

Embrace

Destination Regeneration Plan



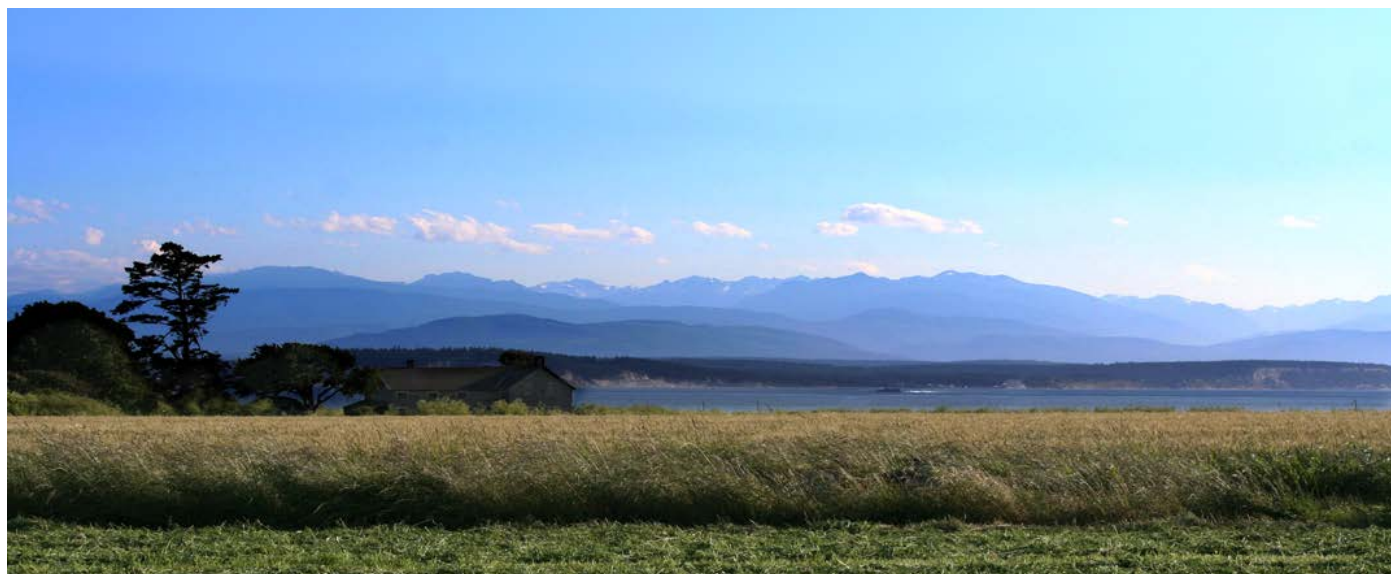
A vision and approach to our desired
future for Whidbey & Camano Islands

WhidbeyCamanoIslands.com



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Executive Summary

In early January 2022 the Whidbey and Camano Island Tourism team became the second early adopter of the Transformational Travel Council's Destination Regeneration program. This program is a 12-month intensive that takes tourism community members through a process of regenerative development capacity building, community engagement and long and short-term destination action planning, resulting in a future-fit vision and strategic action plan for the entire community to support and implement.

The overall goal of the resulting plan is for the Whidbey and Camano Islands community to work together to create the conditions for all of the islands to thrive. A total of 18 program participants from the Whidbey and Camano Island tourism community were involved, including representatives from the following groups: hospitality and accommodations, conservation and wildlife, local food and growers, tours and attractions, and economic development and tourism organizations. ***Embrace:*** A Vision and Approach to our Desired Future for Whidbey and Camano Islands is a plan for tourism and beyond, knowing the tourism industry does not exist in a vacuum.

Program participants engaged in regenerative development capacity building before leading hands-on community consultation to gain direct input about shared values. From this point program participants determined as a community the elements, summarized below, that make up the ***Embrace*** vision and approach. All aspects of the plan were developed as a community effort, closely supported by regenerative tourism experts and facilitators. A definition of regenerative tourism including tools and frameworks used in this program, a detailed description of the program methodology, and explanations of the purpose behind each element of the ***Embrace*** plan, can be found in the following pages.





DESTINATION MANIFESTO:

“Together, we are bridge-builders.

We aspire to connect and foster a sense of belonging. While honoring the uniqueness of our inhabitants and our communities, we celebrate our shared identity. We share this Sense of Place, hoping you bring your whole self to us as you engage with our community and awe-inspiring natural environment.

As stewards of these islands, we strive to honor our interconnections and restore balance and mutual respect among all living things. Honoring those who came before us, we are creating a home for generations to come.

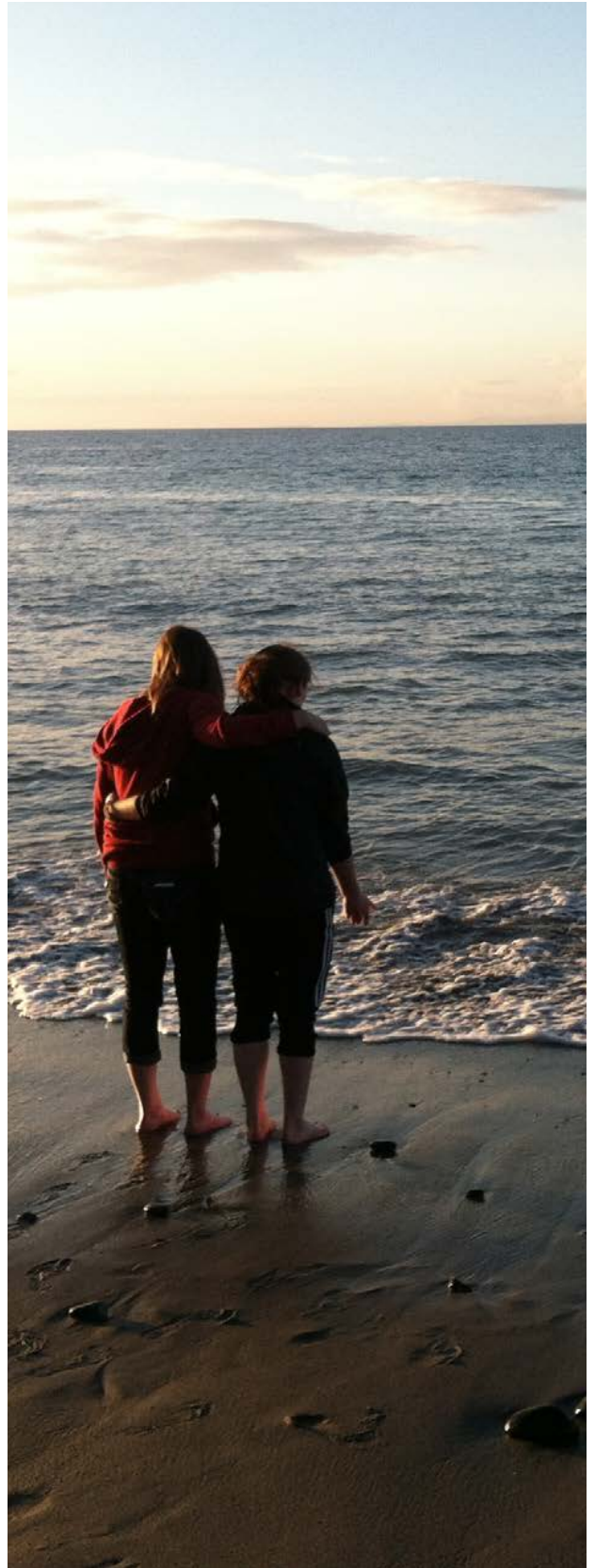
We offer our whole selves to you, and we part better, stronger, and more resilient because of our time together.”

OUR DESIRED FUTURE

“These islands in the Salish Sea are living systems in harmony with people who thrive in a culture of belonging, mutual respect and ongoing transformation.”

OUR END-STATE GOALS

- Our communities have embraced transformation and ongoing learning and knowledge sharing.
- Our islands are connected and support and respect each other.
- Our nature and people are thriving in interconnected living systems.
- The marine environment is central to our identity.
- Everyone has access to nature and shared resources including marine ecosystems.
- We have a shared identity and we honor our uniqueness.
- We attract and cultivate diverse voices and perspectives.
- We embrace all who come here, regardless of how long they stay.



REGENERATIVE GOALS OR “PILLARS”



Healthy Nature

All community members nurture, respect, and value the marine and land ecosystems of Whidbey & Camano Islands.



Access

Cultivate a rich quality of life for all inhabitants through equitable access to all resources within Island County.



Bridge Building

Unify all community members around a shared vision and goals, fostering collaboration through efficient communication systems throughout our islands.



Transformational Mindset

Create positive change in the distinct communities of our islands through mindful engagement, authentic participation, and active learning.



REGENERATIVE GUIDELINES FOR ACTION:

This is a series of detailed tables per pillar documenting steps to effectively implement the regenerative goals noted above in a systemic way, which is based on deep leverage points through which even small interventions can produce the greatest systemic changes. In these tables, each deep leverage point has been divided into concrete and accessible actions or “potential projects” that will mark the starting point of our intervention, followed by how we can measure the change we want to see, and how we need to be to serve

the change we want to see. Further, we have noted the types of groups and representatives needed to be involved to make the changes possible. All of these steps follow the Theory of Change process, and are reflected in the Regenerative Guidelines for Action found at the end of this plan.

