



# VIEWS OF THE FUTURE - TOURISM 2.0 IN SNOHOMISH COUNTY

## Urban Basecamp Communities Region

SCENARIO-BASED THINK TANK WORKSHOP

June 20, 2018



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Scenario-based Think Tank Workshop

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This report summarizes the scenario planning session held in the Urban Basecamp Communities Region of Snohomish County, Washington, on June 20, 2018. Approximately 50 Snohomish County stakeholders participated in the Think Tank and developed the scenarios presented in this report. This report has been produced as part of the Snohomish County sustainable destination development process, which aims to produce a Sustainable Destination Development Regional Action Plan that will guide regional tourism activities for the next five years.

REPORT PREPARED BY:

future→iQ®

THINK TANK HOSTED BY:



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*The Basecamp Communities 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.*

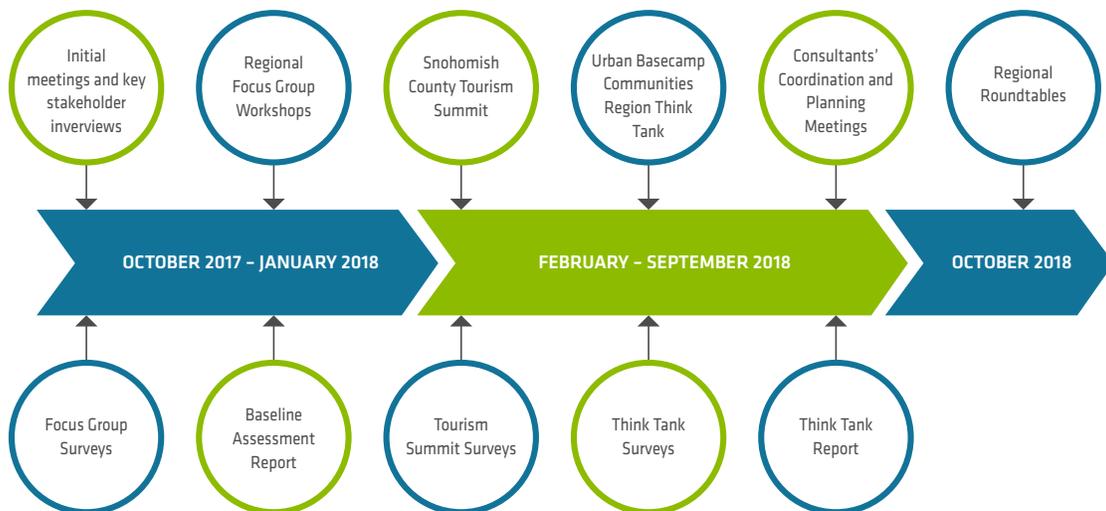
## 1.0 INTRODUCTION

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 Urban Basecamp Communities 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





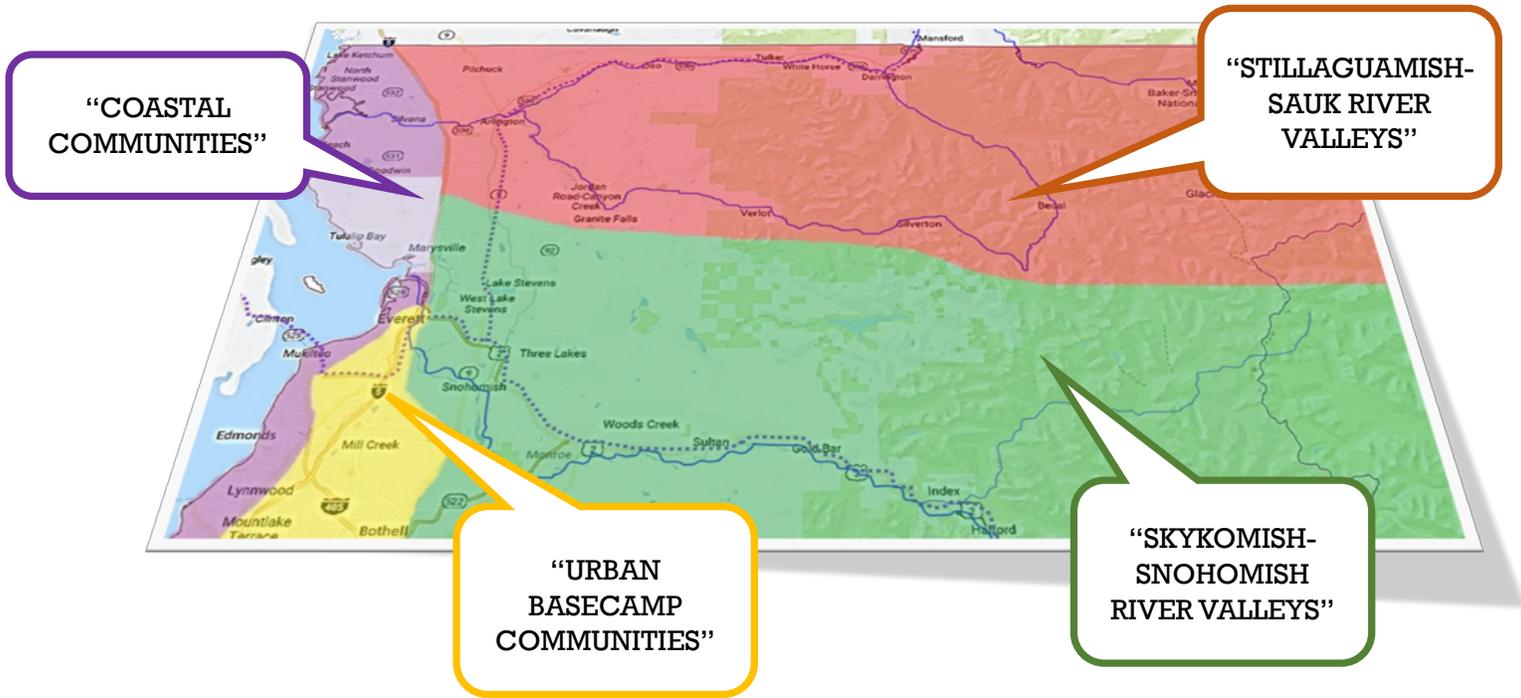
*Tourism development in Snohomish County operates on two principles: sustainability and a regional approach. The regional approach allows local stakeholders to 'get their arms around' and guide their local destination development activities.*

