



Snoqualmie, Washington  
Downtown Master Plan  
April 2010

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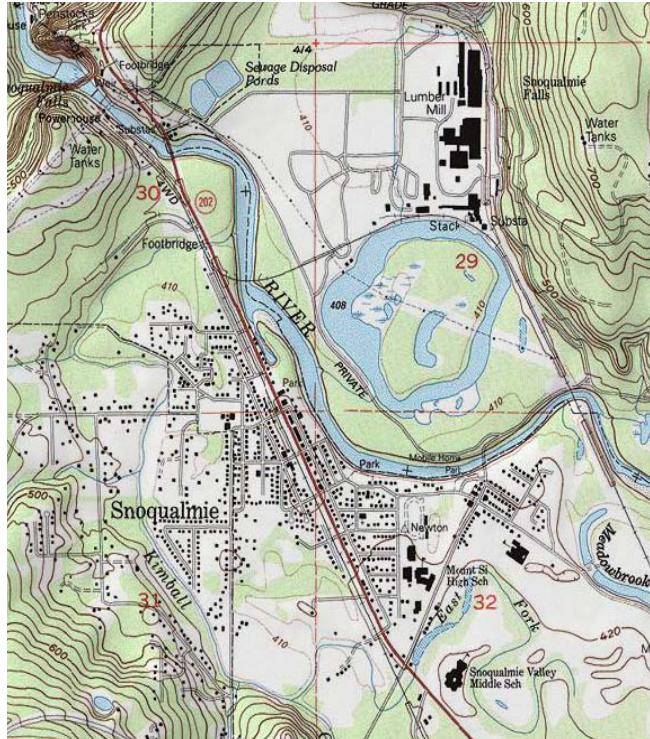
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# Chapter 1: Introduction

## 1.1 Downtown Snoqualmie Historic Background

The original inhabitants of the Snoqualmie area were the Snoqualmie (S.duk<sup>w</sup>albix<sup>w</sup>), a group of Coast Salish Native American people from the Snoqualmie Valley in east King and Snohomish Counties. "Snoqualmie" means "people of the moon" and "crowned with snow." Tribal members believed they had been transformed from the mythical beaver.



The native Snoqualmie lived in two main villages in the Snoqualmie River valley – one at the mouth of the Tolt River and the other one mile below the base of the 270-foot Snoqualmie Falls – a setting the tribe held to be sacred.

Settlement of the City followed exploration of the area by Samuel Hancock, who ventured up-river in search of coal in 1851. In the years following, Jeremiah Borst settled in the valley in 1858, the town was platted in 1889, the Seattle, Lakeshore, & Eastern Railway (SL&E) was completed in 1890, and the Snoqualmie Falls hydroelectric generators were installed in 1899.

For most of the 1900's, Snoqualmie remained a small town of under 2,000 people, with an economy based on timber harvest and lumber. In the mid 1990's the Weyerhaeuser lumber mill closed and development of the new Snoqualmie Ridge neighborhood began. Since then the City has seen an increase in population to nearly 10,000 in 2009, with an estimated population of over 13,000 at build-out of Snoqualmie Ridge and other housing projects. The City and its downtown area are also affected by the completion and opening of the Snoqualmie Tribe's Casino and Lodge just outside the city limits.

The choices that confront the city at the present time are significant and could alter the character and quality of the historic downtown if not adequately planned. This document outlines the means for implementing preferred actions found to be of most benefit to the downtown and Snoqualmie residents.

## 1.2 Master Plan Retail Development Goals

This master planning effort builds upon previous market analyses, visioning, and economic development plans and studies for the City and the downtown in particular. These previous plans include, in chronological order, the Retail Development Plan (E.D. Hovee & Associates, 2002 and 2003), the Downtown Vision Plan (Callison Architects, 2006), and the Economic Development, Branding and Marketing Plan (Destination Development, 2006).

Each of those plans and studies provided a recommended strategy for downtown economic development that calls for a focus on capturing the primary and tertiary markets by promoting a combination local and tourist-oriented niche, specialty and destination retail business mix. The rationale for this economic strategy is articulated in the EDP recommendations 8 and 23 (provided here as Appendix B-3).

The following goals articulate a direction for developing a unique historic downtown setting and retail offerings that serve the needs of Snoqualmie residents and visitors alike:

- **Capitalize** - on the city's natural and cultural features while creating pedestrian-friendly shopping and gathering places for residents and visitors alike.
- **Retain** - Snoqualmie's authentic small town experience in the downtown historic district.
- **Identify** - key projects and actions that will focus and promote retail business development in the downtown in particular, and from tourists especially.
- **Promote** - retail business development that provides distinctive shops and a variety of year-round recreational, cultural, and entertainment opportunities.
- **Employ** - multiple strategies to expand, retain, and recruit targeted retail businesses from within and outside of the community.

The master plan elements and implementation measures described in the following chapters promote and support these goals and specific economic strategy for revitalizing the historic downtown.



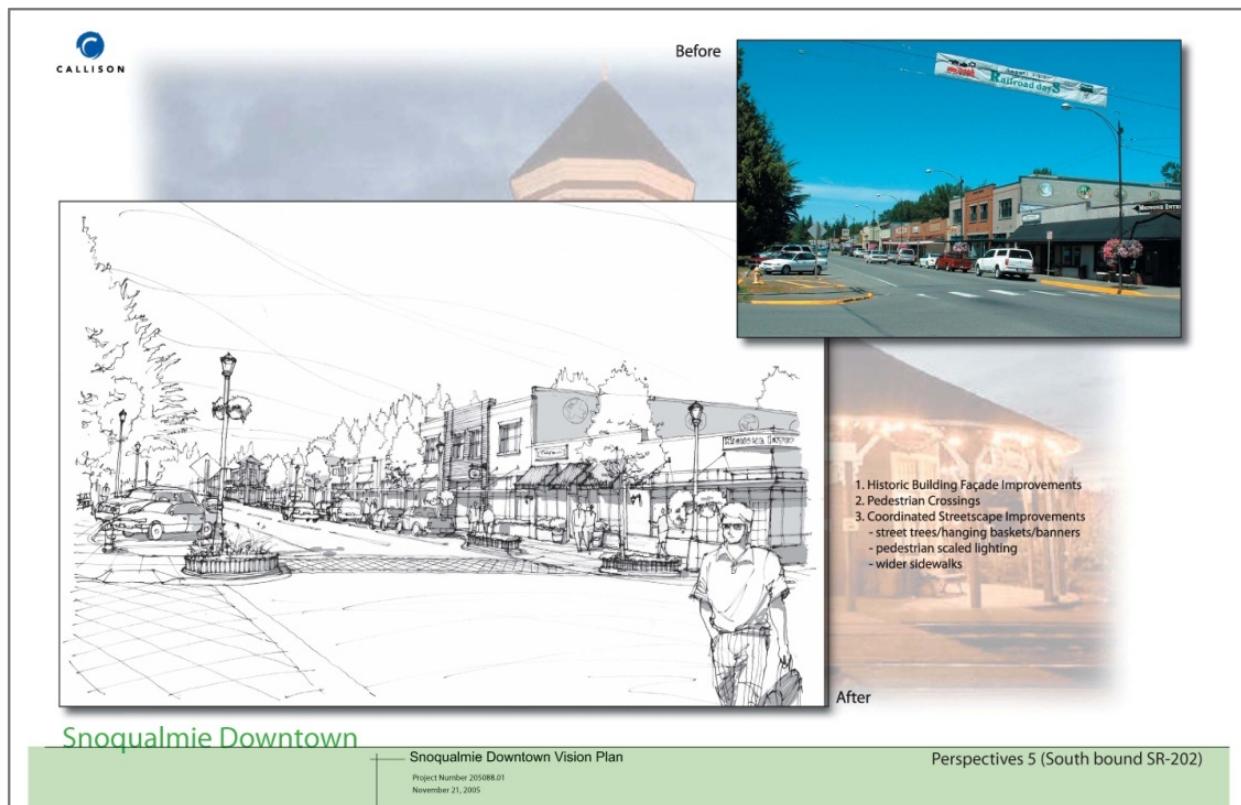
### 1.3 Objectives of this Downtown Master Plan

