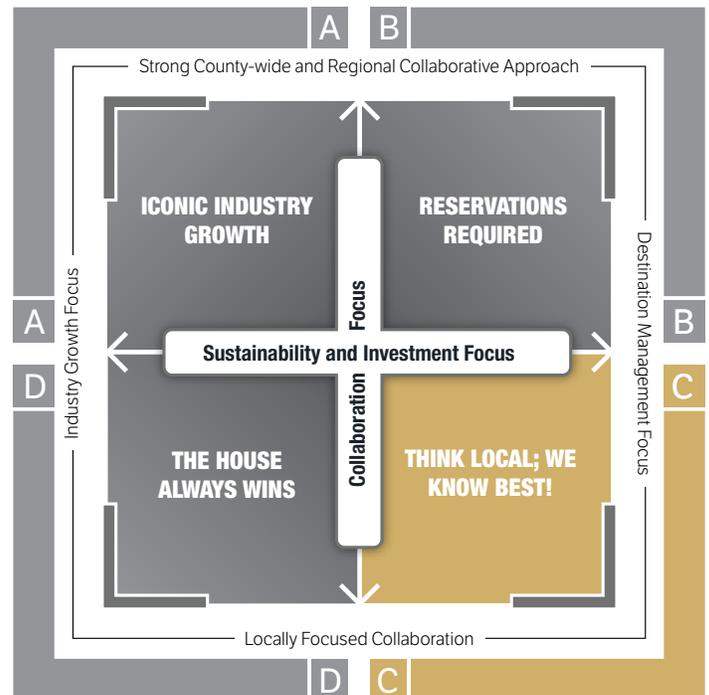
RESERVATIONS REQUIRED – HEADLINE NEWS

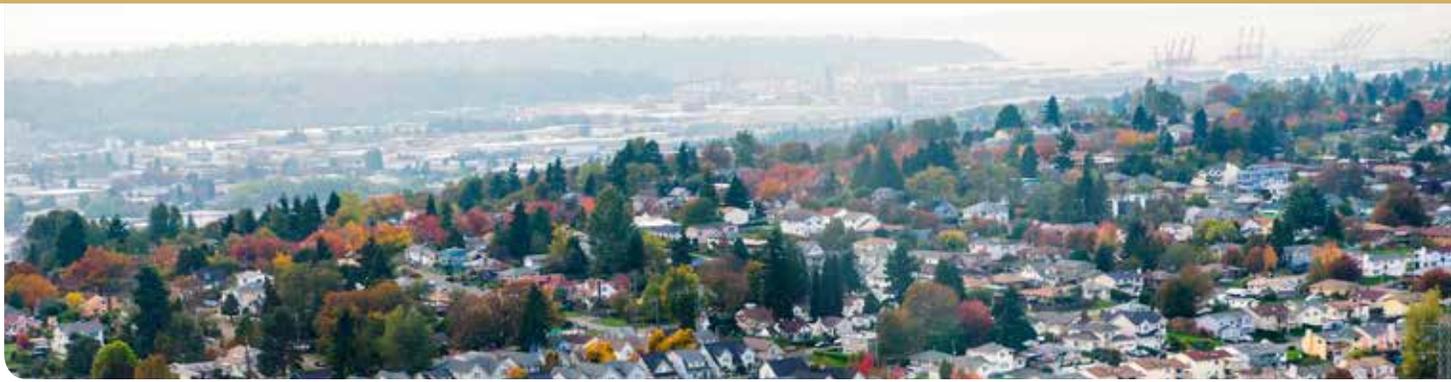
	2020	2025	2030
Visitor Profile and Experience	<i>"Better connectivity – internet plans created"</i>	<i>"Slots created for reservation only"</i>	<i>"Freight Bypass"</i>
Destinations and Communities	<i>"Scenic Attractions / Economic Benefit"</i>	<i>"Develop stairs and stay on the path"</i>	<i>"Paving paths for preservation"</i>
Tourism Industry Profile	<i>"Technology driven infrastructure improved"</i>	<i>"Better distribution benefits tourism with lower environment impacts"</i>	<i>"Highways and byways improved by technology"</i>