We as plan designers are calling upon the community to get involved and take part in implementing this vision for a thriving future state for the islands we cherish.





Destination Regeneration and Whidbey & Camano Islands Tourism

Destination Regeneration Program Overview

Destination Regeneration is a 12-month hybrid program created by the Transformational Travel Council and a team of regenerative tourism development practitioners. It blends asynchronous courses, regular online gatherings and two-in person workshops, and follows a 5-phase process. The program is designed to: build participant and community understanding of transformational travel practices and regenerative development for tourism; build participant and community capacity to self-organize, work together and co-manage; gain meaningful community engagement and input; and ultimately co-create **Regenerative Guidelines for Actions** to steer the destination into its desired future state. The program incorporates transformational travel design and regenerative leadership practices and tools such as Way of Council and Appreciative Inquiry, as well as contemplative practices, deep listening, and connection to nature, and hosts and facilitates multi-stakeholder dialogues. The program takes care to go beyond traditional decision-making processes and evolve ways of being, thinking, and relating to ourselves, each other, and nature.

The program dedicates time and care to mindset shifting techniques, to allow for program participants and the greater community to establish a vision and approach to destination planning that reaches towards a regenerative future for their place. This method moves away from a problem solving approach to planning, and rather designs from potential. The next section provides a detailed overview of the program's methodology.

A Future-Fit Vision and Approach

"These islands in the Salish Sea are living systems in harmony with people who thrive in a culture of belonging, mutual respect, and ongoing transformation." This is our desired future for our islands.

EMBRACE: A Vision and Approach to our Desired Future for Whidbey & Camano Islands is a plan that reaches far into the future. The end-state goals and desired future state laid out in this plan may not be achieved in our lifetime, but are designed to reach towards Whidbey and Camano Islands becoming a thriving place and community for our grandchildren and our grandchildren's grandchildren. We are planting seeds for trees we may never sit under. Therefore, this plan should be understood as a guiding light towards a regenerative future for

Whidbey and Camano Islands as a destination, a place, and most of all, our home. The plan's overarching vision and desired future state should be incorporated into future tourism strategic action plans and strategies, to continue moving forward towards regeneration. While this plan, through the regenerative goals and potential projects, does put into motion the change needed to achieve a regenerative state for Whidbey and Camano Islands, it is just the beginning and marks the start of a transformation. If we stay on the path, the future will be bright.

An open invitation to the community

This plan is an open invitation to the Whidbey and Camano Islands community to feel inspired to join our efforts towards building a more flourishing and regenerative future for our place, including our tourism industry and beyond. If you are inspired, we would love to co-create this future together.

Why does Whidbey & Camano Islands need this vision and approach now?

There has been growing momentum throughout Island County to reimagine tourism to harness its significant contribution and opportunity to genuinely be a force for good, to improve the lives of residents, enrich visitor experiences, and benefit the natural environment of both islands. In Whidbey and Camano Islands, there is a lack of harmony among the tourism industry, residents, travelers, and nature. Rather than continue to take the same steps in the hopes of achieving different results, the team at Whidbey and Camano Islands Tourism recognized the need to make bold steps to achieve real, positive change and a harmonious situation for all. Participating in the Destination Regeneration program is a big step toward developing transformational travel and regenerative tourism within our islands.

About transformational travel and regenerative development for tourism

The terms transformation and regeneration have become popular in the travel industry, however they are often mis-understood, or worse, used as a tool to greenwash the industry. That is, to insert these new buzzwords into old ways of doing things without real thought or meaningful action as to what needs to be done differently in order for the idea of “welcoming people to our home” to become something that benefits everyone.

- The Transformational Travel Council defines **transformational travel** as intentionally traveling to stretch, learn and grow into new ways of being and engaging with self, others and the world through meaningful encounters, deeper self-awareness and reflection, and immersive authentic travel experiences. Adopting this mindset has the potential to set travelers on a journey that bears fruit long after they return home and can ignite a sense of will and agency that will drive positive change in travelers' own communities and places.
- **Regenerative tourism**¹ consists in applying living-system thinking and being to the development of a tourism destination to design for the thriving of the system as a whole. In this approach, a tourism destination is recognized first as the home of resident people, nature and wildlife. What is considered a destination to visitors is understood as a living place with unique potential and composed of a myriad of interdependent and interconnected stakeholders among the tourism industry and its related sectors, including nature itself.

Therefore, regenerative tourism goes beyond the traditional sustainability approach that aims at preventing or reducing the detrimental impact of human activities to reposition our species in harmony with the interconnected web of life to which it belongs. Hence, it requires a profound shift in our ways of being and thinking and the cultivation of regenerative leadership skills and qualities such as the sense of care and compassion for all living beings, as well as relationships building, collaboration and co-creation skills.

The Transformational Travel Council are global experts in transformational travel and regenerative tourism, and are convening a community of purpose-driven, forward-looking travel professionals to connect, share, learn, and unlock the power of travel to positively transform how we live our lives, how we live with others, and how we live on our planet through transformative education, regenerative tourism development, community engagement, experiences, and events.

The combination of both conscious transformative travel experiences for the travelers and a regenerative development of tourism destinations have the power to truly make travel a force for good.

¹ Source: REGEN Hospitality, Marina Laurent <https://regenhospitality.com/>



Program Participants

There were a total of 18 program participants who contributed time, effort and care into the creation of this plan.

Chet Ross, Executive Director of Freeland Chamber of Commerce

Chuck Pettis, owner of Earth Sanctuary

Jessica McCready, Executive Director of Camano Island Chamber of Commerce

Judy Feldman, Executive Director of Organic Farm School

Inge Morascini, Executive Director of Langley Chamber of Commerce

Julie Dougherty, Executive Director of Friends of Ebey's

Krista Loercher, owner of Whidbey Island Kayaking Company

Lynda Eccles, Executive Director of Coupeville Chamber of Commerce

Mona Campbell, owner of NW Canopy Tours, Terra Teams & Kristoferson Farm

Robyn Myers, Conference Services Manager of Camp Casey Conference Center

Sharon Sappington, Executive Director of Island County Economic Development Council

Vicki Graham, Executive Director of Oak Harbor Chamber of Commerce

The Creative Team of Contractors for Whidbey & Camano Islands Tourism Committee: **Erin Osborne**, **Jack Penland**, **Laura Hilton**, **Sherrye Wyatt**, and **Scott Rosenkranz**.

Destination Ambassador: Sherrye Wyatt

Destination Liaison: Laura Hilton

Additional Support:

Cynthia Mason, Member of the Oak Harbor Arts Commission and President of the Oak Harbor Music Festival

Ryan Elting, Executive Director of the Whidbey Camano Land Trust.

Methodology



Whidbey and Camano Islands Tourism began the Destination Regeneration program in January 2022, and completed the program in January 2023. This section details the Destination Regeneration process used to create this plan.

Participant selection

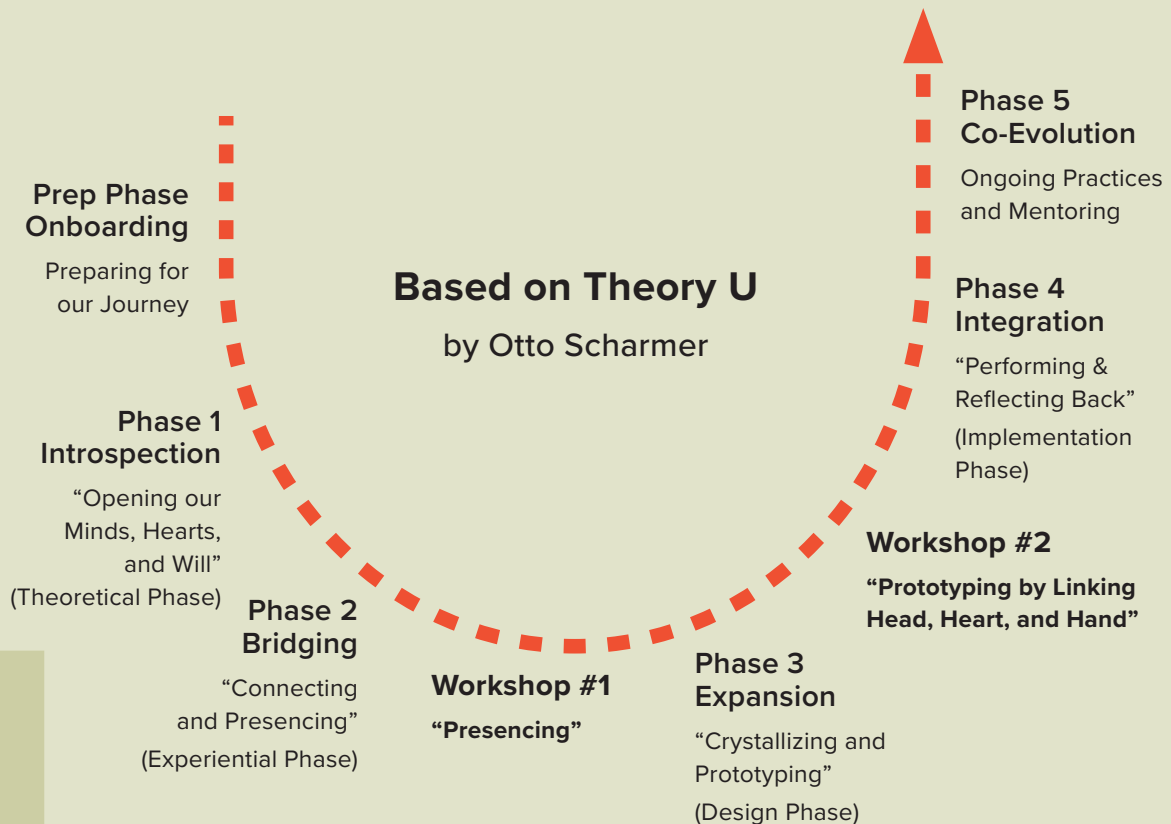
Before officially launching the program with Whidbey and Camano Islands Tourism, efforts were taken to ensure the group of program participants included diverse voices and perspectives from a range of tourism industry segments. Program participants include representatives from hospitality and accommodations, conservation and wildlife, local food and growers, tours and attractions, and economic development and tourism organizations.