The Downtown Master Plan was developed to expand upon previous downtown planning efforts and provide more detailed planning needed to implement the recommendations of the Downtown Vision Plan and Economic Development, Branding, and Marketing Plans approved by the City in 2006. It was also developed to provide more specific design guidance for final design and engineering for the Town Center Improvement Project, funded in part through a grant from the federal Economic Development Administration and scheduled for start of construction in September, 2009.

The specific objectives of this Downtown Master Planning effort were to:

- **Review Previous Plans and Studies** – including the E.D. Hovee Retail Development Plan, Downtown Vision Plan, and Economic Development, Branding, and Marketing Plans to understand the current context for the downtown master plan efforts and promote continuity and consistency with previously articulated goals, objectives, strategies and recommendations.

- **Inventory assets** - including existing public and private properties, historical resources, land use regulations, transportation systems, and urban design contexts.
- **Confirm public opinion** - through a series of public participation events and activities, including interviews of key stakeholders, brainstorming workshops and public open houses to resolve final plan and implementation particulars based on the results of public input.
- **Confirm market niche** – using the results of previous economic and marketing studies to define a vision with a clear definition of the market niche and brand identity for the downtown district as a whole. Building upon the goals, objectives, strategies and recommendations provided in the previous downtown studies and adopted plans, to confirm the market niche strategy for the downtown commercial districts.
- **Identify opportunities and create master plan elements** - for attracting new businesses and retail tenants, creating a unifying design concept, establishing effective design and development regulations, improving traffic, transit, parking, trail and bikeway systems, designing streetscape improvements, gateway, and downtown way-finding signage, and sites of redevelopment opportunity.
- **Define an implementation program** - outlining recommended actions to realize the plan including roles, responsibilities, schedules, costs, and other particulars and drafting revised building, signage, parking, and other appropriate ordinances and design standards. The implementation program will by necessity span a multi-year period of at least 10 years, particularly for actions involving infrastructure improvements that require significant funding. Other actions, such as revisions to zoning and development regulations, can occur within the first year or two.



## 1.4 National Main Street Program Four Point Approach

An over-arching recommendation of this and previous downtown and economic development planning efforts is to use the National Main Street Program's **Four-Point Approach** to downtown revitalization. The program has been used successfully by hundreds of small and large downtowns throughout the country since the 1970s.

The Main Street Program Four-Point Approach involves: 1) Organization; 2) Economic Restructuring; 3) Design; and 4) Promotion. Attention to all four areas combines to address the downtown's needs since no single approach by itself will sufficiently revitalize the district.

## 1.5 Plan Organization

This Downtown Master Plan document is organized into three primary chapters and a set of appendices. Chapter 2, Master Plan elements, is structured around the Main Street Program Four Point Approach: Organization, Economic Restructuring, Design and Promotion. Chapter 3, Implementation outlines each of the Master Plan elements along with proposed project leads and funding recommendations.

Separate appendices cover background information used in master plan development as well as specific examples for some implementation measures. Background documents detail socioeconomic characteristics, property ownerships, stakeholder interview results, and master plan workshop results. Implementation elements included in the appendix include draft design/development competition RFPs. The appendices are available for review at the Snoqualmie Planning Department.

## Chapter 2 - Master Plan Elements

This chapter outlines the action plan strategies determined to be important in effectively implementing the Snoqualmie Downtown Master Plan, as well as a number of the specific recommendations of other plans, including the Downtown Vision Plan and Economic Development, Marketing and Branding Plan. The action strategies are based on the input received from stakeholder interviews and a series of public workshops and open houses, and represent the consensus opinions of the Economic Development (EDC) and Planning Commission. The consensus opinion is that these actions are critical to the effective realization of the Master Plan's goals.

The master plan elements and action strategies are grouped by the four principles of the Main Street approach and not by priority. The action strategies address related topics including downtown branding, market niche, urban design, land use, transportation and parking, gateways and wayfinding, and sites for catalyst and other key projects.

### 1: Organization

#### 1.1: Encourage and Facilitate Use of the “Main Street” Program’s 4-Point Approach

Snoqualmie has significant and unique historic commercial architecture clustered in the downtown area along SR-202/Railroad Avenue, Falls and Maple Avenues, and River and King Streets that represents valuable assets to the community. These buildings and the district at large are in good usable condition and generally occupied by viable enterprises. However, while the downtown district has been recognized as an historical landmark area, the downtown has not been identified, promoted, or recognized for its potential compared, for example, to downtown Snohomish, Lynden, or Anacortes. Not enough buildings are being renovated, upgraded, and retrofitted to house emerging new retail opportunities.

Successful downtown areas are a result of comprehensive improvement programs combining the National Trust for Historic Preservation’s Main Street Four-Point Approach. The Main Street approach encourages economic development within the context of historic preservation in ways appropriate to the emerging marketplace. The approach advocates the rebuilding of traditional downtown districts using their unique assets – distinctive architecture, pedestrian-friendly environment, personal service, local ownership, and a sense of community.

As stated in Chapter 1, the Main Street Four-Point Approach involves design, economic restructuring, promotion, and organization, which are used in combination to address the downtown’s strengths, weaknesses, and opportunities, since no single approach will be sufficient to revitalize and maintain the district.



Successful programs require cooperation, coordination, and often joint ventures between city government and private businesses and property owners to be effective. To succeed, Main Street programs must show visible results that come from completing programs and projects – regardless of how small the project efforts may appear in the beginning.