4.3 SCENARIO C: THINK LOCAL, WE KNOW BEST!

This scenario forecasts a future where local charms and attractions are enthusiastically advertised as towns market their uniqueness to prospective visitors. The County promotes a destination management focus to address broader environmental and societal needs, but strong local interests create a loss of connection and collaboration across the county. Sustainable tourism is emphasized at the local level, however the opportunity to leverage resources region-wide is reduced as local jurisdictions manage public assets. Visitors tend to be middle class, people looking for an ‘escape’, retirees, and outdoor recreationists, with only a few international visitors. Overcrowding and parking issues emerge without the promotion of a regional narrative.





POTENTIAL SCENARIO CHARACTERISTICS - 2030

Visitor Profile and Experience / Characteristics

- Big city person looking for escape
- Outdoor recreationist/millennial
- Baby boomer/retiree with mobility issues (ADA)
- Families, solo travelers
- Middle class
- Equestrians, RV Travelers
- Foreign visitors and business class not attracted

Destinations and Communities / Characteristics

- Increased difficulty getting people out
- Educational issues (leave no trace, etc.)
- Lack of infrastructure and coordination
- Risk of overcrowding, parking issues
- Miss opportunity to leverage resources across agencies
- Less informed visitor/negative experience

Tourism Industry Profile / Characteristics

- Marketing “Come & visit Sultan”
- Visitor & Guided exploration
- Local knowledge; sustainable tourism; champions
- Local uniqueness; Individual towns promote themselves
- Fragmented narrative
- Difficult to achieve sustainable management because local jurisdictions manage public assets
- Links in regional chain are broken

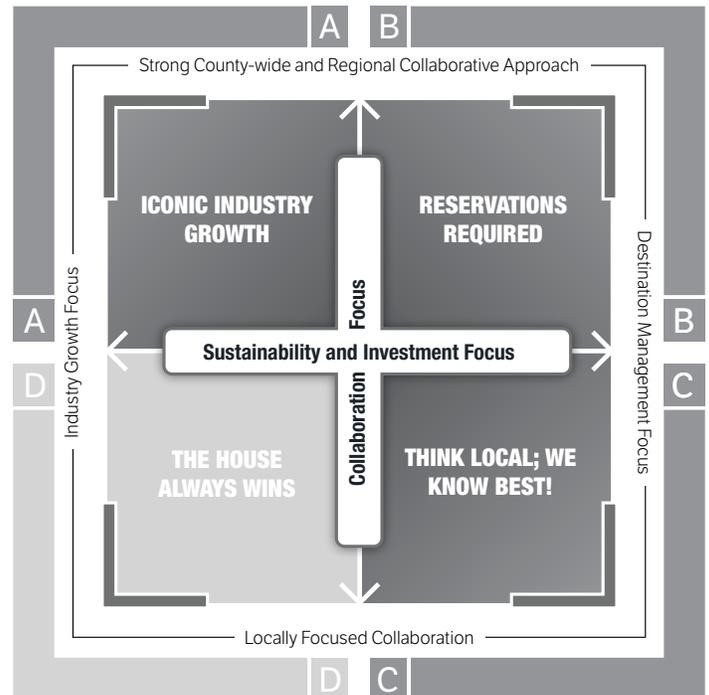


THINK LOCAL, WE KNOW BEST! – HEADLINE NEWS			
	2020	2025	2030
Visitor Profile and Experience	<i>Snohomish – Bike & Booze Trails</i>	<i>I'd love to go to Hwy 2 but the traffic is too bad</i>	<i>New bypass can't handle traffic; Snohomish top destination from Paine Field</i>
Destinations and Communities	<i>Visitor can't find product</i>	<i>Ribbon cutting – Mill Site Hotel / Cadman park rafting center opens</i>	<i>Monroe parks voted best maintained facilities</i>
Tourism Industry Profile	<i>Snohomish develops rivertown theme: Eat, Shop & Enjoy the River</i>	<i>Snohomish: River trail expanded</i>	<i>Without alternative, Snohomish sees benefit in working with regional tourism efforts</i>