Theory-U Model

The program follows the “Theory-U” model of change proposed by Otto Scharmer, professor of Organization Studies at Massachusetts Institute of Technology. The five phased approach first moves down the left side of the “U” when we open up and unpack our preconceived notions and assess our inner values; before determining our collective goals at the bottom of the “U”, and then moving up the right side of the “U” where we link all that we’ve learned in the program into practical applications, namely the Regenerative Guidelines for Action.

TRANSFORMATIVE PATH

A 12 month hybrid program blending asynchronous courses, monthly online gatherings, and two in-person workshops following a logical 5-phase process to learn, evolve and co-create regenerative places.



CO-DESIGN PROCESS

The co-design process took multiple steps to achieve a thoroughly-considered end-result.



Online Gatherings and In-Person Workshops

Program participants attended a total of 9 monthly online gatherings designed to build our capacity and understanding of transformational design practices and regenerative development for tourism and how they interrelate; while doing “inner work” to develop an understanding of our underlying beliefs, values and worldviews; then understanding the context of our place, Whidbey and Camano Island, its stakeholders, challenges and opportunities. The online gatherings then built our understanding of design thinking from potential and the process of co-creating regenerative goals and tactics that make up the Regenerative Guidelines for Action set out in this report. Each online gathering was facilitated by Destination Regeneration facilitators, and was a blend of theory and practices including contemplative exercises and co-design tools as noted in the opening section of this plan.

Online Gathering 1:

Creating a safe space for transformation to happen. During this initial session we as program participants introduced ourselves and our role in tourism in Whidbey & Camano Islands, and learned about the Transformational Travel Council, and the Destination Regeneration program.

Online Gathering 2:

Transformation and regeneration in travel & tourism. This session provided a detailed overview of transformational travel as a tool for regeneration and how regenerative development applies to tourism. This session also introduced us to the role the mindset plays in regeneration and transformation, and how our underlying beliefs, values and worldviews can be deep leverage points, or catalysts for positive transformation. Finally, we were introduced to the concepts of the need for reconnection between ourselves, others and the world and nature.

Online Gathering 3:

*Regenerative leadership skills and qualities*² This session was a deep dive into the Inner Development Goals (IDGs) background, method and framework, and how they relate to the Sustainable Development Goals (SDGs.) The IDGs are transformational skills for inner development, designed to build people’s capacity to reach big goals, such as those outlined in the SDGs, acknowledging that we as a people

lack the inner capacity to manage increasingly complicated challenges in the world. To create real change, the people involved need to develop their inner capacities. During this session we were guided through tools to cultivate the skills and qualities of the IDGs, including personal development tools such as journaling, nature walks and contemplation, as well as organizational tools such as intentional design, silence as a regular practice in meetings, appreciative inquiry, etc..

See detailed Inner Development Goals Framework in Appendix 1.

Workshop #1:

Creating destination transformation from the inside out

The first two-day in-person workshop was designed to dig deeper into the concepts of transformational travel and regenerative tourism, foster reflection and inner work, create a space for program participants to connect, and begin to identify shared values among participants and a common vision for the destination. The end result of the workshop was deep alignment among program participants, and a foundation to build the future vision and approach.

Online Gathering 4:

Design thinking and working with emergence

Upon return from the first in-person workshop, we were energized and connected, and ready to prepare for action planning. The first online gathering after the workshop introduced the concepts of design thinking as an inclusive, facilitated learning and action-oriented process where participants engage in building empathy, cooperative learning and co-designing of actions. The session detailed the application of design thinking to regenerative tourism, which places nature, communities and visitors at the center, and designs tourism initiatives taking into account the lived experiences and challenges tourism can bring. The session outlined the concepts of moving from linear thinking, most often used in traditional strategic management (top-down, templates and off-the shelf solutions, investment focused, etc.), to the complex thinking needed for intentional design (multi-facing, inclusive, intentional, respecting context, etc.) Finally, the session described the intentional design process, which is the process of resisting diagnosis too early, “sitting in the mess” and working in emergence, which is the act of allowing the process to unfold in order for new solutions to present themselves.

² Source: Ekskäret Foundation (2020) <https://www.innerdevelopmentgoals.org/>



Online Gathering 5:

Co-design and community engagement³

This session detailed the concepts of contextualizing the place or the destination, within its nested systems. We underwent a co-designing process of destination stakeholder ecosystem mapping, and began to consider where there might be deep leverage points for action - otherwise known as areas that hold the most potential to propel positive change, such as within organizations, relationships, certain places, etc. - to help inform decision making steps to come. We also learned best practices for engaging the community in co-designing, to prepare us for the community engagement we would be conducting. Finally, we were introduced to the Theory of Change which is an action planning tool that builds from the destination's ultimate potential, and moves backwards from there (as opposed to strategic planning using problem solving as the base.)

Workshop #2:

Crystallizing the vision and prototyping

The second two-day in-person workshop was focused on building the place-based vision and the end-state goals for Whidbey and Camano Islands as a destination. The

workshop results were the co-creation of the Destination Manifesto, the Desired Future for the Islands, the Destination End-State Goals, and the Regenerative Development Goals, which would then serve as the foundation of the Regenerative Guidelines for Action.

Online Gathering 6:

Tools for regenerative tourism strategic planning.

As the program shifted into co-designing the Regenerative Guidelines for Action, this session focused on guiding program participants through the frameworks and tools used in regenerative development for tourism. These include:

- A. The Law of Three Framework: Being conscious of the activating forces and the restraining forces of an issue, in order to better see and understand potential reconciling forces.
- B. The Three Levels of Work Framework: Understanding the embedded systems in which an action or project lies, which is first within the destination or place, and then within the greater context of the place. Regenerative systemic actions should take into account these three levels of embeddedness.

³ Source: Stakeholder Engagement and Regenerative Hospitality, Marina Laurent and Carlos Martin-Rios, Taylor & Francis

C. Regenerative Development Principles for Places:

The TTC's guiding principles for regenerative action planning were co-designed by a global task force of sustainable and regenerative tourism practitioners. Each principle has a set of questions to be answered against each action, to ensure it is regenerative in nature. The principles are:

- Design from a place of expanded consciousness
- Design with shared values and vision at its core
- Adopt a place-based design strategy
- Enable community co-design
- Design for evolution using living-system thinking

See detailed Regenerative Development Principles for Places in Appendix 2.

D. Regenerative Developmental Goal Characteristics⁴:

When setting goals, ensuring they are:

- Place and Context-specific: honoring the uniqueness of a particular place and starting from its potential.
- Inspirational: attracting and aligning diverse interests and unifying people around shared visions and values, and motivating them to come together to realize the full potential of the Place.