**Therefore** – the City should facilitate use of the Main Street Program 4-Point Approach to downtown revitalization. Work with the emergent Snoqualmie Downtown Merchants Association to take advantage of the Washington State Dept. of Commerce Main Street Program resources available to state sanctioned Main Street participants including opportunities for training business owners and merchants under the Main Street 4-Point Approach. Snoqualmie currently participates in the State Main Street Program at the Affiliate level, which allows access to program resources without formal designation as a Main Street organization.

#### Action

- **Initiate the Main Street program model** – to oversee promotion, design, business development, advertising, parking, design, economic re-structuring, and other downtown related activities and interests. The Snoqualmie Main Street organization may be the emergent Merchants Association and/or other hybrid entity that includes representatives from downtown merchants, property owners, and residents – as well as city staff and officials. The organization should sponsor and coordinate a number of permanent committees dedicated to promotions, design improvements, and business recruitment efforts on a regular and ongoing basis. Establishing a Main Street program

organizational structure and using the Main Street approach does not require formal designation as an official Main Street Program organization.

#### **Funding**

Main Street program and costs can be funded through a Business Improvement Area (BIA) or Business Improvement District (BID) or other form of dues from local benefiting property and business owners, among others.

#### **1.2: Create low cost building improvement and development funds**

Existing and future property and business owners need to be encouraged and provided incentives to rehabilitate and retrofit existing older and historic buildings, facades, signage, and other design improvements. Although not major projects, upgrades to the appearance of existing buildings in the historic district, particularly contributing historical buildings, and especially to signage elements, can demonstrate business and investment vitality to prospective tenant recruits and the public customer.

Cities are generally strictly prohibited by the state constitution from making gifts of public funds or lending their credit for private improvement projects, even when there is a general public benefit. However, several mechanisms are available for cities that do not violate the constitutional prohibition.

The key to avoiding constitutional gift of public funds or lending of credit problems is to identify "consideration" to the city. In this context, "consideration" means a quid pro quo, something of economic value to the city, received in exchange for the public funds. As historic preservation is recognized as a legitimate public purpose, a city can acquire ownership of an historic structure in order to preserve it. Another state statute authorizes a city acquiring interests in historic structures less than full ownership. A city can acquire a public "development right, easement, covenant, restriction or other right" to "protect, maintain, improve, limit the future use of, or conserve" any land or improvement on the land." The city can, therefore, acquire such an interest in the façade of an historic structure. Such an interest is a real property interest, and constitutes consideration for the expenditure of public funds on the façade in which the easement is acquired.

Another mechanism for cities to spend money on the preservation of privately owned historic structures arises out of the fact that the constitution only prohibits the gift or lending of state or local tax funds; a city may act as a "conduit" of federal funds for historic preservation without violating the state constitution. A revolving loan fund may, for example, be established with federal Community Development Block Grant program funds.

Main Street or other organization programs have created similar building and façade improvement funding mechanisms that provide design consultation for the building's storefront, primary exteriors, or facades. Such assistance typically includes a preliminary conceptual design, preparation of final construction drawings and consultation during the permitting and construction phases in an amount not to exceed a specific maximum varying from \$5,000 to \$10,000.

The proceeds of the sale of the façade easement or the low- or no-interest loan typically pay for architectural design and consultation work for façade improvement/renovation for buildings within the downtown historic district. The building owner or city may select qualified architects, monitor the design phase, and pay for final construction work that is in accord with established downtown design standards. In most instances, the projects must go through a design review process, or at least meet pre-established design guidelines and obtain a certificate of appropriateness or building permit before qualifying to receive the grant or no-interest loan.



**Therefore** –the City should establish a façade easement acquisition program, and seek Community Development Block Grant program funding for a loan program for the preservation and improvement of historic buildings. The Downtown Merchants Association should work with Main Street or other organizations to establish a source of low cost building improvement and development funds with which to stimulate rehabilitation and improvements to building appearances in the downtown district. Such funds can match King County historical improvements grants as well as with larger matching local lender low interest loan funds to create a viable and local source of investment capital.

**Snoqualmie City Council**  
Planning Department  
Economic Development

## **Downtown Snoqualmie Implementation Actions**

### **Planning Commission & Economic Development Committee (EDC)**

#### **1: Organization**

- 1.1: Adopt Main Street 4-point approach
- 1.2: Create low cost building fund

#### **2: Economic Restructuring**

- 2.1: Initiate downtown recruitment strategy
- 2.2: Create a local capital investment fund

#### **3: Promotion**

- 3.1: Implementation downtown brand- website
- 3.2: Erect National Historic District signs
- 3.3: Erect major gateways to downtown
- 3.4: Erect downtown directional signs
- 3.5: Retain/expand downtown activites

#### **4: Design- Guidelines & Regulations**

- 4.1: Revise downtown zoning districts
- 4.2: Expand district to include Olmstead Ave
- 4.3: Revise Downtown Historic Retail Overlay
- 4.4: Upgrade Downtown Design Standards
- 4.5: Upgrade sign ordinance and design standards

#### **5: Design- Traffic & Parking**

- 5.1: Realign Railroad Avenue parking
- 5.2: Extend Falls Avenue and install parking
- 5.3: Install angle parking on Maple Avenue
- 5.4: Develop new, and improve existing public parking

#### **6: Design- Trails & Parks**

- 6.1: Connect downtown to regional trails
- 6.2: Construct Riverwalk, refurbish Sandy Cove
- 6.3: Redevelop Railroad Park
- 6.4: Create Snoqualmie Town Commons

#### **7: Design- Streetscape**

- 7.1: Enhance King Street/Falls Ave streetscape
- 7.2: Extend streetscape thru downtown

#### **8: Design- Development Projects**

- 8.1: Issue RFP for King Street parking lot
- 8.2: Issue RFP for Planning Office

### **Actions**

- **Create a building, façade, and signage improvement program** –to provide local low-cost loans available to downtown property owners to upgrade appearances, visual quality, and streetscape interest in the downtown district.
- **Award capital improvement loan funds on a competitive basis or in response to a request system** - where the applicant demonstrates the façade and building rehabilitation improvement project is viable, will improve conditions within the downtown district, and cannot be financed with traditional market sources.

### **Funding**

A façade and building rehabilitation improvement loan program can be established with seed money from Snoqualmie's General Fund Property Taxes (PTax), . Seed money funding may also be available through community Development Block Grants and local financial institutions (Prvt), among others.

## **1.3 Encourage Private Property Owner application for Façade and Building Improvement Funding Assistance.**

Owners of contributing properties within the Downtown Historic Commercial Landmark District have access to loan and grant funding for building and façade improvements, as well as other tax incentives, through the King County 4 Culture Arts and Heritage Program. The City and the Downtown Merchants Association should encourage, assist and support private property owners in applying for building and façade improvement funds through 4 Culture or other similar State or federal programs.