4.4 SCENARIO D: THE HOUSE ALWAYS WINS

This scenario forecasts a future where quantity not quality is the mantra of a tourism industry growth focus for the region. Priority is building the growth and sustainability of tourism dependent and related businesses causing cities to grow significantly to support the industry. Communities hosting iconic sites compete for visitors and market high value visitation for low cost. Locals are priced out of the housing market and overrun by visitors forcing many to leave for Eastern Washington. The environment, infrastructure and local charm of communities are destroyed as they push for higher visitor counts and revenue. The visitor profile is diverse with communities promising to serve all comers. The region becomes exposed to political impacts and economic downturns.





POTENTIAL SCENARIO CHARACTERISTICS - 2030

Visitor Profile and Experience / Characteristics

- Diverse demographics
- Regional-area city folks looking to get away for a staycation
- High tech/families/exchange students
- Canadians, Chinese and other international guests
- Some do/do not want hotel
- Some need education on outdoor/cultural behaviors

Destinations and Communities / Characteristics

- Locals say 'too crowded'; and move to East Washington
- Environment, infrastructure, and local charm are destroyed
- I-5 too congested
- Local employees priced out of local living
- Places: Wallace Falls, Tulalip Casino (and others), Paine Field, Stevens Pass, Premium outlets
- Every forest service trailhead / lake service

Tourism Industry Profile / Characteristics

- High volume focus with high internal competition
- Best practice sharing is limited
- Specific sectors boom and add jobs, but what kind of jobs?
- Come here/stay here; we've already built it
- Politics and economy could take it down
- Quantity not quality
- Big cities get bigger



THE HOUSE ALWAYS WINS – HEADLINE NEWS

	2020	2025	2030
Visitor Profile and Experience	"Vail supports rapid transit to Stevens"	"Residents in MUK say no to more restaurants"	"Casino boom adds jobs quantity not quality"
Destinations and Communities	"Business and package travellers overwhelm leisure tourists at Paine Field"	"Locals upset about too many tour buses"	"Global politics and economy shut down east county tourism"
Tourism Industry Profile	"Price of salmon skyrockets after depletion of runs by tourism"	"Locals move out of Sno Co – too crowded!"	"Monroe laments death to tourism industry"



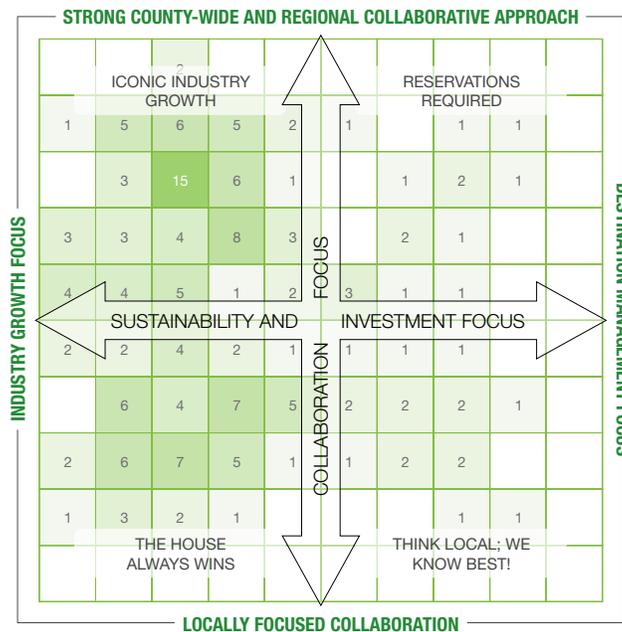
5.0 EXPECTED AND PREFERRED FUTURES

5.1 EXPECTED FUTURE: SCENARIO A – ICONIC INDUSTRY GROWTH

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

SKYKOMISH-SNOHOMISH RIVER VALLEYS REGION THINK TANK

EXPECTED FUTURE – 2030



Shifting from the expected to preferred scenario takes courage and collaboration on the part of all regional stakeholders.



