



COMMUNITY DEVELOPMENT DEPARTMENT

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**COMMUNITY DEVELOPMENT DEPARTMENT
MEMORANDUM**

Date: June 3, 2019 Community Development Committee Meeting
To: Mayor and Community Development Committee
From: *MH* Mark Hofman, Community Development Director
RE: Tourism Plan

Mayor and Community Development Committee,

The purpose of this memo is twofold: I.) A reminder of the timeline for completion of a city-wide tourism plan; and, II.) An outline for the materials collected by the Community Development Director and now forwarded to the Community Development Council Committee and other interested parties to fulfill milestone two (past studies distribution) of the effort and begin milestone three (review of past studies and background information).

I. Timeline

Pursuant to the March 18, 2019 discussion of the Community Development Council Committee, the following timeline generally frames the effort for completion of a city-wide tourism plan consistent with the adopted City Council 2019/2020 Goals and Objectives.

May-August, 2019 Monitor activities during summer tourism peak season to evaluate priorities, best practices, and potential missed opportunities.

May, 2019 Organize and distribute past plans and studies collectively representing the City's completed, current, and planned efforts affecting tourism.

The primary documents for review include: **1.)** relevant sections of the existing adopted Snoqualmie 2032 Comprehensive Plan; **2.)** Snoqualmie, Washington Downtown Master Plan (2010), prepared by Beckwith Consulting Group; **3.)** City of Snoqualmie, Washington Economic Development, Branding & Marketing Plan (2006), prepared by Destination Development; and, **4.)** Snoqualmie Downtown Vision Plan, prepared by Callison in 2005. Portions of these documents relate directly to tourism, even though individually none are known as a formal "tourism plan".

June, 2019 The Community Development Committee, City Council, merchants, public, and staff would dedicate time to review and familiarize themselves with the above existing plans and policies collectively representing the City's completed, current, and planned

efforts affecting tourism. The review focus would be any items within existing plans and studies that relate to tourism.

July, 2019	The Community Development Committee, and City Council as needed, will discuss the reviewed documents to identify efforts already in place/completed, efforts currently under way, and (most significantly) those that remain unfinished but remain relevant or are unaddressed in any plan/study. A clear understanding of all existing applicable resources and efforts will assist in identifying a targeted and meaningful listing of tasks, resulting in a clearly defined request for a work product that builds on decades of effort and is relevant, forward thinking, and effective.
August, 2019	Define a city-wide tourism plan with specific directives and objectives resulting from the above review of existing plans and studies to address the City Council's tourism plan goal.
September, 2019	Create tourism plan and refine (2-4 months).
October, 2019	Fund, if necessary, any additional needs for completing a tourism plan. Any specific/targeted needs for specialist consultant assistance on elements of a plan will be identified, thus potentially eliminating the call for a broad brushed, expensive, and consultant driven plan.
December to January, 2020	Stakeholder and public input for City Council consideration of a draft targeted tourism plan. A town hall style meeting with the City Council is possible.
January to March, 2020	Revisions and fine tuning of the draft tourism plan.
March to April, 2020	Approval of the tourism plan by the City Council.
May, 2020 onward	Implement and monitor the approved tourism plan.

II. Materials

The yellow highlighted milestones in Section I, Timeline, above are the focus of the discussion for this item on the June 3, 2019 Agenda for the Community Development Council Committee.

First, **Element 3- Economic Development** of the City's adopted Comprehensive Plan includes language related to tourism efforts and programs as well as a specific section on the subject. At a high-level, the Comprehensive Plan sets direction and policy, guiding decisions by the City and community. To that extent, for context staff has included some overview language as follows from Element 3 of the Plan.

A vibrant, local economy is essential to Snoqualmie's long term fiscal and community health and vitality. The City strives to provide a range of employment, retail, service and recreational opportunities for its residents. The City's role in Economic Development is to create, maintain and grow value for its citizens - the residents, property owners and businesses who have invested, or will invest, in Snoqualmie. Value should always be considered in terms of both financial and qualitative returns, including opportunities for business growth, added jobs and increased City revenues, along with quality of life assets such as a healthy and attractive environment, a sense of safety, and local cultural amenities. A strong local economy with a balance of jobs and housing is central to our

vision of growing as a "complete community" where one can live, work shop and enjoy life.

Economic development involves multiple, coordinated efforts working together holistically to attract investment and entrepreneurs, support business retention and expansion, recruit desired new business, and create jobs in a way that benefits the local economy and the community's quality of life. Existing businesses provide goods and services to the community, support a local employment base, and offer shopping, dining, lodging and recreational activities for both locals and tourists. New businesses provide new jobs and add additional municipal revenues that are then available for reinvestment in either infrastructure or public services. A sufficient supply and appropriate mix of housing is also connected with economic planning, providing homes for those employed in local business and industry, and providing residents who support local retail shops and commercial services. Finally, Snoqualmie has unique attributes that inform economic development, including outstanding natural features that draw tourists and business; attractive, high quality neighborhoods, and its location along I-90 at the I-90 and State Route 18 intersection, both in terms of travel time to the major nearby economic hubs of Seattle and Bellevue as well as SeaTac airport, and Snoqualmie Pass for access to recreation.