## 2: Economic Restructuring

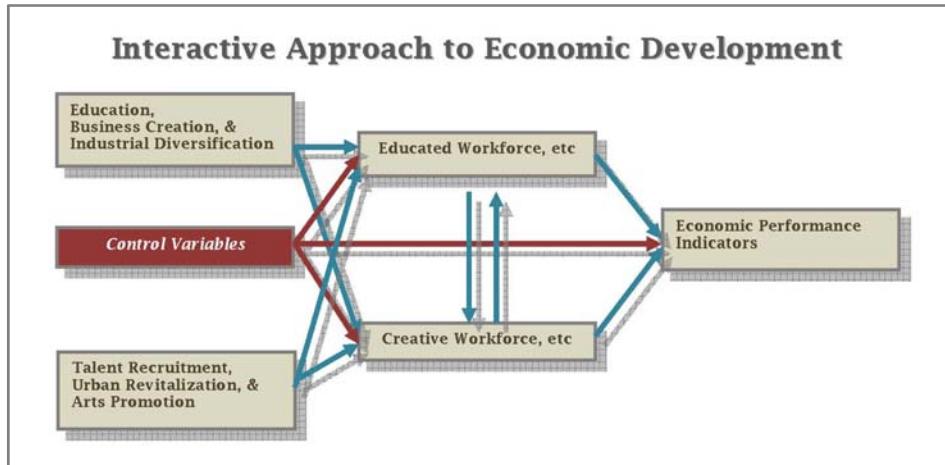
### **2.1: Initiate downtown recruitment strategy**

An active downtown recruitment strategy is necessary in order to build a larger critical business mass to support tourist and local destination retail as recommended by the Economic Development, Branding and Marketing Plan. If downtown Snoqualmie is to attract a "creative workforce" and new independent retail and other business enterprises, it must initiate and continue an outreach recruitment program geared to finding and recruiting entrepreneurial business talent – especially in the tourism/destination retail, specialty retail, arts, and other niche activities that fit the downtown area and focus business mix.

And, if downtown Snoqualmie is to be attractive to such entrepreneurial retailers, it must market and further develop the quality of life factors of most interest to such individuals including the downtown's unique educational, historical, recreational, community, and residential attributes.

The Economic Development, Branding and Marketing Plan identifies recommended types of businesses for the downtown (recommendation #8). Appendix B to this document provides a detailed retail recruitment strategy. The strategy identifies the types and sizes for a recommended downtown business mix based on current trends, including lists of existing businesses within the region as examples and a starting point for recruitment contact.

**Therefore** – Snoqualmie and the EDC should work with the Downtown Merchants Association, Snoqualmie Valley Chamber of Commerce, King County Economic Development Council (EDC), and Washington State CTED to market and promote local start-up business opportunities from within the resident entrepreneurial community; and initiate outreach programs to attract targeted businesses to downtown Snoqualmie.



#### Actions

- **Identify key entrepreneurial prospects** - for the downtown including profiles, contact information, promotional materials, and recruitment strategies (Appendix B contains a starting-point list).
- **Compile supporting market information** – including listings of available properties and building spaces along with terms, contacts, descriptions, and other referral information for integration into the marketing website.
- **Conduct outreach and cold call contacts** – for the above using combinations of e-mail and e-newsletter, mail, telephone, and in-person interviews to determine information needs, reactions, interests, and competitive assessments.
- **Follow-up** – interested recruits by providing tours, analysis, and other finalizing coordination with property or business owners, financial sources, and networking with other entrepreneurial individuals and enterprises in downtown Snoqualmie.
- **Debrief** – cold call contacts and recruits to assess marketing materials, marketing positioning, property and business rates, and other information with which to refine the city and downtown brand, promotional materials and activities, market offerings, etc.

#### Funding

The market materials and outreach programs, building inventory, cold call, and debriefing tasks can be prepared and performed by the City's Economic Development Specialist, a future Main Street Manager funded by the City and Downtown Merchants Association, and/or by members of an Economic Re-structuring Committee. Funding may also be available through the King County EDC and WA Dept. of Commerce (DOC) among others.

## 2.2: Create a local capital investment fund (“Invest in Downtown Snoqualmie”)

While start-up small businesses account for over 80% of all new employment they suffer a high mortality rate in the first 5 years of the business due to lack of business planning, lack of business or start-up capital, or the inability to find and finance suitable building space or tenant improvements.



**Therefore** – the EDC should work with the King County EDC, Washington State DOC, US Economic Development Authority (EDA) Small Business Administration (SBA), and local lenders to create a local capital investment loan fund (“Invest in Downtown Snoqualmie”) and other resources to assist with business planning, business start-up and investment capital, property acquisition and renovation capital for start-up businesses, and project development and redevelopment opportunities, and special labor force development and training activities.

### **Actions**

- **Work with the King County EDC and EDA's SBA programs to provide business planning and start-up capital assistance** – to support small business planning, capital and investment planning, workforce training, and other small business development services.
- **Create a downtown capital investment fund** – to include a portfolio of no- and low-interest loans available from local lending institutions and organizations devoted specifically to small business retention and start-up to assist with business financing and tenant improvements.
- **Work with the King County EDC concerning the possibility of establishing an incubator space or facility in the downtown** – to provide initial low cost rental space for start-up enterprises of interest to the city and downtown business district.

### **Funding**

The local capital investment fund can be financed by the EDA Small Business Administration (SBA) programs, Washington State CTED Small Business Resources (SBR), Business Finance (BF), Community Development Finance (CDF), and Business Loan Portfolio (BLP), Regional Micro-enterprise Development Grant Funds (RMDGF), and local lenders under the Community Investment Act (CIA), among others.

## 3: Promotion

### **3.1: Implement a historic Downtown Snoqualmie brand, logo, tagline, and promotional packaging on website, print, and media.**

The current Snoqualmie brand (Snoqualmie Falls) is an excellent image and logo with which to promote Salish Lodge, Snoqualmie Falls, and the city-at-large since it captures a feature that is unique to the city and well known in the region. However, the Snoqualmie brand does not convey the other important historical and visual characteristics that are unique to the downtown and which should be identified to provide a broader perspective to residents and tourists alike.

Snoqualmie is located adjacent to I-90 - the most heavily traveled east-west interstate corridor in the Pacific Northwest, and SR-202 – a scenic byway through the Snoqualmie River Valley and the center of downtown Snoqualmie.

Downtown Snoqualmie includes the Northwest Railway Museum and landmark Depot and operating tourist train, numerous historical buildings, Railroad and Sandy Cove Parks, the Centennial Trail, and numerous viewpoints of Mt Si, the Snoqualmie River, and the downtown proper. In addition, within walking and biking distance as well as transit, the downtown is accessible to Meadowbrook Farm, the old Weyerhaeuser lumber mill site and mill pond (Borst Lake), the Snoqualmie Valley Trail and thereby to the Iron Horse Trail, Snoqualmie Parkway Trail, the new Snoqualmie Casino, as well as Snoqualmie Falls and the Salish Lodge and Spa. However, the downtown has not heretofore aggressively promoted nor captured the retail, travel accommodations, restaurant, or other tourist-oriented revenues, or the visibility and identification such tourist potentials should provide from the downtown's location and unique and high quality tourist assets.