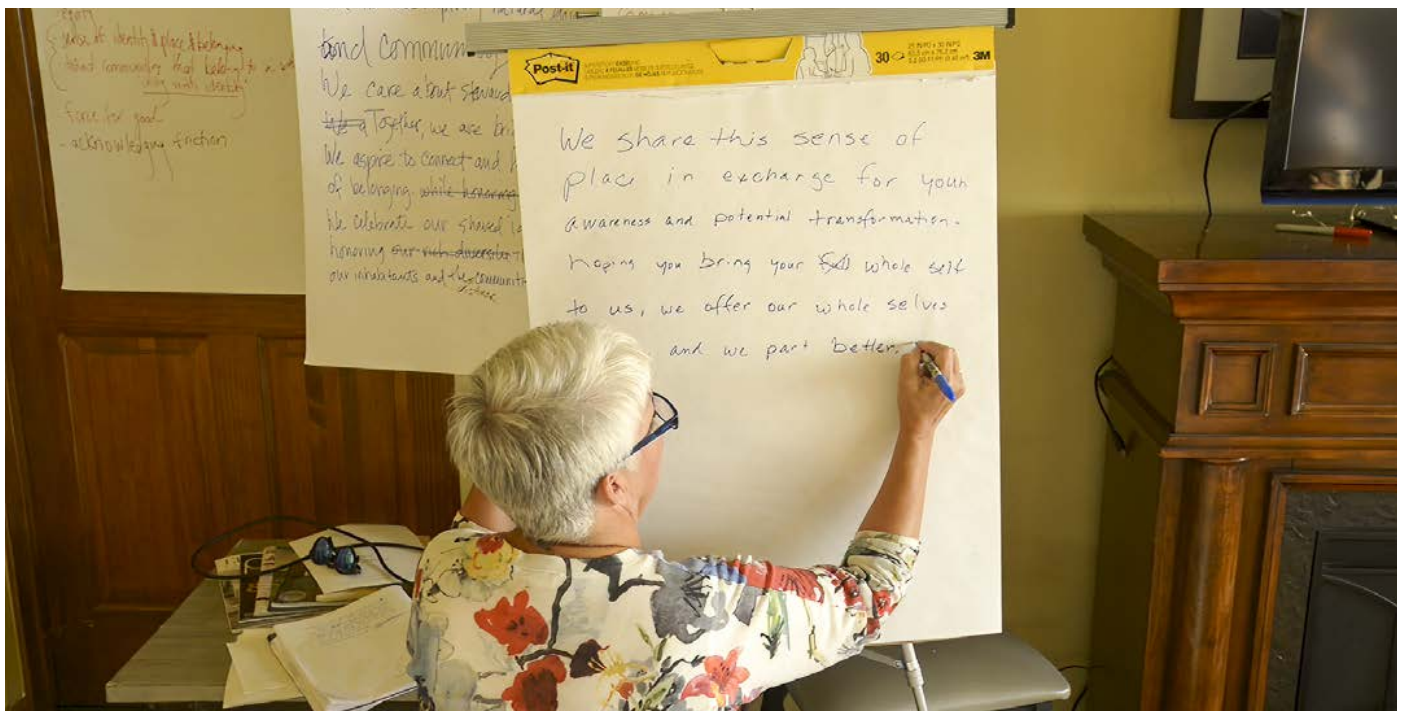
- Inherently systemic: ensuring that the project accounts for the ecosystem in which it is embedded and fosters reciprocally beneficial or mutually nourishing relationships with its Place.
- Developmental by nature: ensuring that the project creates the conditions and capabilities for ongoing learning, creativity, and evolution.

Online Gathering 7 & 8:

Design Sprint

These extended sessions were focused on completing the Regenerative Guidelines for Action, using the Theory of Change tables and building from the core elements of the plan created during Workshop #2, which are the Destination Manifesto, the Desired Future for the Islands, the Destination End-State Goals, and the Regenerative Development Goals. During these sessions we answered the following questions:

- What are the deep leverage points for action?
- What do we need to do/what are the tactics to implement the change we want to see?
- Who needs to be involved and what is their role?
- How do we measure our progress?
- How do we need to “show up”/be throughout implementation?



⁴ Source: Regenes Institute for Regenerative Practice, <https://www.regenerat.es/>

Online Gathering 9:

Honoring our progress and ongoing process

This session created space to celebrate the work completed during the program, acknowledge the progress made, and set intentions for the ongoing commitment to implementation and a regenerative future for the islands.

**In addition to the facilitated online gatherings, program participants gathered regularly to discuss the program learnings and put them into practice towards building the Regenerative Guidelines for Action.*

Community Survey & Interviews

As program participants, we took a hands-on approach to community outreach. The objectives for this self-organized approach to community outreach were threefold: to build our awareness of the community's perspective on the tourism situation on our islands, and the greater context in which it sits to assess the community's values, to establish shared values in which to base future planning; and to generate community awareness of the regenerative development for tourism process, and this program's approach and purpose.

One-on-One Interviews

Each program participant was asked to conduct between 1-5 one-on-one interviews with community members throughout the islands. This approach allowed for a diverse and broad gathering of perspectives from the community regarding the strengths, potential and challenges that tourism and the greater context in which tourism is embedded bring to the islands, as well as the community's shared values. Information from these interviews was used to create the community survey.

Community Survey

The community survey was designed to generate an overall understanding of the community's collective values, specifically regarding tourism on the islands, but also the greater context in which tourism is embedded, including other industries, the natural and built ecosystems of the islands and surrounding the islands, the islands inhabitants, etc. We refined the initial shared values created among the program participants during the first workshop, and from the data generated by the 1:1 interviews on the same. From here, the refined survey was distributed widely among community groups and individuals over a two-month period. There were a total of 715 respondents or 0.85% of the total number of Island County residents.

Destination Assessment Report

The Whidbey and Camano Islands Destination Assessment Report (DAR) assesses the current situation of Whidbey & Camano Islands as a tourism destination, and informs, in-part, the design and implementation of this plan. As well, the DAR monitors the Destination Regeneration program process from start to finish, in terms of the inner development of the people involved in the process and how this informs the outer development of the place. Following the approach of ownership and self-management fostered throughout the program, each program participant was assigned a section of the DAR to create. Knowing tourism does not exist in a vacuum, and to understand and appreciate the greater context in which tourism sits, the DAR looks closely at a large number of the islands' characteristics. These include: Destination Current Situation and Strengths, Weaknesses, Opportunities and Challenges (SWOC), including the creative economy, ecological features, cultural features and economic features; the Inner Development Goals of each participant; the Community's vision and values process and results; the Destination update, opportunities, victories, exciting things to come, and support needed; the Destination Ecosystem Map; and finally, the various elements that make up the Regenerative Guidelines for Action. The DAR serves as the red thread throughout the program to monitor the transformational process that takes place within the program participants and in the community as we moved through the process, while simultaneously showcasing how this translates into tangible action planning for the islands.



Our Islands, Tourism and the Greater Context

As part of the plan development process, we conducted an assessment of the islands as described in the DAR section above. The DAR is a useful tool in the decision making process, and was used in part to evaluate key areas of opportunity and long-term regenerative goals, as well as potential projects to begin now. The information below is a synopsis of the situation for Whidbey and Camano Islands today, with an emphasis on tourism and an understanding of the greater systems and context in which tourism is embedded.

Whidbey and Camano Islands Tourism is known as the 2% Joint Advisory Board and was created by an agreement between Unincorporated Island County, the City of Oak Harbor, the Town of Coupeville and City of Langley. A 18-member committee oversees the management of the programs and contracts with a team of professionals. Funds are from the 2% Lodging Tax. Whidbey and Camano

Islands Tourism is responsible for destination marketing and management and is in the process of transitioning all its programs, tactics and messaging to emphasize transformational travel and destination stewardship. The islands' six chambers of commerce manage the islands' visitor centers, as well as organize both community and visitor focused events. The Island County Chambers of Commerce service the visiting public through staffed visitor centers, websites, information kiosks, social media, off-island advertising/collateral material, and newsletters.

The visitor economy is a significant economic driver for our islands. Our travel related spending in Island County totaled \$283.0 million in 2021, a 37.6 % increase from 2020. Employment increased 3.3% year over year to 2,510 jobs and earnings increased by 12.5% to \$77.8 million. Local and state level tax receipts grew year over year, up 29.6% and 30.3% respectively.

The people of Whidbey and Camano Islands have been successful at preserving our sense of place which offers a slower pace, close-knit communities, thriving arts scene, abundant local farming and food/ beverage production, isolation as protection from over-development, a large number and variety of non-profit organizations, spectacular natural scenery and wildlife, multi-generational communities, and a variety of activities and experiences that embrace our sense of place. These elements are attractive for residents and visitors alike. However, challenges such as a lack of affordable housing, inefficient transportation, inadequate staffing levels, socio-economic imbalances, a lack of diversity, an imbalance of visitors throughout the year, and delicate environmental considerations, are realities for our islands. Some community members feel tourism exacerbates the island's challenges, and some feel the tourism industry brings more opportunities than anything else.

We as community members of our islands are proud of our home and

stewards of our way of life. This passionate connection to our place and way of life can cause friction, and an old vs. new, us vs. them protectionist attitude. Tourism is sometimes considered a negative influence on the islands, bringing in crowds, and inspiring new full-time residents, which is not always a welcome thing. This tension can result in disconnect and disrespect in the community, leading to more problems than solutions. Relatedly, there is a known disconnect between the two islands, as well as between different parts of the islands. There is an opportunity to foster greater community connection overall, and a spirit of community that welcome, supports and respects each other, within and between the islands, no matter how long we have been here, or plan to stay. This attitude requires embracing a learning mindset, ongoing knowledge sharing and communication, and an openness to change. It is from this place that genuine positive impact and balance can emerge. Further, there are opportunities to attract and cultivate a diversity of people and perspectives in our islands, honing a shared islander identity while celebrating each other's differences.

Located in Cascadia, or the Pacific Northwest bioregion, we are blessed with a richness of nature, from the soils that support beautiful forests and wetlands and our locally grown vegetable crops, our near shore fish and marine life populations and our old growth and early-seral forest. As islands, we are surrounded by water and offer 196 miles of shoreline. Our environmentally-aware residents paired with strong land protection agencies and animal welfare groups create a strong foundation for regeneration. However, increasing human activity from government, businesses, residents and guests all put pressure on two geographically finite locations that, by virtue of them being islands, will continue to face finite limits on resources. The finite restrictions include such basics as land and water. These threaten our healthy nature and the environment. Reversing this direction is crucial to a regenerative, thriving future for our islands and all of its inhabitants. Encouraging access to nature for all, including marine ecosystems, is a deep leverage point to preserve, protect and regenerate our natural environment.