Several economic development challenges and opportunities face the City in both the long- and short-term. These topics are described in more detail in the following sections:

- A lack of suitable land for retail development to meet resident demand and support tourism*
- Recruiting business and industries that are a good fit for Snoqualmie and improve the jobs-housing balance*
- Retention and expansion of existing businesses*
- Enhancing tourism as a mainstay of the local economy*

One issue for Snoqualmie's business growth is that there is not enough suitable land to meet current or future population needs for retail goods and services. In 2011 Collins Woerman conducted an Urban Growth Area (UGA) Analysis to determine whether the City and its current UGA contains sufficient suitable area for the full range of uses needed to serve the projected 2032 population.

The 2011 UGA Analysis is one of many studies detailing economic conditions in the City of Snoqualmie. Regular review of market conditions, either in general or that target specific concerns, helps the City and its representatives to make informed decisions in the deployment of different services and strategies to support economic vitality. Several past reports provided various recommendations, including local business types to recruit in retail centers. Another recent study, the 2013 Final Report and Recruiting Plan completed by the Economic Development Council of Seattle and King County, also identified different regional industry clusters recommended for the city to consider in recruitment efforts for the Snoqualmie Ridge Business Park and the Mill Site. These studies provide valuable resources to help determine Economic Development foci and activities such as implementing a recruiting plan. As always, vital duties require clear assignments to different departments or partners, so that tasks may be incorporated into annual work plans.

The existing studies and reports mentioned by the excerpts above from the Comprehensive Plan are not specific to tourism but contain elements that can be utilized to create a tourism specific plan. These studies are being forwarded to members of the Community Development Council Committee in conjunction with this memo and will be available to the whole City Council and community via a project page on the City website under Community Development Department.

The studies and reports include:*

2002 *Snoqualmie Retail Development Plan* by E.D. Hovee & Company

2006 *Economic Development, Branding & Marketing Plan* by Destination Development

2006 *Retail Market Analysis* by Economic Research Associates

2007 *Downtown Vision Plan* by Callison Architects

2007 *Retail & Non-Retail Service Mix Snoqualmie Ridge* by Hebert Research Inc.

2010 *Downtown Master Plan* by Beckwith Consulting

2011 *Urban Growth Area (UGA) Analysis- Parts I, II, IIIA, and IIIB* by Collins Woerman

2013 *Final Report and Recruiting Plan* by the Economic Development Council of Seattle and King County

2015 *Riverwalk Master Plan* by Brent Harley & Associates

Additional materials:

2014 Element 3, Economic Development, of the adopted Snoqualmie Comprehensive Plan;

National Main Street National Main Street Program's "4-Point Approach";

Salish Expansion- Master Plan adopted by the City Council in 2019;

Mill Site Redevelopment- Master Plan, quasi-judicial matter currently before the City Council;

Resolution 1375 of the City of Snoqualmie, adopting a city-authorized wayfinding sign program.

*For milestone three of the city-wide tourism plan effort, additional materials may be added and explored as requested to achieve a thorough and detailed review and facilitate an upcoming discussion towards formulation of a tourism specific plan.

Lastly, for purposes of initial discussion, staff has compiled a listing of items related to ongoing tourism efforts and partnerships as follows:

Approx. 2 Million visitors annually to Snoqualmie Falls
Approx. 125 thousand visitors annually to the Northwest Train Depot and Museum
Salish Lodge, dining, weddings, etc
Dirtfish Rally School
Puget Sound Energy Historic Museum
PSE Joint Use Parking Agreement
Snoqualmie Falls Greeter Program
Sigillo Cellars redevelopment of the King Street Lot
City Investment in downtown infrastructure and undergrounding
Events- wine walks, wine train, railroad days, Thomas the Train,
Partnership with Chamber of Commerce
Historic Downtown Merchant's Association
Past Ridge Merchant's Association
Meadowbrook Farm
Snoqualmie Point Park
Mt Si views and trails
Rattlesnake Ridge- trails, open space, mountain biking
The Club at Snoqualmie, TPC Golf Course
Mt Si Golf Course
Partnerships with Mountains To Sound (SAVOR Snoqualmie)
Port Grants
Wayfinding Policy and Signs
City of Snoqualmie Website (Tourism links and materials)
Snoqualmie Visitor Center (at Snoqualmie Art Gallery for 2019)