A Downtown Master Plan brainstorming workshop identified a number of principal assets that should be considered for development of a downtown brand. These included the railroad museum and depot building, the riverfront, parks, trails, and downtown retail and entertainment activities. The downtown should also be able to market its central and convenient biking, walking and hiking access to Meadowbrook Farms, Snoqualmie Falls, Three-Forks Natural Area, and the millpond across the river, as well as the numerous local and regional trails, including the Snoqualmie Valley Trail, Preston-Snoqualmie Trail, Centennial Trail, and the Parkway trail to Snoqualmie Ridge.

The City of Snoqualmie website is devoted primarily to city information, activities, and other business incidentals of interest to residents. The Snoqualmie Valley Chamber of Commerce, which serves Snoqualmie and North Bend, Preston, and Fall City, provides information of interest to tourists concerning the general area, but not the downtown in particular. The Northwest Railway Museum, Snoqualmie Ridge, Snoqualmie Tribe, Salish Lodge, King County Parks, and other websites provide information on their own enterprises, and only peripherally about other area attractions including the downtown. None of these websites provide information of interest to business prospects, prospective visitors, or persons seeking to find out information about the historic downtown in particular.

Snoqualmie's website should expand to provide basic information about downtown attractions, events, visitor and business services, transportation, and available business and residential properties in the downtown. The expanded website should be interactive linking maps, photos, and streaming videos from downtown business outlets and community organizations.

The expanded website should also collect and distribute information about coming events and activities of interest to residents as well as tourists by way of an ever expanding e-newsletter and micro-blogging roster. And, the expanded website should assemble e-mail and e-newsletter lists by which to forward interested parties updates on events, new business opportunities, and other information.

**Therefore** – the City and its EDC should work with the Northwest Railway Museum, Snoqualmie Valley Chamber of Commerce, Snoqualmie Tribe, Salish Lodge, King County Parks, Washington State Tourism Commission, and private business interests to expand, refine, and publish downtown oriented pages on the city website incorporating the brand, logo, tagline, and other promotional materials that reflect downtown activities and potentials on websites, in print materials, and on radio, television, and internet media.

#### **Actions**

- **Expand the city website as appropriate, and work with the Chamber and/or other groups and organizations to expand their websites to include pages encompassing downtown marketing/tourism interests** - using Google's CommunityWalk, YouTube videos, Yahoo!'s Calendar event scheduling and promotions, Flickr photo management and sharing, Twitter micro-blogging, and other interactive tools to create the following:
  - **Homepage** - with copyrighted name, brand, and logo and registered URL, embedded search engines, streaming pictures, downtown and city maps, and external linkages
  - **Attractions pages** – with pop-up maps and sidebars on local climate and geography, demographic and economic statistics, downtown, city, and area history, and recreation facility sitemaps and photos
  - **Events pages** – with calendar schedule and special event planning information on facilities, florists, food catering, musicians, party rentals and supplies, and photographers
  - **Visitor services pages** – with pop-up maps and sidebars on dining, lodging, and shopping businesses including direct linkages to each business website, e-mail, streaming videos, and other proprietor promotional materials
  - **Business investment pages** – including linkages with pop-up maps and sidebar info to area multi-list realtors with information on available business properties of interest to merchants and businesses interested in locating or investing in downtown Snoqualmie
  - **Resident services pages** – including linkages with pop-up maps and sidebars on schools, churches, and realtors with information on available housing properties of interest to existing residents and households interested in living in downtown Snoqualmie
  - **Transportation pages** – including pop-up maps and sidebar info on automobile routes, transit, taxi, limousine services, train, and airplane and airport schedules for traveling to the downtown
  - **Gallery pages** – including factoid sheets, downloadable photo galleries, e-postcards, e-newsletter sign-ups, and requests for brochures or other materials
- **Design and publish print collateral materials** - including typography, color, placement, and other preliminary style guide contents for the following:
  - **Correspondence** – including letterhead, business cards, envelopes, labels, and other correspondence materials
  - **Brochures** – including transmittal folders with insert pockets and templates for insert or hand-out sheets, CDs, and DVDs with detailed information on trade area demographics, finance, property listings, and other marketing materials
  - **Flyers** – including single, double, and tri-fold handouts and inserts for ferry, motel, convention center, and other promotional stands and exhibits
  - **Advertising templates** – including single and multiple page banners and inserts for merchant group advertisements in newspapers and magazines
  - **Trailers and information stands** – including wrapping schemes for mobile trailer information stands, vehicles, rail cars, and buildings

- Produce media materials – including scripts, dialogues, music, and other contents for the following:
  - Radio advertisements – including theme or “hook”, script and dialogue, and voice and music emphasis for 30-60 second radio inserts along with station selection and placements
  - Television commercials – including theme or “hook”, script and dialogue, visual and voice imagery, music and graphics for 30-60 second television inserts along with station selection and placements
  - Internet streaming videos – including theme or “hook”, script and dialogue, visual and voice imagery, music and graphics for inserts into the city, Snoqualmie Valley Chamber of Commerce, and Washington State Tourism websites, and in Snoqualmie CD and DVD promotional handouts

#### **Funding**

The design and production of an expanded city website and downtown marketing materials can be funded with Hotel/Motel lodging taxes (HMTax), WA DOC Tourism Marketing Program (TMP), General Fund property taxes (Ptax), and in combination with the Northwest Railway Museum, Snoqualmie Valley Chamber of Commerce, Snoqualmie Tribe, Salish Lodge, and realtor, lender, and other private sources.

#### **3.2: Obtain state and national historic district designations and erect “Historic District” signage on Interstate-90**

Historic district designations, particularly national and state landmark designations, signify a city's valued assets, attract tourist interest and visits, and promote building and property investments.

Downtown Snoqualmie is a viable landmark district and preserves significant buildings and character that define an historical place. Few small cities have been able to preserve as much of the original buildings as Snoqualmie. However, for all practical purposes, the historic downtown is invisible to outsiders, particularly out-of-region visitors and tourists who pass by on Interstate 90, SR-18, and even on SR-202 or through town on other major arterial roadways. Without recognition, downtown Snoqualmie is unable to capitalize on its historical assets to the extent that other cities have, some with less potential, and that it ought to be able to market with effective publicity and signage.

Snoqualmie should seek state and national historic district designations for its current King County-designated downtown landmark district. State and national designations would allow for state-funded “Historic District” signage on I-90 and SR-18.

Snoqualmie should also promote other tourist activities of interest as part of the signage effort including Snoqualmie Falls, Salish Lodge, Snoqualmie Ridge Golf Course, and Snoqualmie Casino, among others.