Destination Values

The **Destination Values** capture our values and what we value as a community in our place. It taps into the whole body intelligence and especially taps into the deeper sense of care and love for the place. These values act as an activating force driving our will to care for our place and its inhabitants, and serves as one of the foundational pieces of this plan, informing in-part, the Destination Manifesto, Desired Future State, and Theory of Change tables described further in this plan.

The Whidbey and Camano Islands Destination Values have been determined using a collaborative process involving both the program participants and the broader community of stakeholders. For more information about the process we used to get there, please refer to the Community Survey & Interviews section of this report.

Our values as a Community

The voluntary survey shows that residents love their island communities but fear for the future of their island lifestyle. The survey also showed some regional differences in what was concerning people. For example traffic was a bigger concern for Camano Island and the Oak Harbor area. Oak Harbor was concerned about homelessness and crime while further south on Whidbey Island the concerns shifted more towards the preservation of nature.

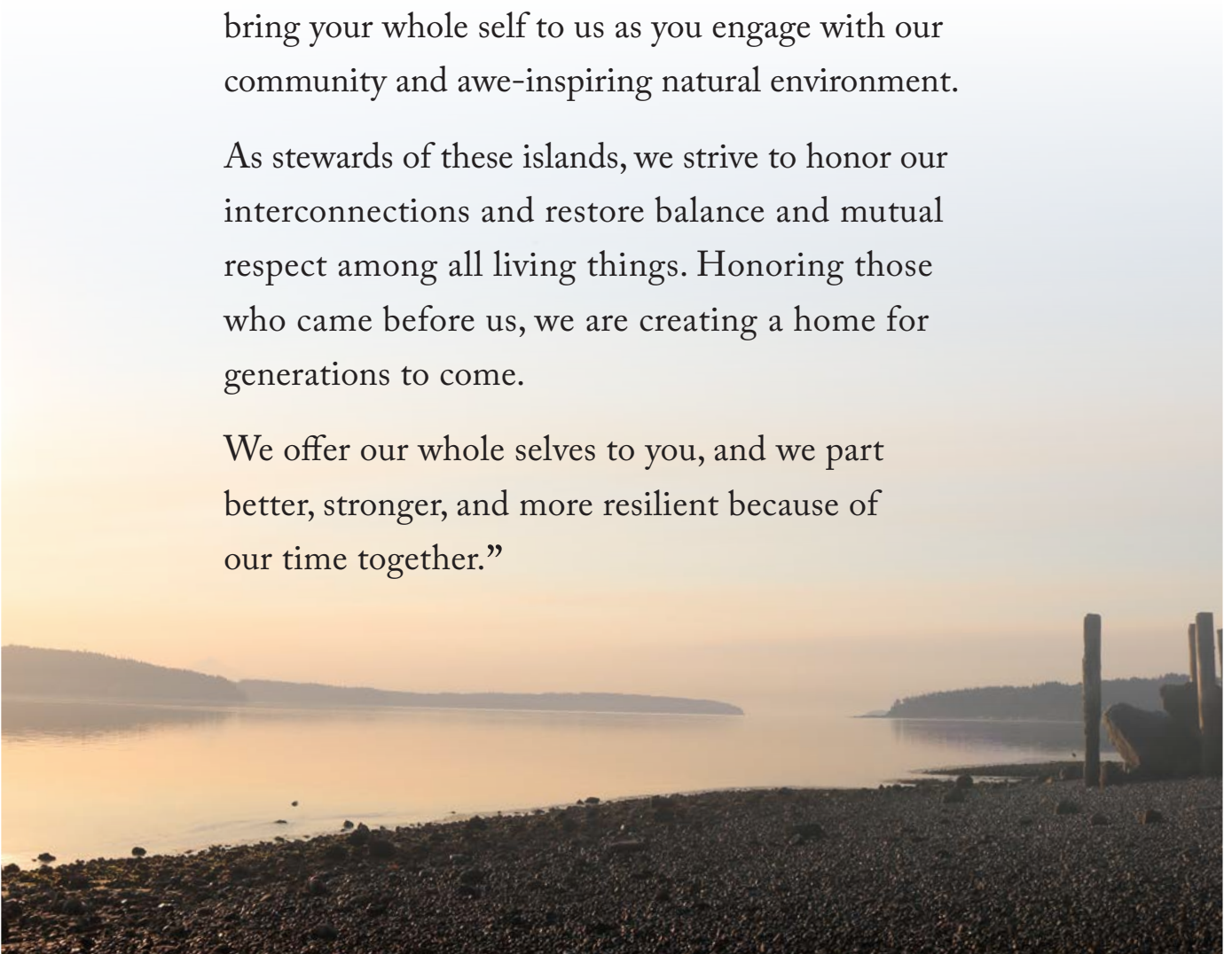
Destination Manifesto

“Together, we are bridge-builders.

We aspire to connect and foster a sense of belonging. While honoring the uniqueness of our inhabitants and our communities, we celebrate our shared identity. We share this Sense of Place, hoping you bring your whole self to us as you engage with our community and awe-inspiring natural environment.

As stewards of these islands, we strive to honor our interconnections and restore balance and mutual respect among all living things. Honoring those who came before us, we are creating a home for generations to come.

We offer our whole selves to you, and we part better, stronger, and more resilient because of our time together.”

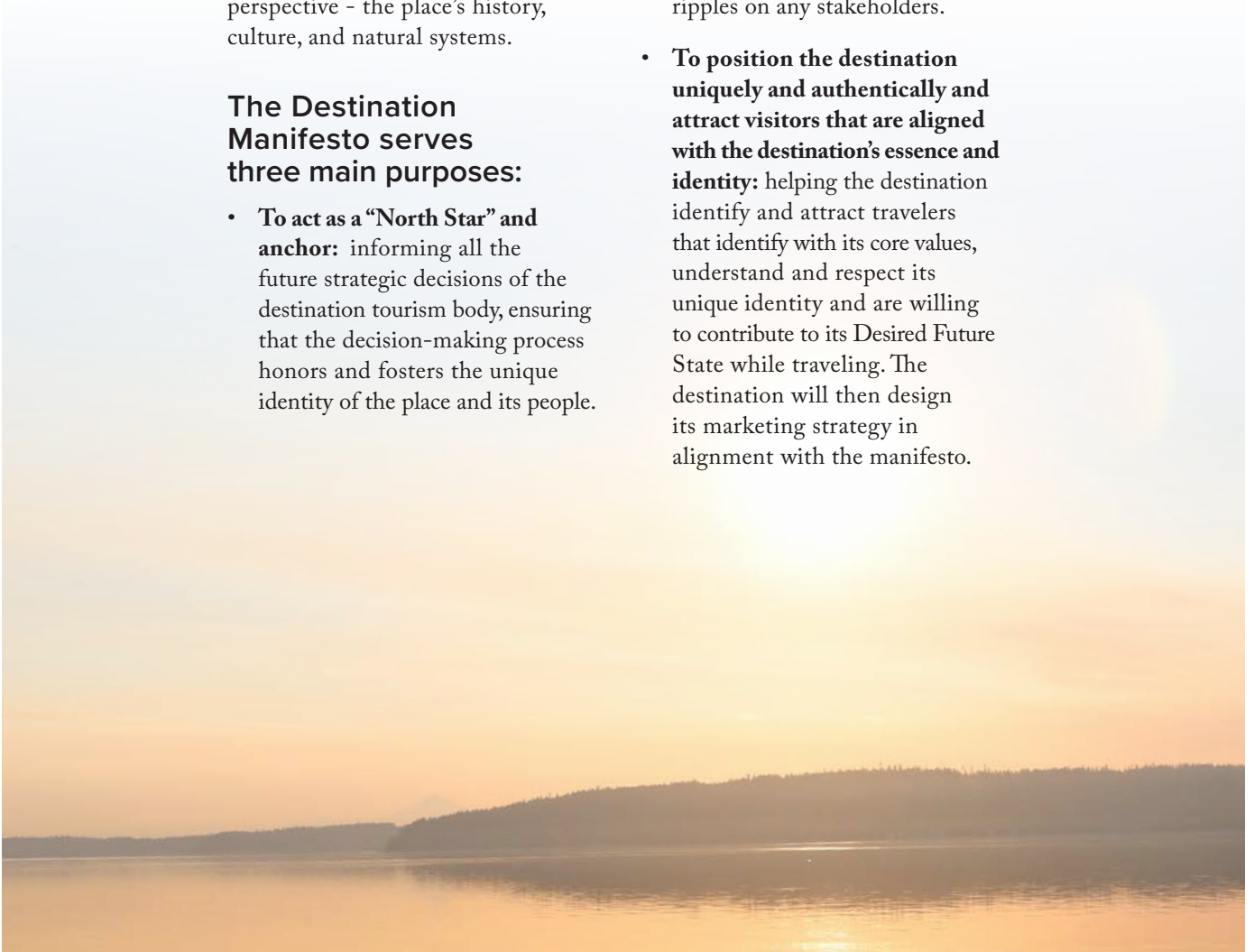


The Destination Manifesto captures the story of who we are as a community in our destination, what makes us unique (identity, shared values, essence, sense of place), and what we aspire to manifest in our place that would bring health and vitality to the whole system.