## 2.0 URBAN BASECAMP COMMUNITIES 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 Urban Basecamp Communities Region was the third of the four to take place on June 20, 2018.

### Snohomish County Experiential Visitor Regions



Note: Urban Basecamp Communities name is provisional



*The scenario planning process allows Urban Basecamp Communities 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 Urban Basecamp Communities 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 Urban Basecamp Communities 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.



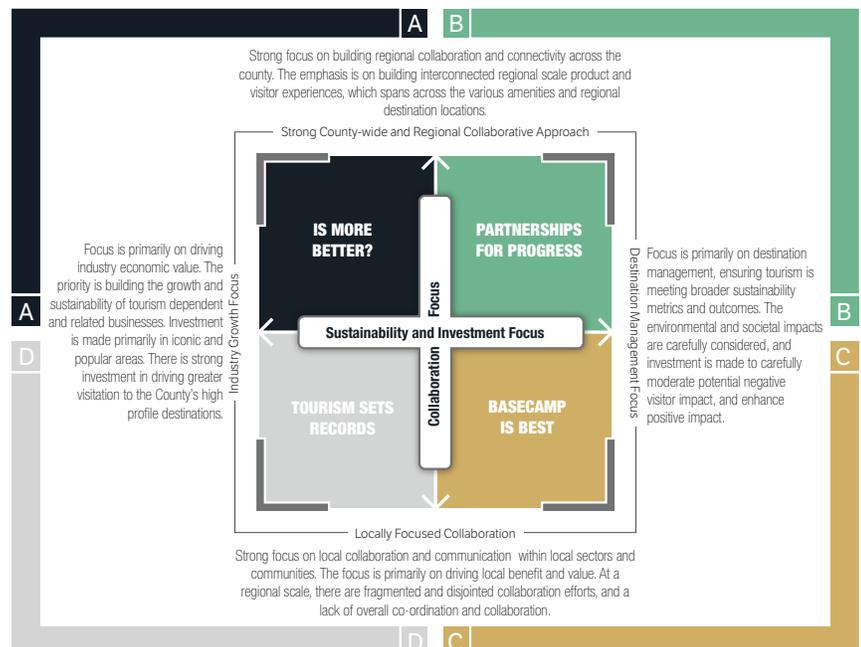
## 4.0 CREATING THE HYPOTHETICAL SCENARIO FRAMEWORK

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 Urban Basecamp Communities 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

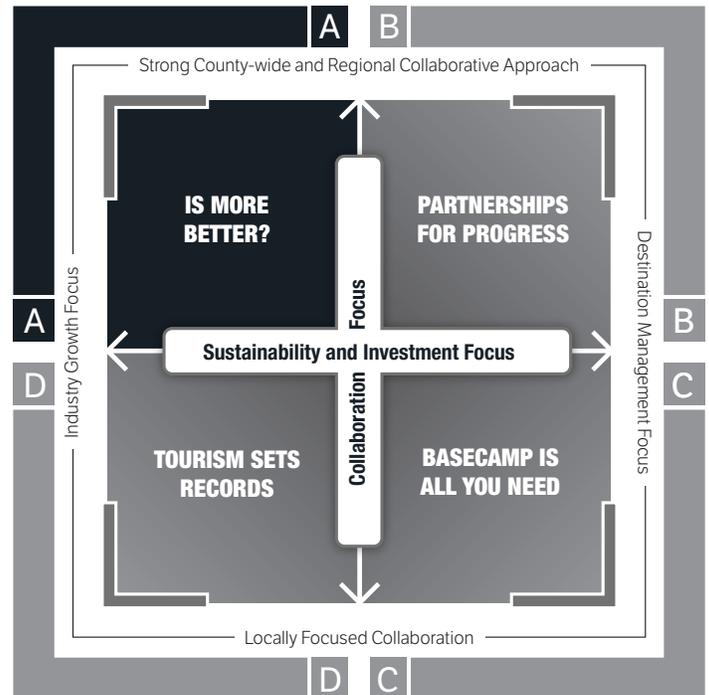
After the characteristics were established, Think Tank participants were asked to devise major events or headlines of how the scenario occurred using the years 2020, 2025, and 2030, and to give their scenario a descriptive name. Narratives and descriptions of each hypothetical scenario as developed by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