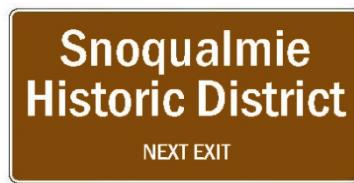
**Therefore** – the City should seek state and national historic district designations for the downtown landmark district. After being designated, the city should work with the Washington State Department of Transportation (WSDOT) to install historic district signage on I-90, SR-18, and SR-202 to identify and highlight downtown Snoqualmie's historical assets.

#### **Action**

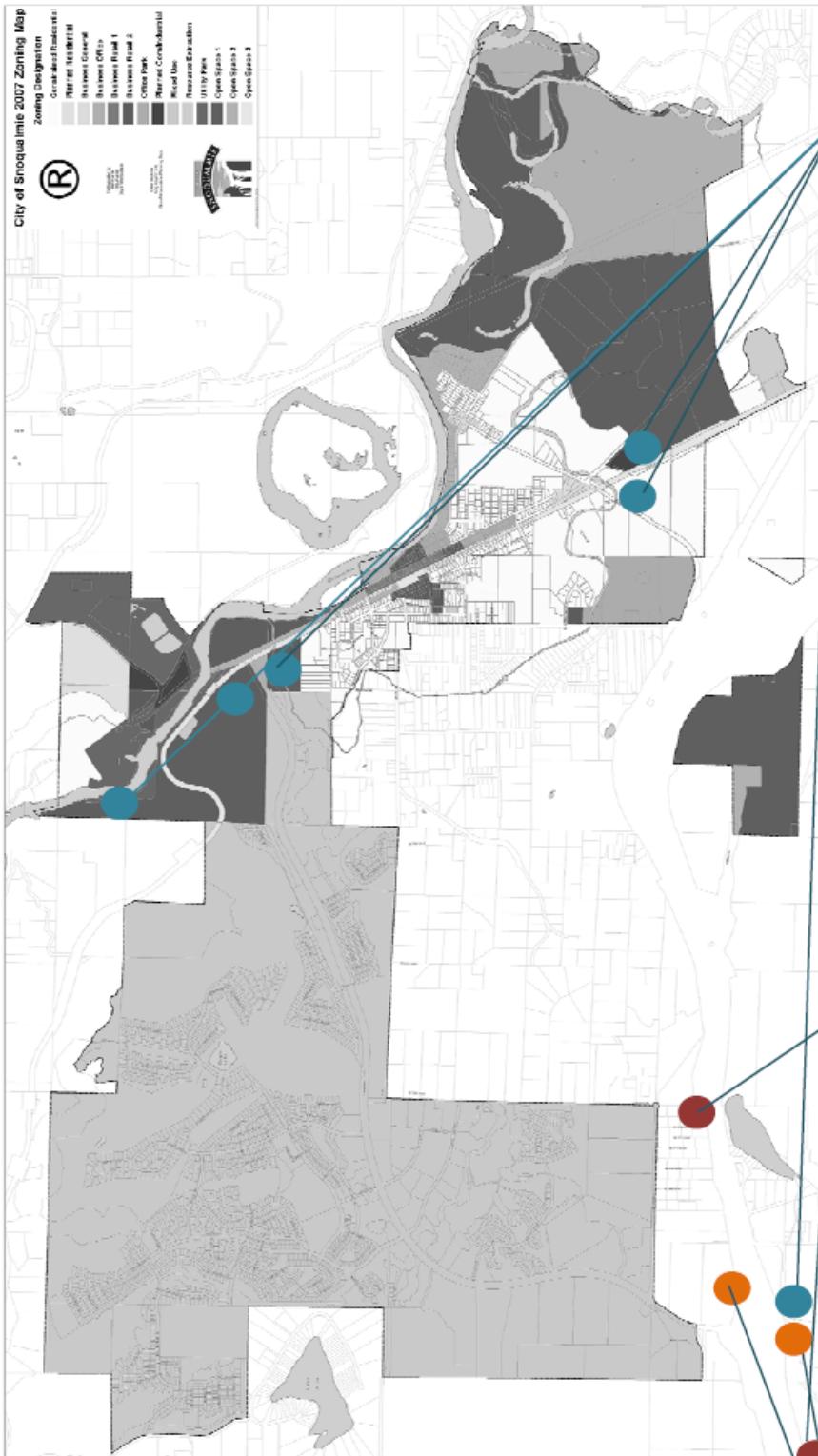
- Apply for state and national historic district designations - for the downtown landmark district.
- Have WSDOT install – Historic District signage for the downtown on Interstate 90 and SR-18 at the Snoqualmie Parkway Interchange and on SR-202 at Snoqualmie Parkway and Meadowbrook.
- Install Historic District – directional signage on other local roadways leading into town including North Bend Way at Meadowbrook.

#### **Funding**

State and national historic district signage on the Interstate and other entering roadways will be funded by WSDOT subject to a one-time charge to the city for initial signage (WSDOT assumes responsibility thereafter for maintenance and replacement), WA CTED's Tourism Marketing Program (TMP), Rural Tourism Development Program (T+RTDP), and Snoqualmie's Hotel/Motel Lodging Tax (HMTax).



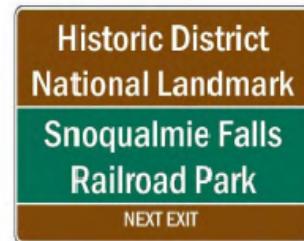
3	Snoqualmie Historic Districts
3	Railroad Park
3	SVRR Depot & NWR Museum
3	Snoqualmie Falls



### 3.2: Erect National Historic Districts signage

SR-202 & SR-18 historic directory signs

30 inches



I-90 exit sign



I-90 off-ramp sign

### **3.3: Erect major gateways to downtown on SR-202/Railroad Avenue**

Gateways define the edge of the city or district so that passers-through recognize that the area beyond the gateway has special significance. The ancient Chinese used a progressive series of more intensive and imposing gateways to define roadways as they entered the empire and traveled to the centermost places of commerce and power.

The boundaries of downtown Snoqualmie are not defined, and in some places along SR-202 are not distinguishable from Salish Lodge, Snoqualmie Ridge Parkway, Maskrod's Corner, Meadowbrook Farm, or adjacent residential neighborhoods. The downtown needs to install gateways that define the downtown's edge, give importance to major entryways, and establish an image or identity that is unique to downtown Snoqualmie.

**Therefore** – the city and EDC should work with the Downtown Merchants Association, Washington State Department of Transportation (WSDOT) and Snoqualmie Public Works Department to install gateway improvements at the major entryways into the downtown using a Historic Downtown Snoqualmie motif based on the themes evolved from the brainstorming workshops.

#### **Action**

- **Design and install gateway signage improvements on SR-202 near Northern and Newton Streets** – including graphic images and text that identify entry into the downtown based on the historical downtown Snoqualmie design theme that evolved from the brainstorming workshops.