The Destination Manifesto was co-designed during the second immersive workshop drawing upon both the Community Vision and Values previously identified and a deeper understanding of the identity of the Place from both an internal perspective - the felt sense of belonging and shared identity of its residents - and external perspective - the place's history, culture, and natural systems.

The Destination Manifesto serves three main purposes:

- **To act as a “North Star” and anchor:** informing all the future strategic decisions of the destination tourism body, ensuring that the decision-making process honors and fosters the unique identity of the place and its people.
- **To unify the greater community of stakeholders around shared vision and goals:** helping the community move beyond and reconcile seemingly conflicting interests to co-create a development plan that will contribute to the betterment of their human and natural communities as a whole, which will ultimately bear positive ripples on any stakeholders.
- **To position the destination uniquely and authentically and attract visitors that are aligned with the destination's essence and identity:** helping the destination identify and attract travelers that identify with its core values, understand and respect its unique identity and are willing to contribute to its Desired Future State while traveling. The destination will then design its marketing strategy in alignment with the manifesto.



Our Desired Future and End-State Goals

The Desired Future envisions what the place could become if its potential were fulfilled. It arises from both the Place's unique essence and evolutionary trajectory.

In this context, if we are to become stewards of our place, any projects we undertake should be geared toward supporting the realization of the place's unique potential.

OUR DESIRED FUTURE STATE:

"These islands in the Salish Sea are living systems in harmony with people who thrive in a culture of belonging, mutual respect and ongoing transformation."

OUR END-STATE GOALS

The end-state goals translate the desired future state into concrete goals we can envision and act upon:

- Our communities have embraced transformation and ongoing learning and knowledge sharing.
- Our islands are connected and support and respect each other.
- Our nature and people are thriving in interconnected living systems.
- The marine environment is central to our identity.
- Everyone has access to nature and shared resources including marine ecosystems.
- We have a shared identity and we honor our uniqueness.
- We attract and cultivate diverse voices and perspectives.
- We embrace all who come here, regardless of how long they stay.

REGENERATIVE GOALS OR “PILLARS”



Healthy Nature

All community members nurture, respect, and value the marine and land ecosystems of Whidbey & Camano Islands.



Access

Cultivate a rich quality of life for all inhabitants through equitable access to all resources within Island County.



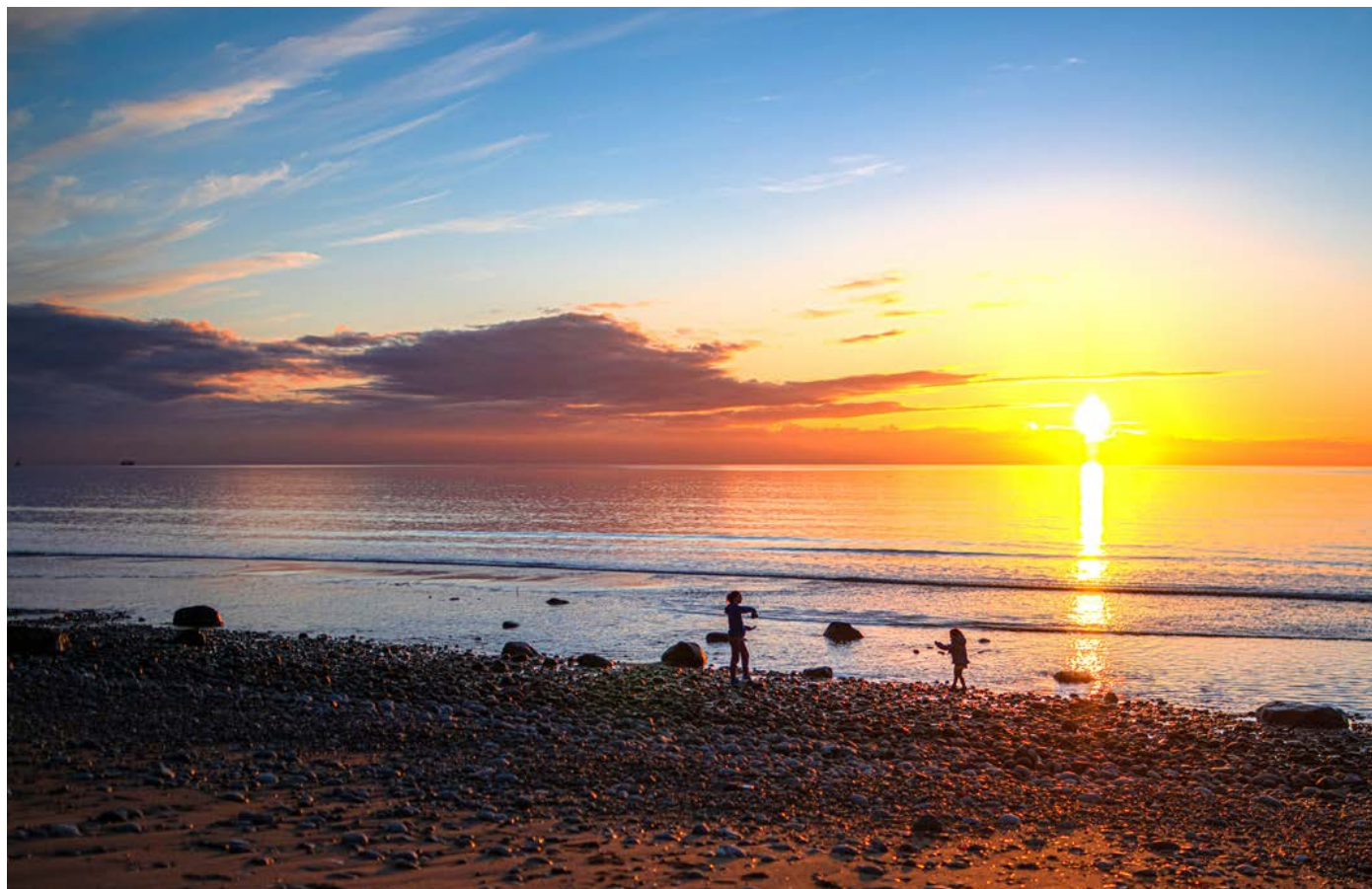
Bridge Building

Unify all community members around a shared vision and goals, fostering collaboration through efficient communication systems throughout our islands.



Transformational Mindset

Create positive change in the distinct communities of our islands through mindful engagement, authentic participation, and active learning.



Regenerative Guidelines for Action

To effectively implement the regenerative goals noted above in a systemic way, our actions must be based on deep leverage points through which even small interventions can produce the greatest systemic changes.

Each of these deep leverage points has then been divided into concrete and accessible actions or “potential projects” that will mark the starting point of our intervention, followed by how we can measure the change we want to see, and how we need to be to serve the change we want to see. Further, we have noted the types of groups and representatives needed to be involved to make the changes possible. All of these steps follow the Theory of Change process, and are reflected in the Regenerative Guidelines for Action tables below.

As with the regenerative goals, all deep leverage points and potential projects have been filtered through the tools for regenerative tourism strategic planning listed below, and detailed in Online Gathering 6, in the methodology section of this plan.

- The Law of Three Framework
- The Three Levels of Work Framework
- Regenerative Development Principles for Places
- Regenerative Developmental Goal Characteristics

A note on implementation:

The desired future state and end state goals in this plan are significantly long term. While it is impossible to put an exact timeline on goals of this nature, 100 years would be a useful place to start. The regenerative goals should be considered medium-term, in the 25-year range. And those potential projects are designed to be short-term. Some can begin now, and others will need to be later, as not all can be done at once. The plan is designed as guidelines to support our community in reaching our desired future state. Therefore it can't be prescribed beyond the level of

detail provided at this stage. Finally, we have listed the types of groups and representatives we believe would need to be involved to realize this change. If you see a role for yourself and your organization in the realization of this future, connect and collaborate.

** Regenerative Guidelines for Action following the Theory of Change approach. Follow these tables from the right column to the left column.*





Healthy Nature:

All community members nurture, respect, and value the marine and land ecosystems of Whidbey & Camano Islands.

	7	6	5	4	3	2	1
Title	Who's Involved	Behavior and attitude	Measurement	Potential projects	Deep leverage points	Regenerative goals	End state goals
Detail	Who needs to be involved to realize the change?	How do we need to be to realize the change (related to IDGs.)	How can we track the change we want to see	Where to start right now to move towards the change we want to see	Actions that can harness the greatest systemic change	The pillars at the core of all planning	The desired future state in concrete goals, relevant to each pillar.
W&CI Plan	<ul style="list-style-type: none"> ◆ NGOs & government agencies ◆ Groups that bring groups together ◆ Schools ◆ "Friends Of" Groups (E.g. Junior Rangers, Scouts, etc.) ◆ Tourism partners (E.g. lodging, retail, restaurants, experience providers, etc.) ◆ Conservation District and Park Districts (County & State) 	<ul style="list-style-type: none"> ◆ Collaborative ◆ Persevering ◆ Appreciative ◆ Empathetic ◆ Sympathetic ◆ Self-aware ◆ Connected ◆ Optimistic 	<p>1. Quality and quantity of Healthy Nature education opportunities for travelers and community members</p> <p>2. Transformative and experiential travel experiences available on Whidbey & Camano Islands.</p> <p>3. Quality and quantity of Healthy Nature information for travelers and community members.</p> <p>CONTINUED ON NEXT PAGE</p>	<p>1. Formal and informal education for travelers and community members to awaken the heart, foster connection and help them understand their impact directly (E.g. hearing from scientists and artists, engaging outdoor activities, contemplative practices, etc.)</p> <p>2. Curate and support the creation of transformational travel experiences with an emphasis on responsible and respectful interaction between visitors/ residents and outdoor spaces/ wildlife.</p> <p>3. Improve information and communication around these topics (E.g. on-site signage communicating how to recreate responsibly, informed conversations, parlor talks, awareness campaigns to connect groups and services, infographics to share information quickly and accessibly, etc.)</p> <p>CONTINUED ON NEXT PAGE</p>	Get people to CARE about nature through a felt sense of connection and belonging	<p>Healthy Nature: All community members nurture, respect, and value the marine and land ecosystems of Whidbey & Camano Islands.</p>	<ul style="list-style-type: none"> ◆ Our nature and people are thriving in interconnected living systems. ◆ The marine environment is central to our identity.