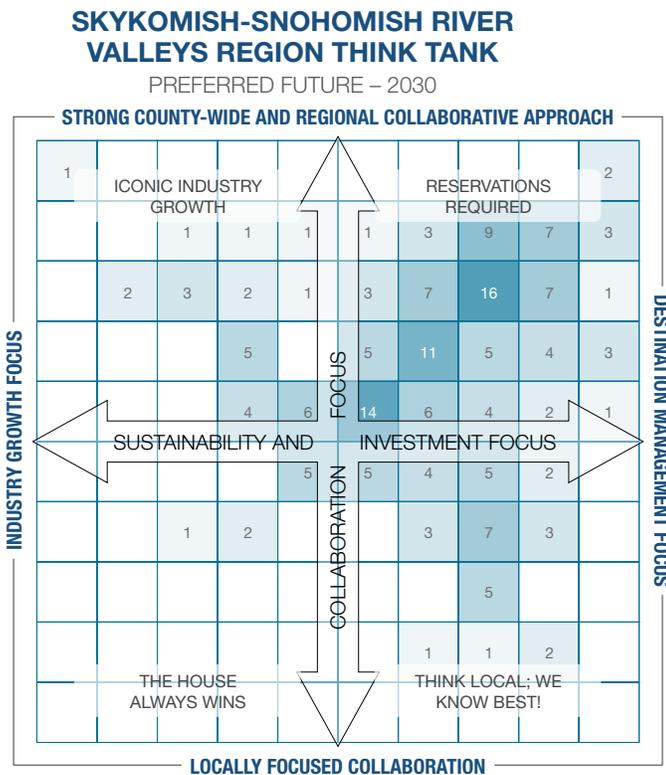
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KEY POINTS TO NOTE

- Where most stakeholders placed the expected future to be in Scenario A, 'Iconic Industry Growth', discussion ensued about the potential of falling into Scenario D, 'The House Always Wins' under the right conditions.
- New collaborative efforts for County tourism destination development practices will need to be implemented to get to the preferred future.

5.2 PREFERRED FUTURE: SCENARIO B – RESERVATIONS REQUIRED

Think Tank participants expressed a preference for one of the presented outcomes, Scenario B, “Reservations Required”. Discussion centered around the already existing natural/organic regions of collaboration within the county and how those could be expanded to draw the expected future into Scenario B “Reservations Required”.