#### **Funding**

Gateway improvements can be funded with proceeds from the Hotel/Motel Lodging Tax (HMtax), Real Estate Excise Tax (REET), General Fund's property tax (Ptax), and private parties (Prvt), among others.

### **3.4: Erect system of directional signs throughout the downtown**

While gateways define entry into the downtown and wayfinding signs provide directions for visitors to primary destinations within the city and surrounding area, directional signs establish an identity and system of visual directories that guide visitors to major downtown destinations, public facilities, parking areas, and otherwise highlight attractions and important places. Properly designed, directional signage also implements a branding message by incorporating logos, themes, colors, typography, and other visual and graphic imagery.

Snoqualmie has an existing and high quality wayfinding signage system on SR-202 and the Snoqualmie Parkway that displays the City logo based on the Snoqualmie Falls motif. However, the sign logo is not unique to the downtown nor does it showcase other downtown attributes, notably the railroad and depot, other historic buildings, and the Snoqualmie River with a background of Mount Si.

**Therefore** – the City should work with the Snoqualmie Downtown Merchants Association, Northwest Railway Museum, and other relevant public and stakeholders to develop and implement an Historic Downtown Snoqualmie directional signage system with a logo design and graphics that will provide a consistent visual look, functional directional information, and directional routing system for residents and out-of-town customers alike within the downtown.