### 4.1 SCENARIO A: IS MORE BETTER?

This scenario forecasts a future where uncontrolled growth brings added revenue and development to popular regional destination locations and quickly overloads capacity. Definite ‘haves’ and ‘have nots’ emerge, with the ‘haves’ receiving the maximum marketing and branding narrative. Itineraries to iconic places provide added ease and visitor comfort as urban hubs seek to attract as many ‘heads in beds’ as possible. Quantity over quality becomes an issue as destinations lose their authentic character and local culture. Local community becomes irritable as urban hubs grow and larger numbers of visitors flow throughout the region. The visitor profile becomes more diverse including seniors, millennials, families and international tourists. Agritourism, Boeing tours, gaming and shopping activities increase.





POTENTIAL SCENARIO CHARACTERISTICS - 2030

**Visitor Profile and Experience / Characteristics**

- Asia Pacific – Growing international
- Boeing tours, business, Gaming/ Shopping
- Seniors on weekdays, millennials on weekend recreation, families
- Agricultural tourism – culinary experience
- Driving bigger numbers and driving them throughout the region
- Visitor profile becomes more diverse
- Larger satisfaction

**Destinations and Communities / Characteristics**

- Growth in private sector
- Service companies, transportation
- Curator of destination attractions – planned
- Itineraries to iconic places – there will be 'haves' and 'have-nots' and this divides the community
- Sports complexes, Agricultural Tourism/Food, Outdoor Rec/ Adventure, Corp Centers, Gaming, Shopping
- Required demand of parking lots
- Local community irritable as urban hub grows

**Tourism Industry Profile / Characteristics**

- 'Haves' get maximum marketing and branding narrative
- Quantity not quality; assets may decline
- Overload capacity – reach and push past capacity
- Consumerism mindset; not stewards
- No targeted audience; uncontrolled growth
- More hotels in industrial sector
- Generic destinations for the masses; loss of authentic and local cultural community

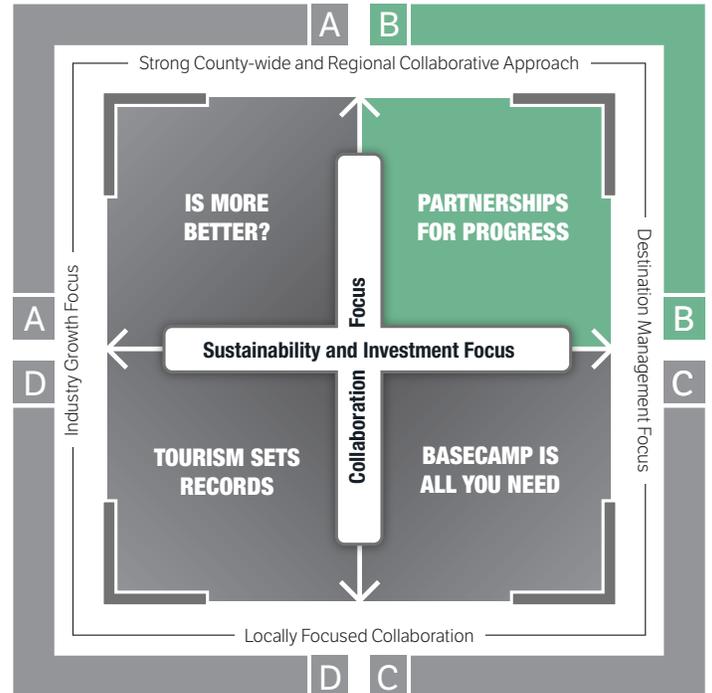


IS MORE BETTER? – HEADLINE NEWS			
	2020	2025	2030
<b>Visitor Profile and Experience</b>	"Visit Snohomish County Iconic Attractions"	"Reservations Required for iconic Snohomish County Attractions"	"Visitor Satisfaction at All Time Low; Find Somewhere else to Go"
<b>Destinations and Communities</b>	"Lodging Tax and Sales Tax Hit Record Levels"	"Cities Enjoy New Infrastructure"	"Residents Revolt - Tourists Go Home!"
<b>Tourism Industry Profile</b>	"Ticket Sales Up in Snohomish County"	"Growth in Private Industry Supports Tourism Industry"	"Snohomish County Reaches its Limits"



## 4.2 SCENARIO B: PARTNERSHIPS FOR PROGRESS

This scenario forecasts a future where regional collaboration, partnerships and scheduled experiences drive improved transportation infrastructure and there are fewer cars and less congestion on the roads. County-wide marketing and branding initiatives emphasizing the importance of environmental stewardship make Snohomish County a hub of green industry. Local communities are promoted with unique identities and stories are connected to the County as a whole. High tax revenues improve services, connectivity and business opportunities. Visitors are diverse and organized, wanting a variety of experiences. Priority experiences are shopping, aviation, gaming and casinos, events, outdoor recreation, birding, photo opportunities and the natural environment.