Healthy Nature: *(Continued)*

All community members nurture, respect, and value the marine and land ecosystems of Whidbey & Camano Islands.

	7	6	5	4	3	2	1
Title	Who's Involved	Behavior and attitude	Measurement	Potential projects	Deep leverage points	Regenerative goals	End state goals
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W&CI Plan			<p>4. Quality and quantity of program participation and volunteering.</p> <p>5. Visitor and community member surveys; annual online listening activities.</p>	<p>4. Inspire people to engage more and give back or "do their part" (E.g. Volunteer call outs at local events, share volunteer hours between groups. etc.)</p> <p>5. Inspire deeper thinking among visitors and community members about regenerative places (E.g. Contemplative prompts within experiences and attractions.)</p>			



Access:

Cultivate a rich quality of life for all inhabitants through equitable access to all resources within Island County.

	7	6	5	4	3	2	1
Title	Roles	Behavior and attitude	Measurement	Potential projects	Deep leverage points	Regenerative goals	End state goals
Detail	Who needs to be involved to realize the change?	How do we need to be to realize the change (related to IDGs.)	How can we track the change we want to see	Where to start right now to move towards the change we want to see	Actions that can harness the greatest systemic change	The pillars at the core of all planning	The desired future state in concrete goals, relevant to each pillar.
W&CI Plan	<ul style="list-style-type: none"> Medical/ healthcare professionals Media Shore Stewards, Sound Water Stewards Conservation and education groups in need of volunteers. Human Services Senior Resources Parental support groups Chambers of Commerce (as connectors) Government Agencies (to help with bridging between public and private property) Island County Transit 	<ul style="list-style-type: none"> Openness and learning mindset Having complexity awareness Having long-term orientation and visioning Collaborative Trusting Having an inclusive mindset and intercultural competence Having mobilization skills Appreciative Empathetic Sympathetic Connected Self-aware 	<p>1. Resource map.</p> <p>2. Transformative and experiential travel experiences available on Whidbey & Camano Islands.</p> <p>3. Inventory of resources; Parks info on visitor diversity, numbers, car ADA spaces, free days.</p> <p>4. Quality and quantity of nature-based events and their participation levels.</p> <p>CONTINUED ON NEXT PAGE</p>	<p>1. MAPPING and CONNECTING local organizations providing resources, to make them visible to each other and draw connections between them, to remove the silos.</p> <p>2. Curating and supporting transformative and experiential travel experiences (E.g. higher-spend, longer-stay, immersive, authentic, transformative experiences with educational components, and multiple qualitative touchpoints with community.)</p> <p>3. Create an inventory of resources for people with disabilities to help them enjoy our islands (E.g. accessibility information, childcare resources, youth programs, etc.)</p> <p>4. Host events in nature.</p> <p>CONTINUED ON NEXT PAGE</p>	<p>RETHINKING the role of tourism and REPOSITIONING its strategy toward the integration of all community members in service of the broader system.</p>	<p>Access: Cultivate a rich quality of life for all inhabitants through equitable access to all resources within Island County.</p>	<ul style="list-style-type: none"> Everyone has access to nature and shared resources including marine ecosystems. We embrace all who come here, regardless of how long they stay. The marine environment is central to our identity.



Access: *(Continued)*

Cultivate a rich quality of life for all inhabitants through equitable access to all resources within Island County.

	7	6	5	4	3	2	1
Title	Roles	Behavior and attitude	Measurement	Potential projects	Deep leverage points	Regenerative goals	End state goals
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			<p>5. Increase in alternative transport options available and their use.</p> <p>6. Quality and quantity of partnerships with private property owners; How much private property has been opened up for public access.</p> <p>7. Communications campaigns; Island Transit ridership numbers.</p>	<p>5. Support investment in alternative transport options to take cars off the road & out of the ferry lines (E.g. bike lanes, promote Island Transit operations, etc.))</p> <p>6. Generate partnerships with private property owners for more beach access, while educating visitors about respectful land use</p> <p>7. Promote awareness of budget-friendly options that allow people to experience the islands (E.g. free programs and services such as Island Transit.)</p>			



Bridge-building:

Unify all community members around a shared vision and goals, fostering collaboration through efficient communication systems throughout our islands.

	7	6	5	4	3	2	1
Title	Roles	Behavior and attitude	Measurement	Potential projects	Deep leverage points	Regenerative goals	End state goals
Detail	Who needs to be involved to realize the change?	How do we need to be to realize the change (related to IDGs.)	How can we track the change we want to see	Where to start right now to move towards the change we want to see	Actions that can harness the greatest systemic change	The pillars at the core of all planning	The desired future state in concrete goals, relevant to each pillar.
W&CI Plan	<ul style="list-style-type: none"> ♦ Visitors ♦ Nonprofits ♦ W&CI Tourism board ♦ Local government ♦ Tourism professionals ♦ Local businesses ♦ Residents ♦ Indigenous communities ♦ Artists and creatives 	<ul style="list-style-type: none"> ♦ Being intentional ♦ Humility ♦ Conscious Leadership ♦ Integrity and Authenticity ♦ Informed and educated ♦ Using non-violent communication skills ♦ Openness and learning mindset ♦ Having complexity awareness ♦ Collaborative ♦ Trusting ♦ Having an inclusive mindset and intercultural competence ♦ Having mobilization skills ♦ Appreciative ♦ Empathetic ♦ Sympathetic ♦ Connected ♦ Self-aware ♦ Having refined perspective skills ♦ Having courage 	<p>1. Communication in community forums that is collaborative, especially among historically opposing groups.</p> <p>2. Communication in community forums that is collaborative, especially among historically opposing groups; quantity of places the Destination Manifesto appears in community communications.</p> <p>3. Communication method.</p> <p>4. Number of new relationships between local non-profits and the tourism sector.</p>	<p>1. Using storytelling to share new narratives.</p> <p>2. A dedicated communications approach to bridge-building (E.g. Parlor talks, newsletter, a tourism summit and other community bridge-building events, ensuring the Destination Manifesto is a central document to our conversations, etc.)</p> <p>3. Create a method to amplify the consistency of communication.</p> <p>4. Cultivate intentional and beneficial relationships with local nonprofits and agencies that links them to travelers.</p>	<p>Foster connections and reduce siloing between the groups and organizations in our communities. Increase intentional CONVERSATIONS and UNDERSTANDING between residents and the visitor industry and all community members on the islands.</p>	<p>Bridge-building: Unify all community members around a shared vision and goals, fostering collaboration through efficient communication systems throughout our islands.</p>	<ul style="list-style-type: none"> ♦ Our islands are connected and support and respect each other. ♦ We have a shared identity and we honor our uniqueness. ♦ We attract and cultivate diverse voices and perspectives.



Transformational mindset:

Create positive change in the distinct communities of our islands through mindful engagement, authentic participation, and active learning.