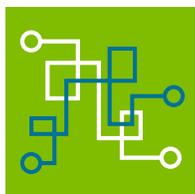
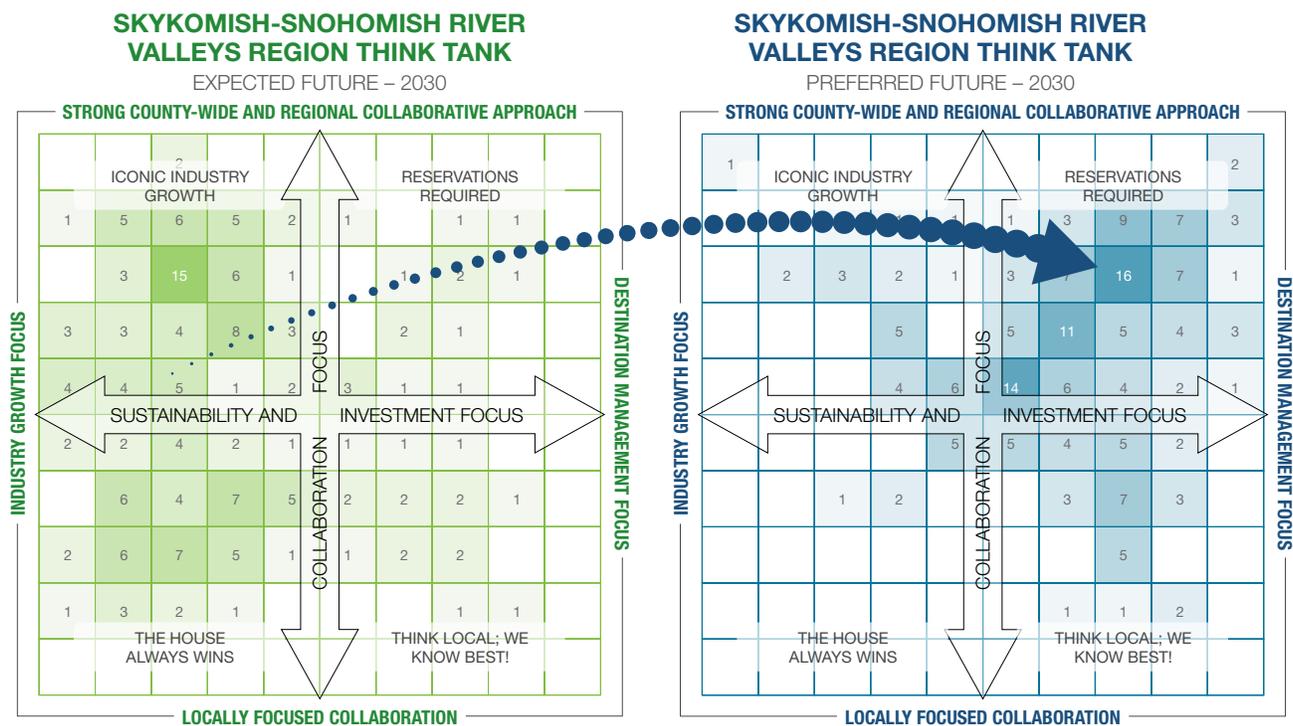
KEY POINTS TO NOTE

- The tight concentration of color in Scenario B ‘Reservations Required’ indicates a close alignment of thinking by participants around the preferred future.
- Think Tank stakeholders discussed the need to be proactive instead of reactive with respect to taking actions to get to the preferred future, especially with respect to transportation planning.

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6.0 CLOSING THE GAP – GETTING TO THE PREFERRED FUTURE

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



IDEAS TO CONSIDER

- Focus tourism development to quality over quantity and to experiences will align with the stated desire to become better stewards of the environment.
- Getting to Scenario B, 'Reservations Required' will involve a concerted effort to use technology and connectivity as tools to enhance the visitor experience.

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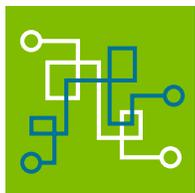
7.0 BRAINSTORMING REGIONAL ACTION IDEAS

7.1 BROAD IDEAS FOR ACTION

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

Strategic Tourism Plan Strategies	Ideas for Action
Trails and Trail Town Development	<ul style="list-style-type: none"> • Finish and implement river trails plan
Visitor Capacity planning / Traffic / Transportation	<ul style="list-style-type: none"> • Alternative modes of transportation to move people to various attractions & experiences (big and small) • Infrastructure: County and City taking the lead and controlling the volume • Move away from big industry, otherwise I-5 would get all improvements, not Hwy 2 • Bus tours and package tours • Understand infrastructure and capacity needs • Transportation infrastructure • Work collectively to implement alternative vehicle transportation options • Design and improve Hwy. 2 • Identify transportation resources that exist • EASC-PSRC-SnoCo-WSDOT studies and data • Develop a Snohomish County Regional Transportation Agency (Collaboration!) • Coalition to get the Hwy 2 increased/improved with regional/County/State/Fed included in the conversation