POTENTIAL SCENARIO CHARACTERISTICS - 2030

**Visitor Profile and Experience / Characteristics**

- Diverse and organized - have done research on what there is to do. Assuming there are well organized tourist packages they can purchase.
- Families that are cost conscious, but can still access Seattle, hiking, affordable restaurants and attractions
- Asian & millennial travelers (Vancouver, BC) – stay in the urban basecamp before exploring Seattle
- Shopping, aviation attractions, gaming & casinos, events, authentic experience
- Outdoor recreation, birding, photo opportunities, natural environment

**Destinations and Communities / Characteristics**

- High tax revenue to improve services and connectivity
- More services and attractions
- Improved transportation infrastructure; partnerships with car 2 go, trailhead direct, rentable bikes, trail maintenance
- Community welcoming because less cars on the road and they have been educated on tourism in their community
- Scheduling use of locals & visitors
- Snohomish County hub of green industry; bus lines connect to adventure

**Tourism Industry Profile / Characteristics**

- Marketing & branding narrative across regional collaborative (countywide)
- Regional partnerships drive transportation infrastructure
- Tourism drives unemployment even lower
- New business opportunity with tourism growth
- Paine Field passengers save time and money & expand leisure travel
- Promoting County, maintaining destination identity
- Creating a story for each unique area/city/community



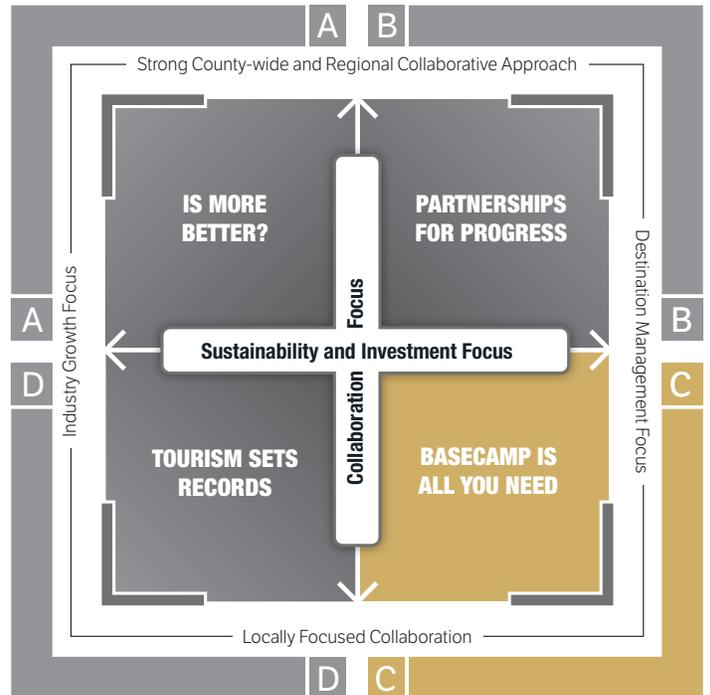
**PARTNERSHIPS FOR PROGRESS – HEADLINE NEWS**

	2020	2025	2030
<b>Visitor Profile and Experience</b>	"Visitors Find Adventure in Snohomish County"	"Expanded Transportation Options Reach Snohomish County"	"Baby Boomers Rejoice in Snohomish County"
<b>Destinations and Communities</b>	"Paine Field Passengers Save Time and Money"	"Tourism Drives Unemployment Lower Than Ever"	"Snohomish County Hub of Green Industry"
<b>Tourism Industry Profile</b>	"Local Transit Connects You to Adventure"	"Regional Partnerships Drive Transportation Infrastructure"	"Autonomous Buses Move Travelers Throughout the County"



### 4.3 SCENARIO C: BASECAMP IS ALL YOU NEED

This scenario forecasts a future where countywide regional collaboration is substituted for a local Basecamp region focus. Basecamp locales are marketed as ‘must see/must do’ destinations to bring local benefit and value highlighting a growth vs. value approach. The region is subject to seasonal swings due to lack of connection to the rest of the county. Paine Field creates additional business options to grow the local economy. Long weekend getaways are emphasized as opposed to long stay options resulting in long lines and full capacity during peak seasons. Locally promoted experiences include art, local craft/breweries and shopping. The tourism industry becomes difficult to sustain in isolation of the rest of the County.