	7	6	5	4	3	2	1
Title	Roles	Behavior and attitude	Measurement	Potential projects	Deep leverage points	Regenerative goals	End state goals
Detail	Who needs to be involved to realize the change?	How do we need to be to realize the change (related to IDGs.)	How can we track the change we want to see	Where to start right now to move towards the change we want to see	Actions that can harness the greatest systemic change	The pillars at the core of all planning	The desired future state in concrete goals, relevant to each pillar.
W&CI Plan	<ul style="list-style-type: none"> ◆ Attractions - both natural and built ◆ Arts Community and Local Makers ◆ Farmers ◆ Educational Institutions ◆ Experience Creators ◆ Business Owners ◆ Local Governments ◆ Nonprofits ◆ EDC of Island County ◆ Lodgings 	<ul style="list-style-type: none"> ◆ Being intentional ◆ Humility ◆ Conscious Leadership ◆ Integrity and Authenticity ◆ Informed and educated ◆ Using non-violent communication skills ◆ Openness and learning mindset ◆ Having complexity awareness ◆ Collaborative ◆ Trusting ◆ Having an inclusive mindset and intercultural competence ◆ Having mobilization skills ◆ Appreciative ◆ Empathetic ◆ Sympathetic ◆ Connected ◆ Self-aware ◆ Having refined perspective skills ◆ Having courage 	<ol style="list-style-type: none"> 1. Quality and quantity of group trainings and workshops on the topic. 2. Creation and implementation of intentional meeting practices. 3. Information available to visitors on how to behave and "be" when traveling to and in the islands. 4. Communication that highlights transformation and learning mindset. 5. Communications that highlights this message; number of tourism operators and other businesses that are embracing and distributing this message and approach. 6. Transformative and experiential travel experiences available on Whidbey & Camano Islands. 7. Difficult to measure; can begin with commitment from WCI Tourism team and tourism committee to travel this way. 	<ol style="list-style-type: none"> 1. Conduct corporate and group trainings and community workshops around transformational mindset and transformational travel. 2. Make intention setting, reflection practices, land acknowledgment, rituals, etc. standard practice in meeting conduct. 3. Provide better resources for visitors BEFORE they arrive (E.g. working with lodging on information sharing to their guests before they arrive; destination pledge; creating a "5 Things you want to know about Whidbey and Camano before you come," graphic, etc.) 4. Highlight the value in transformation and a learning mindset in communications. 5. Encourage visitors to travel at a slower pace, to be in the moment and engage more deeply with locals and the environment while visiting. 6. Curate transformative travel experiences to "Attract the curious." 7. As a community, travel with intention to reconnect and develop ourselves. 	Foster INNER WORK to inspire reflection, build regenerative skills and qualities, and advocate and embody the paradigm shift needed for change.	Transformational mindset: Create positive change in the distinct communities of our islands through mindful engagement, authentic participation, and active learning.	<ul style="list-style-type: none"> ◆ Our communities have embraced transformation and ongoing learning and knowledge sharing. ◆ We attract and cultivate diverse voices and perspectives.



What's Next

Throughout the process of creating this plan, we as program participants have built our capacity of understanding regenerative development for tourism approaches and principles, while learning to self-organize as a community. This investment will be particularly important in the implementation and evaluation phases to come. It will be critical to build upon this capacity, and call upon the community to get involved. While Whidbey and Camano Islands Tourism, as the DMMO, will be leading the charge, there needs to be collaboration and support from those groups, agencies, businesses and individuals in the tourism industry and beyond to bring this vision to reality. We invite you to engage, get inspired and come together with us to move towards the true potential we have to thrive on these islands!

Destination transformers

Several program participants have volunteered to be “Destination Transformers” and have received a special training to be able to continue the work in their local communities and ensure the ongoing implementation of the Regenerative Guidelines for Action, build capacity locally, and cultivating regenerative capacities in local stakeholders with the ongoing support of the Destination Ambassador.

Glossary

Acupuncture point or Deep Leverage Point: Specific place in a living system where a nodal intervention has the potential to impact the system as a whole, similar to the acupuncture points in a human body.

Place: In the context of regenerative development, the place is the container and central focus of human intervention as it forms a coherent whole made of unique human and non-human inherent characteristics, and its scale is accessible for us to comprehend and influence. It understands the place we inhabit as living systems i.e. an intricate web of reciprocal relationships gifted with its own identity and evolutionary potential and the ability to self-organize and self-evolve. Therefore, it encompasses and transcends the notion of “Destination” derived from a more managerial approach traditionally used in the tourism industry.

Regenerative Goals or “Pillars for Actions”: Regenerative goals of a project are set to create the conditions and capabilities of the system to continuously evolve towards the realization of its inherent potential. According to the Regenes Institute for Regenerative Practice, regenerative goals have four characteristics: they are Place and context-specific, inspirational, inherently systemic, and developmental by nature.

Regenerative Tourism: Regenerative development of a tourism destination is understood as a living “Place” by which we design for the system as a whole to thrive, considering the entire ecosystem of stakeholders among the tourism industry, its related sectors, and nature itself.

Transformational travel: Travelers have also developed an appetite to connect with the soul of a destination like never before. The latest industry buzzword is ‘transformational travel’ — this refers to a type of travel that provides deeper and more meaningful experiences. The Transformational Travel Council, an industry group spearheading the trend, defines transformational travel as ‘intentionally traveling to stretch, learn and grow into new ways of being and engaging with the world’. It says adopting this mindset will allow you to go on a journey that lasts long after you return home.

Appendices

Appendix 1: Regenerative Principles for Places

These principles are designed to guide the design of a regenerative development plan for tourism destinations. They are intended to set up a pathway - active and alive rather than passive and stagnant. They are aspirational by nature and provide a sense of direction that will guide our decisions as we design our actions.

Each principle has further been translated into questions against which we have assessed our actions' potential for regeneration.

All principles are of equal importance:

- 1. Design from a place of expanded consciousness:** This principle refers to the “inner work,” i.e., the necessary mindset shift and conscious evolution we need to achieve is to do this meaningful work. It allows us to connect to something greater than ourselves and develop the necessary skills and qualities to become regenerative agents.
- 2. Design with Shared Values and Vision at its core:** Use the Destination Manifesto as a “North Star” and anchor of any regenerative project, unifying stakeholders around shared vision and values ignites a sense of care and belonging that will keep people on track and engaged throughout time.
- 3. Adopt a Place-Based design strategy:** Regenerative development occurs locally and is anchored in a Place. The strategy and actions are derived from the unique identity or “Sense of Place,” and any project or initiative is designed to help unleash the Place’s inherent potential.
- 4. Enable Community Co-Design:** The broader community of stakeholders is taking a proactive role in the development of its Place. Projects and initiatives emerge from a collaborative design process that collectively senses what the Place is called for and what roles stakeholders should embrace to realize that vision.
- 5. Design for Evolution using living-system thinking:** The Place is understood as a living system nested into other living systems of different scales. As such, it is deemed to evolve continuously and adapt to change among its constituent parts or the greater environment in which it is embedded. Our role as ecosystem participants is to create the conditions for the Place to constantly self-organize and self-evolve to remain in a dynamic equilibrium that allows it to stay alive and thrive over time.

Appendix 2: Inner Development Goals Framework

Goal	Qualities
Being: Relationship to Self Cultivating our inner life and developing and deepening our relationship to our thoughts, feelings and body help us be present, intentional and non-reactive when we face complexity.	<p>Inner compass Having a deeply felt sense of responsibility and commitment to values and purposes relating to the good of the whole.</p> <p>Integrity and Authenticity A commitment and ability to act with sincerity, honesty and integrity.</p> <p>Openness and Learning mindset Having a basic mindset of curiosity and a willingness to be vulnerable and embrace change and grow.</p> <p>Self-awareness Ability to be in reflective contact with own thoughts, feelings and desires; having a realistic self-image and ability to regulate oneself.</p> <p>Presence Ability to be in the here and now, without judgment and in a state of open-ended presence.</p>
Thinking: Cognitive Skills Developing our cognitive skills by taking different perspectives, evaluating information and making sense of the world as an interconnected whole, is essential for wise decision-making.	<p>Critical thinking Skills in critically reviewing the validity of views, evidence and plans.</p> <p>Complexity awareness Understanding of and skills in working with complex and systemic conditions and causalities.</p> <p>Perspective skills Skills in seeking, understanding and actively making use of insights from contrasting perspectives.</p> <p>Sense-making Skills in seeing patterns, structuring the unknown and being able to consciously create stories.</p> <p>Long-term orientation and Visioning Long-term orientation and ability to formulate and sustain commitment to visions relating to the larger context.</p>
Relating: Caring for Others and the World Appreciating, caring for and feeling connected to others, such as neighbors, future generations or the biosphere, helps us create more just and sustainable systems and societies for everyone.	<p>Appreciation Relating to others and to the world with a basic sense of appreciation, gratitude and joy.</p> <p>Connectedness Having a keen sense of being connected with and/or being a part of a larger whole, such as a community, humanity or global ecosystem.</p> <p>Humility Being able to act in accordance with the needs of the situation without concern for one's own importance.</p> <p>Empathy and Compassion Ability to relate to others, oneself and nature with kindness, empathy and compassion and address related suffering</p>

Appendix 2: Inner Development Goals Framework (Continued)

Collaborating: Social Skills	Communication skills
<p>To make progress on shared concerns, we need to develop our abilities to include, hold space and communicate with stakeholders with different values, skills and competencies.</p>	<p>Ability to really listen to others, to foster genuine dialogue, to advocate own views skillfully, to manage conflicts constructively and to adapt communication to diverse groups.</p> <p>Co-creation skills Skills and motivation to build, develop and facilitate collaborative relationships with diverse stake-holders, characterized by psychological safety and genuine co-creation.</p> <p>Inclusive mindset and intercultural competence Willingness and competence to embrace diversity and include people and collectives with different views and backgrounds.</p> <p>Trust Ability to show trust and to create and maintain trusting relationships.</p> <p>Mobilization skills Skills in inspiring and mobilizing others to engage in shared purposes.</p>
<p>Acting: Driving Change Qualities such as courage and optimism help us acquire true agency, break old patterns, generate original ideas and act with persistence in uncertain times.</p>	<p>Courage Ability to stand up for values, make decisions, take decisive action and, if need be, challenge and disrupt existing structures and views.</p> <p>Creativity Ability to generate and develop original ideas, innovate and being willing to disrupt conventional patterns.</p> <p>Optimism Ability to sustain and communicate a sense of hope, positive attitude and confidence in the possibility of meaningful change.</p> <p>Perseverance Ability to sustain engagement and remain determined and patient even when efforts take a long time to bear fruit.</p>



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