Strategic Tourism Plan Strategies	Ideas for Action
Mobile Connectivity and Open Data	<ul style="list-style-type: none"> • Use social media, technology and apps to improve • QR codes optimized • Improve infrastructure to support these improvements • Increase cell coverage • Technology on trails and a technology hub, all in one place access! • Travelers depend on websites (i.e. Trip Advisor, SCTB website)
Visitor Wayfinding Systems	<ul style="list-style-type: none"> • Improve defining areas within Snohomish County to highlight outdoor recreation, experiences (cultural, etc.) and assistant amenities • Sub-brand
Lodging and Facility Options	<ul style="list-style-type: none"> • World class hotels
Events & Festivals	<ul style="list-style-type: none"> • Regional database of events • Technology to upload events • Incentivize open or City space for events • Collaboration regionally for strengths of individual community and local attractions • Create events that are town specific with diverse themes of river towns
Infrastructure Investment / Gaps	<ul style="list-style-type: none"> • Develop and/or support world class recreation destinations • Provide a way to better fund tourism related businesses through private-public partnerships (support!) • Identify infrastructure gaps
Sustainable Regional Destination Development and Promotion	<ul style="list-style-type: none"> • More investment in regional destination marketing and promotions



IDEAS TO CONSIDER

- Advanced technology could greatly enhance transportation options as well as visitor experience through wayfinding, apps, etc.
- Actively using tourism as an economic development tool to support sustainable destination development will help bring prosperity to all communities of the region.

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7.2 POTENTIAL SKYKOMISH-SNOHOMISH RIVER VALLEYS REGIONAL PROJECTS

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

COMING TO THE TABLE

DESCRIPTION:
Regular ongoing regional representative meetings throughout the year. Consists of information, news and benefits of sharing.

PURPOSE:
To promote active collaboration, participation and communication between communities so that no community becomes non-inclusive and opportunities are shared.

**Regional
Collaboration
and
Communication**

REGIONAL PROJECT PLAN COMMITTEE

DESCRIPTION:
A regionally coordinated recreation project plan committee consisting of regional project planners and implementers that meets on a regular basis.

PURPOSE:
To increase communication and partnerships; provide consistent marketing and messaging county-wide; to save and share resources and time on recreation focused projects.

SKY VALLEY THRIVES

DESCRIPTION:
Coordinated business and economic development that brings systemic change that aims to build sustainable resilient community wealth across the county.

PURPOSE:
Immunizes community from extractive business models and keeps capital locally rooted in the community and builds economic security.

**Regional
Economic
Development and
Connectivity**

TRICKLE UP TRANSPORTATION

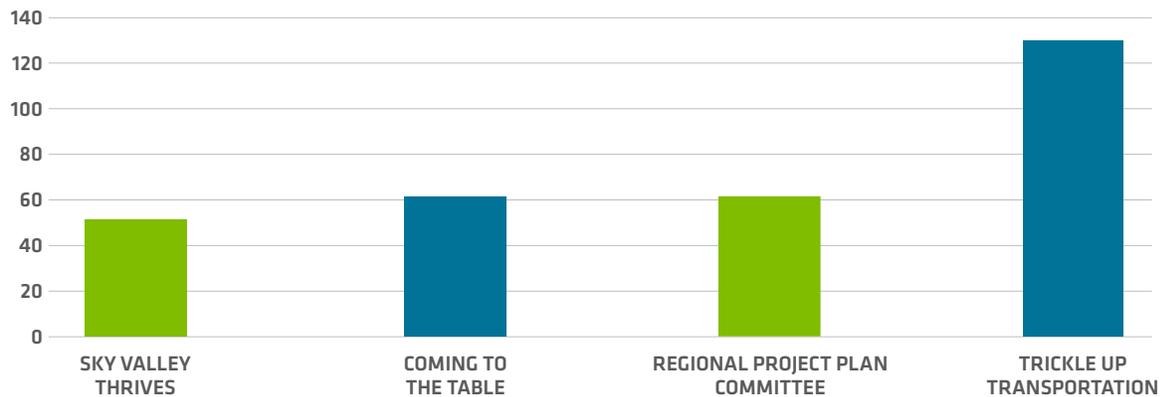
DESCRIPTION:
Comprehensive inventory of systems and infrastructure and inter-community transportation resulting in the formation of transportation improvement districts.

PURPOSE:
To build a collaborative effort to build county connectivity that is sustainable and conforms to the needs of each region.