POTENTIAL SCENARIO CHARACTERISTICS - 2030

**Visitor Profile and Experience / Characteristics**

- Corporate/business class
- Paine Field creates options
- Experiences (locally promoted): Arts bring artists; Food/craft breweries; Shopping
- Long weekend getaways/ destination vs. long stay
- Multiple time visitor accessibility
- Must see/must do destinations
- Cruise lines expanded from Seattle
- Seasonality – not as good as it could be

**Destinations and Communities / Characteristics**

- Packages – Lines too long; theatre and venues at capacity
- For residents, benefit of built community off-season vs. peak season
- Good transportation within cities and from Paine Field
- Different ‘flavor’ of each community
- Growth vs. Quality
- Hard to be sustainable in isolation

**Tourism Industry Profile / Characteristics**

- Two flights from any major city
- Land/fees/air options
- Limited creativity; high seasonal swings
- Loss of identity



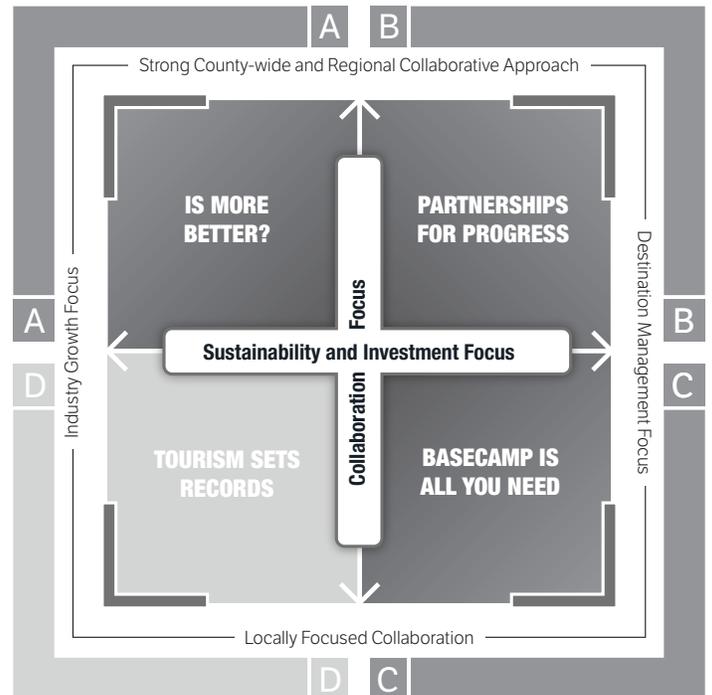
**BASECAMP IS ALL YOU NEED – HEADLINE NEWS**

	2020	2025	2030
<b>Visitor Profile and Experience</b>	"Basecamp Emerging as Arts & Culture Destination"	"Not as cheap as it used to be"	"Seattle who?! We've got luxury here"
<b>Destinations and Communities</b>	"Becoming Popular to Live"	"Traffic is worse than before; Light rail benefits Lynwood"	"Growing up isn't all it's cracked up to be; homes and space at premium"
<b>Tourism Industry Profile</b>	"We are 2 flights from any major city"	"Cruise into Everett, then to Alaska"	"See Basecamp by land, sea or air..."



### 4.4 SCENARIO D: TOURISM SETS RECORDS

This scenario forecasts a future where the Basecamp region hits record setting tourism levels as popular area visitation rates increase by 50%. A rapid rise in primary job growth and economic activity brings a jump in the region’s resident population by 20%-25%. Light rail connection to Lynwood is expected by 2024. With this increased density in both visitation and residents, the region becomes more urbanized and amenities and services are strained. Taxes rise to address local improvements and community differentiation becomes more prominent. Visitor profile is predominantly business and convention oriented, or short-term leisure.





POTENTIAL SCENARIO CHARACTERISTICS - 2030

**Visitor Profile and Experience / Characteristics**

- Business traveler / convention & corporate oriented
- Leisure – somewhat diluted message outside of Basecamp
- Strong urban attraction
- 50% increase in visitors
- 2024 Light rail to Lynnwood
- Visitors based in Snohomish County and daytrip to Seattle

**Destinations and Communities / Characteristics**

- More urbanized / dense / vertical
- Increase in primary job growth & economic activity
- Population growth by 20%-25%
- Emphasis on walkability continues
- Increase density; amenities and services strained
- Taxes increase toward local improvements
- Community differentiation increases

**Tourism Industry Profile / Characteristics**

- Upscale and unique attractions
- 'Destinations' in specific locations
- Come to Lynnwood, come to Everett, come to Mill Creek, etc.
- Marketing message is to anchor here...stay in Basecamp
- Avoid Seattle
- Reviews – Everything you need / want to be there



TOURISM SETS RECORDS – HEADLINE NEWS			
	2020	2025	2030
<b>Visitor Profile and Experience</b>	"Traffic Tough – Plan Ahead"	"Facelift but not a complete makeover"	"A lot to do...but avoid these areas peak times"
<b>Destinations and Communities</b>	"New hotels being built / Basecamp town-Seattle"	"A lot for visitors / 50% increase in visitors"	"Nice little community but ill defined"
<b>Tourism Industry Profile</b>	"Looking forward to Paine Field / Excited for Growth"	"Who have we become? / Love some amenities but we are crowded – lost identity"	"Seattle overtakes Snohomish County / Basecamp's Identity Crisis"