7.3 IDEAS FOR INITIAL STRATEGIC PRIORITIES

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

2019-2013 Weighted Resource Allocation for Skykomish-Snohomish River Valleys Regional Projects (\$100K per unit)



2019-2013 Weighted Resource Allocation for Skykomish-Snohomish River Valleys Regional Projects broken out over five years.

Project Name	2019	2020	2021	2022	2023	TOTALS
Sky Valley Thrives	11	11	13	8	8	51
Coming to the Table	12	8	10	16	14	60
Regional Project Plan Committee	10	19	11	11	10	61
Trickle up Transportation	33	29	25	19	23	129



KEY POINTS TO NOTE

- All four of the suggested Skykomish-Snohomish Valley projects emphasize connectivity, collaboration and increased regional communication.
- The Trickle up Transportation project will involve significant monetary investment by a combination of players.

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The dedication and professionalism of the staff at Snohomish County Tourism Bureau (SCTB) and Snohomish County Department of Parks, Recreation and Tourism (SCPRT) are big assets for the region's tourism industry.

8.0 ACKNOWLEDGEMENTS

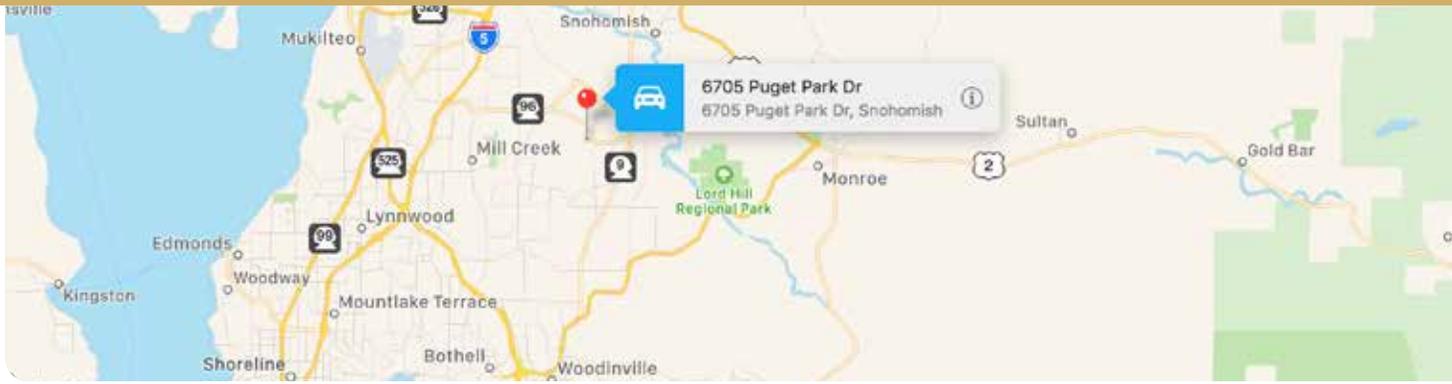
The tourism industry representatives from the Skykomish-Snohomish River Valleys Region of Snohomish County engaged in the Think Tank workshop and discussions with great enthusiasm. Their passion and interest ensured the discussions were thoughtful, and the outcomes reflective of the region's perspectives. This dedication is reflective of the deep commitment Think Tank participants have to the future of their communities and local industries.

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

In particular, the following people are specifically acknowledged:

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





9.0 CONTACT DETAILS

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10.0 ABOUT FUTURE IQ

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

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

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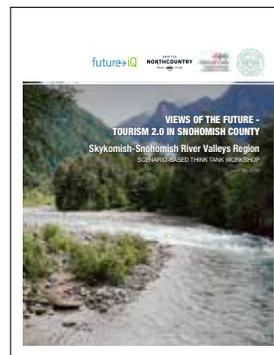
Views of the Future - Tourism 2.0 in Snohomish County

Basecamp Communities Region Scenario-based Think Tank Workshop
June 2018



Views of the Future - Tourism 2.0 in Snohomish County

Coastal Communities Region Scenario-based Think Tank Workshop
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Views of the Future - Tourism 2.0 in Snohomish County

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