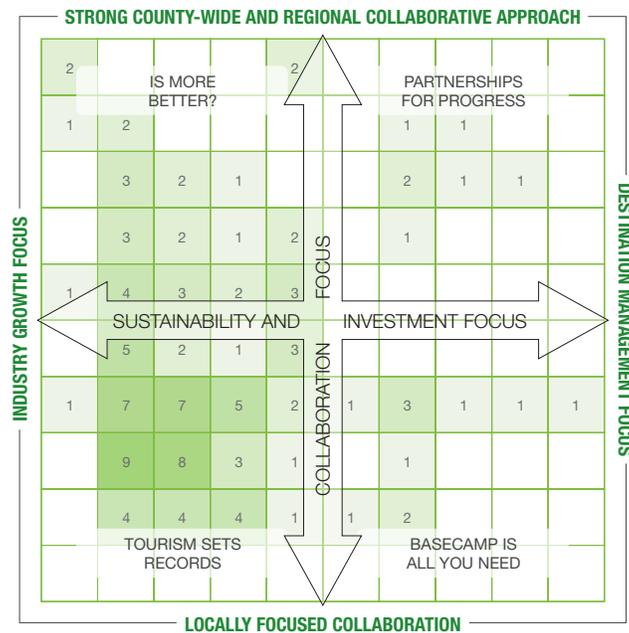
## 5.0 EXPECTED AND PREFERRED FUTURES

### 5.1 EXPECTED FUTURE: SCENARIO D – TOURISM SETS RECORDS

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

#### BASECAMP COMMUNITIES REGION THINK TANK

EXPECTED FUTURE – 2030



*The four scenarios presented represent a range of plausible outcomes for Basecamp Communities Region. Think Tank participants were asked about their views of the expected and preferred future.*



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#### KEY POINTS TO NOTE

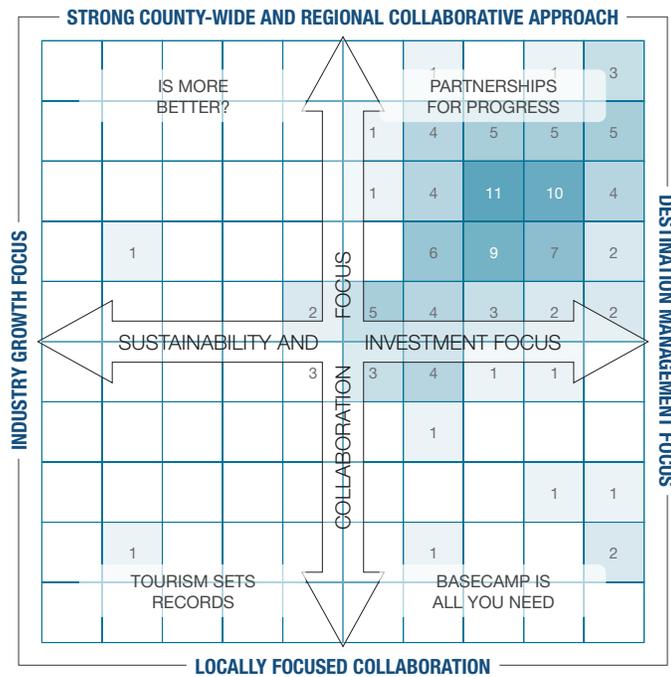
- The expected future for Basecamp communities may hold short term gains in growth and development, but this will rapidly strain infrastructure and exacerbate community disparities within the region.
- New collaborative efforts in the County tourism destination development need to be implemented to get from the expected to preferred future for Urban Basecamp communities.

## 5.2 PREFERRED FUTURE: SCENARIO B – PARTNERSHIPS FOR PROGRESS

While each of the scenarios were viewed as plausible, Think Tank participants expressed a preference for one of the presented outcomes, Scenario B, “Partnerships for Progress”. Participants discussed the need for the region to create a valuable experience for tourists and residents and described the experience as one with a unique relationship to Nature - one that is safe, with easily accessible sustainable resources.

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

### BASECAMP COMMUNITIES REGION THINK TANK PREFERRED FUTURE – 2030



#### KEY POINTS TO NOTE

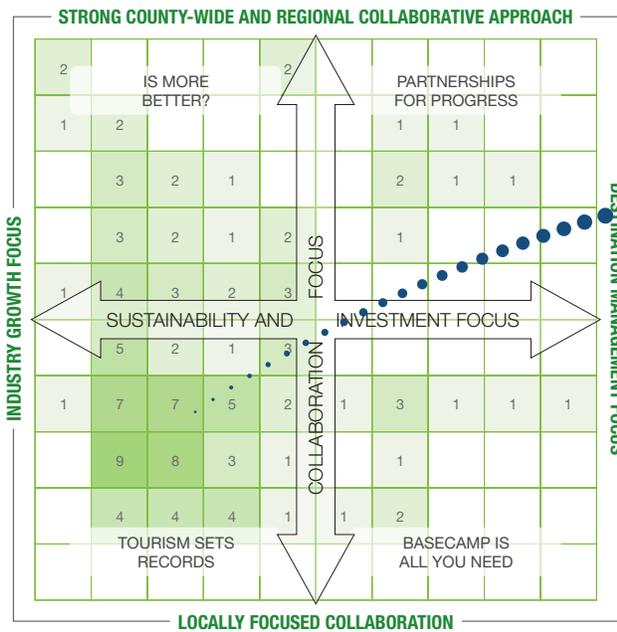
- The tight concentration of color in Scenario B, ‘Partnerships for Progress’ indicates a close alignment of thinking by participants around the preferred future.
- Think Tank stakeholders discussed the need to be collaborate with other regions and beyond to support the realities of the preferred future.

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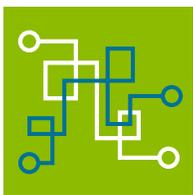
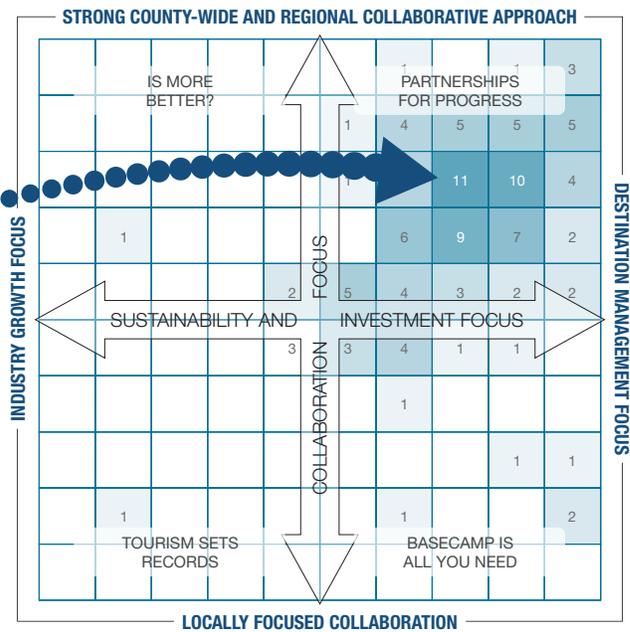
## 6.0 CLOSING THE GAP – GETTING TO THE PREFERRED FUTURE

Think Tank participants discussed the ramifications and implications of failing to achieve the preferred future. There was strong alignment among participants that Scenario B, 'Partnerships for Progress' represented the preferred future scenario for the region, with a recognition that actions must be taken quickly particularly with regards to connecting transportation systems and communicating with unified messaging. The hypothetical scenario framework created by Urban Basecamp Communities 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.

**BASECAMP COMMUNITIES REGION THINK TANK**  
EXPECTED FUTURE – 2030



**BASECAMP COMMUNITIES REGION THINK TANK**  
PREFERRED FUTURE – 2030



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### IDEAS TO CONSIDER

- Getting to Scenario B, 'Partnerships for Progress' will require close examination and assessment of how the region interacts with the County as a whole.
- Coordinated infrastructural improvements using advanced technology and environmentally sound practices will help to shift the trajectory of tourism development and provide the region an opportunity to become a sustainable industry.



## 7.0 BRAINSTORMING REGIONAL ACTION IDEAS

### 7.1 BROAD IDEAS FOR ACTION

With the Preferred Future scenario of Scenario B, 'Partnerships for Progress' as a goal, Think Tank participants were asked collectively to think about strategic actions that could be pursued to take the Urban Basecamp Communities 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.

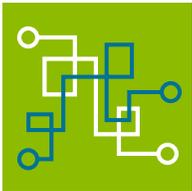
Strategic Tourism Plan Strategies	Ideas for Action
Regional Bike Trail Network, Facilities, Infrastructure, Amenities and Transportation	<ul style="list-style-type: none"> <li>• Infrastructure investment/Regional Trails: Regional investment in local connection and regional trails, sidewalks, bike lanes, transit options</li> <li>• Secure dedicated funding mechanisms for recreational/transportation/green infrastructure</li> <li>• Snohomish County and cities make a regional transportation plan (or find it and get the word out to stakeholders so they can participate)</li> <li>• Asset inventory/education</li> <li>• Asset/project database</li> </ul>
Events & Festivals	<ul style="list-style-type: none"> <li>• Contribute to master calendar</li> </ul>

## Strategic Tourism Plan Strategies

## Ideas for Action

Other

- Dedicate resources/staffing/buy-in support collaboration efforts
- Cohesive marketing elements between groups
- Open frequent communication
- Unified messaging
- Drive engagement; increase representation across industry, include LTAC members, include economic dev/tourism from all cities; meet regularly
- Find out stakeholders needs; action plan with timeline
- Communicated/talk to each other
- Collective marketing
- Educate elected officials
- Support cities in Snohomish County to develop their own brand
- Full participation from all Basecamp city governments



### IDEAS TO CONSIDER

- To get the expected to the preferred future trajectory of Snohomish County tourism destination development, the full participation and collective support from all Urban Basecamp city governments will be required.
- Collective marketing around Seattle NorthCountry brand will strengthen the Urban Basecamp communities image as an alternative destination location to Seattle.

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## 7.2 POTENTIAL URBAN BASECAMP COMMUNITIES 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, 'Partnerships for Progress'. Think Tank participants were asked to outline each project hypothetically to get a sense of how it would work and how it supported the characteristics of the preferred scenario. Participants tied the projects to the characteristics of regional communication and collaboration, regional connectivity and infrastructure development. Below are brief descriptions of the five potential regional projects as developed by the Urban Basecamp Communities Region Think Tank participants.



**FRONT PORCH FORUM**

**DESCRIPTION:**  
Beginning in January 2019, hold quarterly gatherings of urban basecamp communities' tourism/ED staff. Gather at a local attraction in each city.

**PURPOSE:**  
To share ideas and information and educate partners on community assets and build partnerships for cross promotion with the purpose of fostering communications and collaboration.

Regional  
Communication  
and  
Collaboration



**TOURISM STAKEHOLDER CHAMPIONS**

**DESCRIPTION:**  
Establish quarterly meetings of strategic stakeholder groups throughout the region that will promote information sharing, partnerships and leadership in the industry.

**PURPOSE:**  
To identify stakeholder needs, promote communication and collaboration, and identify areas that influencers can champion the industry.



**REGIONAL TRANSPORTATION PLAN**

**DESCRIPTION:**  
Create a regional transportation plan that identifies existing resources, tools and data and connects all corners of the County.

**PURPOSE:**  
To connect PSRC, AWC, EASC, SnoCo Cities and the County on an infrastructure project that would benefit the entire region and identify gaps in content.

Regional  
Connectivity and  
Infrastructure  
Development



**INTER-AGENCY RECREATION MANAGEMENT PLAN**

**DESCRIPTION:**  
Create a shared plan that will connect resources across the region; similar to Discover Pass that pre-reserves a permit to visit fragile natural areas.

**PURPOSE:**  
To move the County towards collaboratively managing the health of outdoor resources and spaces.



**SNO CO SHIFT**

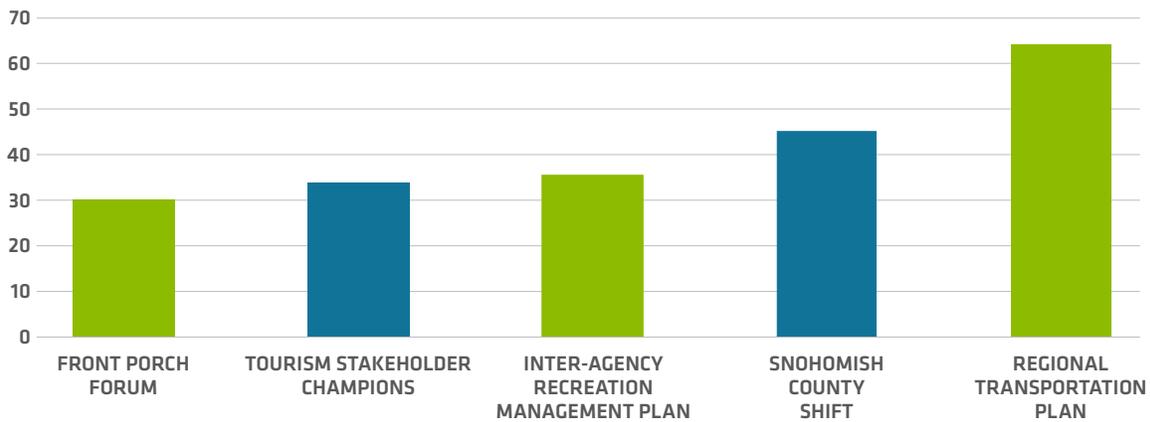
**DESCRIPTION:**  
Create a fully-connected County for residents and visitors for recreation and transportation activities.

**PURPOSE:**  
To start planning for the Beyond. This shift will reduce traffic congestion and CO<sub>2</sub> emissions and provide non-vehicle, green travel and recreation options.

### 7.3 IDEAS FOR STRATEGIC PRIORITIES

Once the potential projects had been shared among Think Tank participants, they 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 participants viewed as immediate priorities for the Urban Basecamp Communities Region as it moves towards its Preferred Future of 'Partnerships for Progress.'

#### 2019-2023 Weighted Resource Allocation for Urban Basecamp Communities Region Projects (\$100K per unit)



#### 2019-2023 Weighted Resource Allocation for Urban Basecamp Communities Regional Projects broken out over five years.

Project Name	2019	2020	2021	2022	2023	TOTALS
Front Porch Forum	8	7	7	5	3	30
Tourism Stakeholder Champions	13	9	4	4	4	34
Inter-Agency Recreation Management Plan	5	8	7	8	8	36
Snohomish County Shift	6	8	12	9	10	45
Regional Transportation Plan	14	11	13	12	14	64



#### KEY POINTS TO NOTE

- All five of the suggested Urban Basecamp communities projects emphasize connectivity and building collaborative relationships within the region.
- The creation of a Transportation Master Plan for the Urban Basecamp communities would set the region on a path to its preferred future.

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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 Urban Basecamp Communities 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.







## 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](http://www.future-iq.com) or by email at [info@future-iq.com](mailto:info@future-iq.com)

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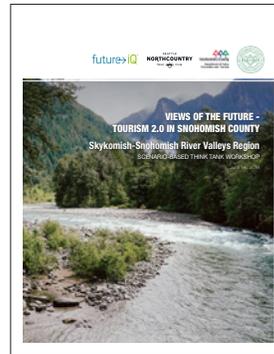
Views of the Future - Tourism 2.0 in Snohomish County

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  
June 2018



Views of the Future - Tourism 2.0 in Snohomish County

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



Views of the Future - Tourism 2.0 in Snohomish County

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