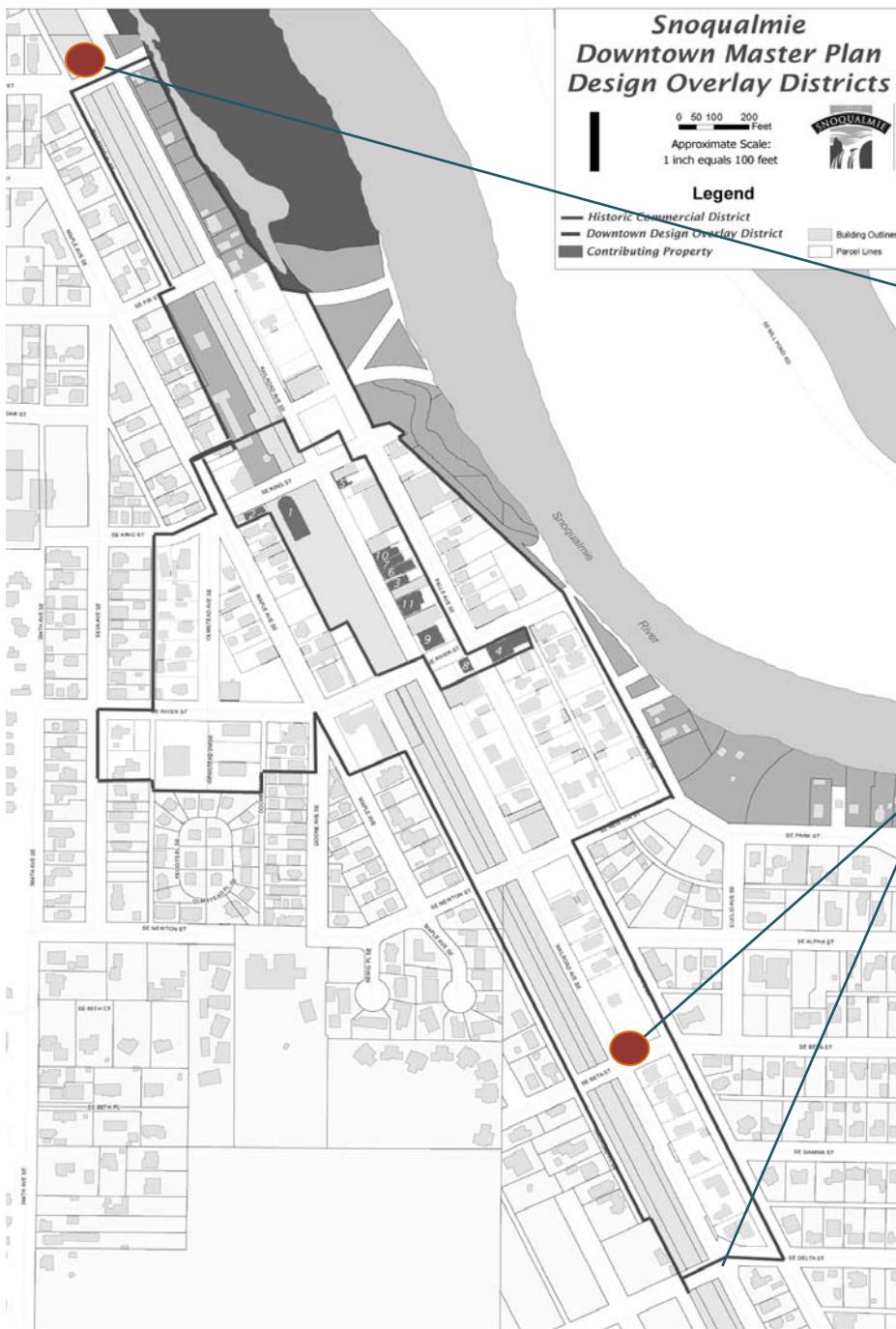


Figure 3.3: Erect downtown gateways

Downtown gateway north of Northern Street

Downtown gateway at Beta Street, eventually moved to Delta Street

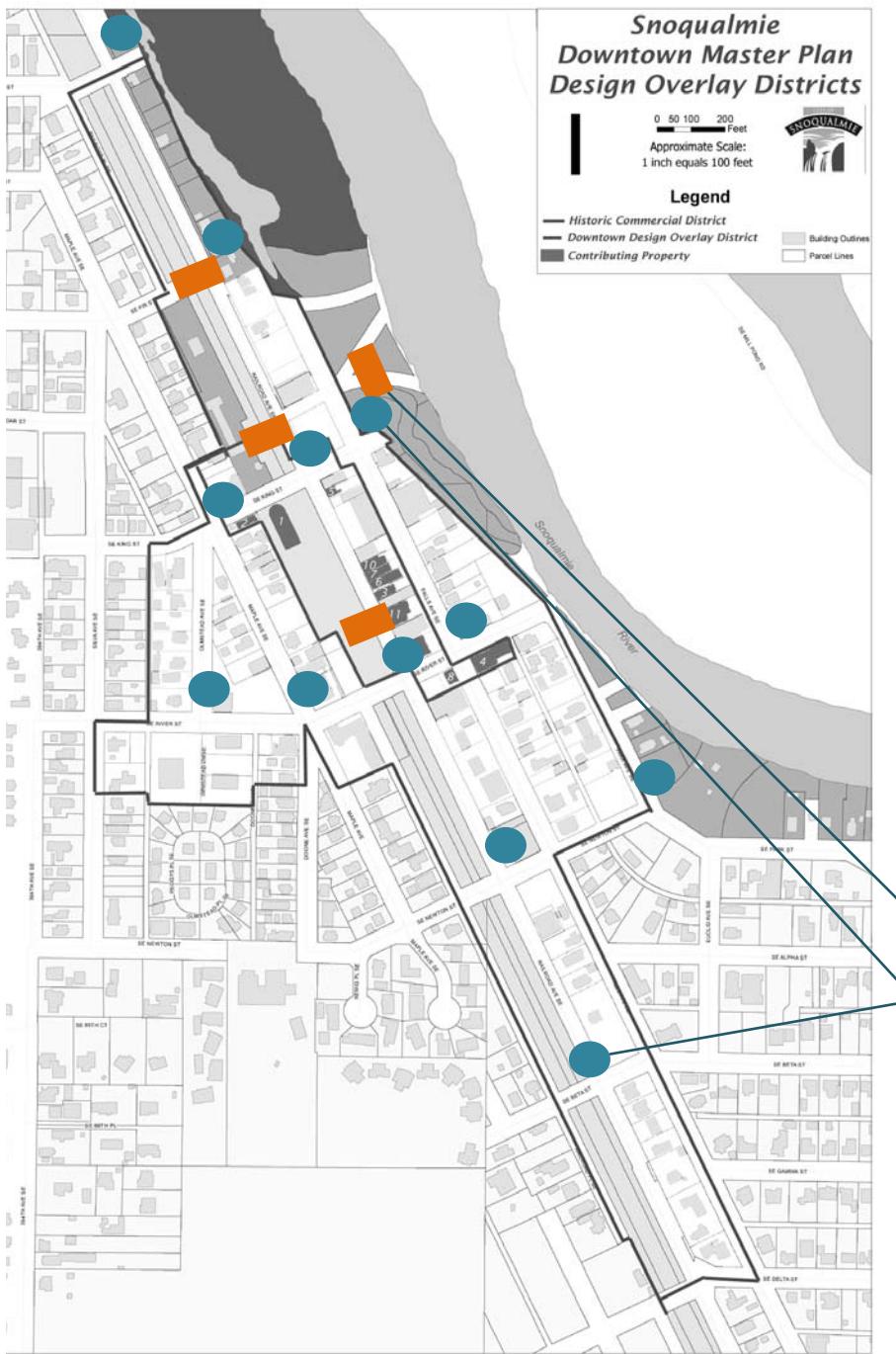
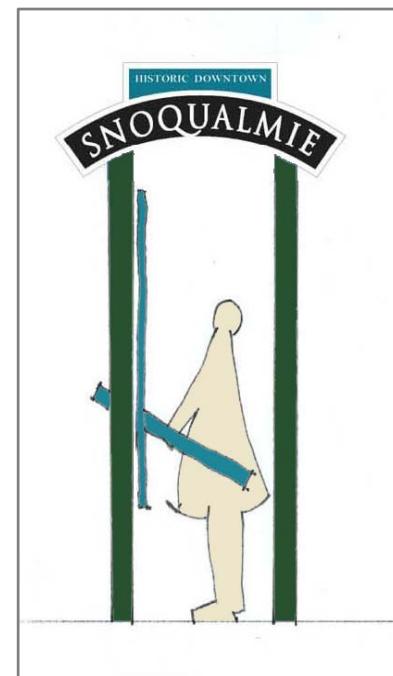


Figure 3.4: Erect downtown directional signs and kiosks



Example Downtown Kiosk

Downtown directional signage – located on intersection corners

### Action

- Install downtown directional signage – including using graphic concepts, sign standards, and placement strategies based on the Historic Downtown Snoqualmie themes that evolved from the brainstorming workshop. The directional signs should be located on SR-202/Railroad Avenue, Falls and Maple avenues, and Northern, Fir, King, River, Newton, Streets identifying routes to and locations of the city hall, post office, School Administration Office, parks and trails, public parking lots, and other key sites that define the downtown.

### Funding

Directional signage improvements can be funded with proceeds from the Hotel/Motel Tax (HMtax), Real Estate Excise Tax (REET), General Fund's property tax (Ptax), and private parties (Prvt) including the Snoqualmie Downtown Merchants Association, Northwest Railway Museum, Snoqualmie Tribe, Snoqualmie Valley Chamber of Commerce, Snoqualmie School District, and Salish Lodge, among others.

## **3.5: Retain and expand downtown activities and special events keyed to unique Snoqualmie historical occurrences**

The city and local organizations currently celebrate the downtown's heritage with a variety of activities and special events including the Northwest Railroad Museum's Santa Train and Day Out with Thomas events, key seasonal community celebrations like Railroad Days, and special sales activities of interest to merchants, community organizations, and residents. Special events and activities, like farmers markets, art and music festivals, and history celebrations, can also highlight the downtown's heritage and special seasons and draw tourists into the area. A typical farmers market, for example, conducts 38 markets a year providing 38 opportunities by which the downtown can draw local and area residents into the downtown.

An arts festival, especially one geared to local crafts and skills can draw even more local and outside residents to the area if properly marketed. The Anacortes Arts Festival, for example, is one of the oldest and largest in the state and draws upwards of 150,000 people to the city each year during its 3 day event.



**Therefore** - the City and its EDC should work with the Northwest Railway Museum, Snoqualmie Valley Historic Society, downtown merchants, Snoqualmie Valley Chamber of Commerce, Snoqualmie Tribe, Snoqualmie Ridge, Salish Lodge, King County Parks, Washington State Tourism Commission, and other community and business interests to retain and expand downtown activities and special events keyed to unique Snoqualmie historical and community occurrences of interest to residents and tourists.

### Actions

- Retain existing downtown activities and special events program – including coordination with the Northwest Railway Museum's Santa and Day Out with Thomas events, key seasonal community events, and special sales activities of interest to merchants, community organizers, residents, and tourists.
- Add more special events that are keyed to unique Snoqualmie historical occurrences – such as the summer tribal and settler gatherings that used to occur on Meadowbrook Farm, construction of the railroad, the operation of the mill and associated Snoqualmie City company town, and like events of historical relevance to community residents and of cultural/heritage interest to visitors and tourists.

- Add festivals that have unique appeal and interest to residents as well as tourists – like a summer farmers' market and an arts festival oriented to Native American or local landscape themes with artists that could be staged in Railroad Park or along King Street between Railroad and Sandy Cove Parks or eventually in the proposed Riverwalk behind the downtown along the riverbank.

### Funding

Start-up costs for special events can be funded with Hotel/Motel lodging taxes (HMtax), WA CTED Tourism Marketing Program (TMP), General Fund property taxes (Ptax), and in combination with the Snoqualmie Railway Museum, Snoqualmie Valley Chamber of Commerce, Snoqualmie Tribe, Salish Lodge, as well as the operations of city sponsored Farmers' Market and Arts Commission enterprises.

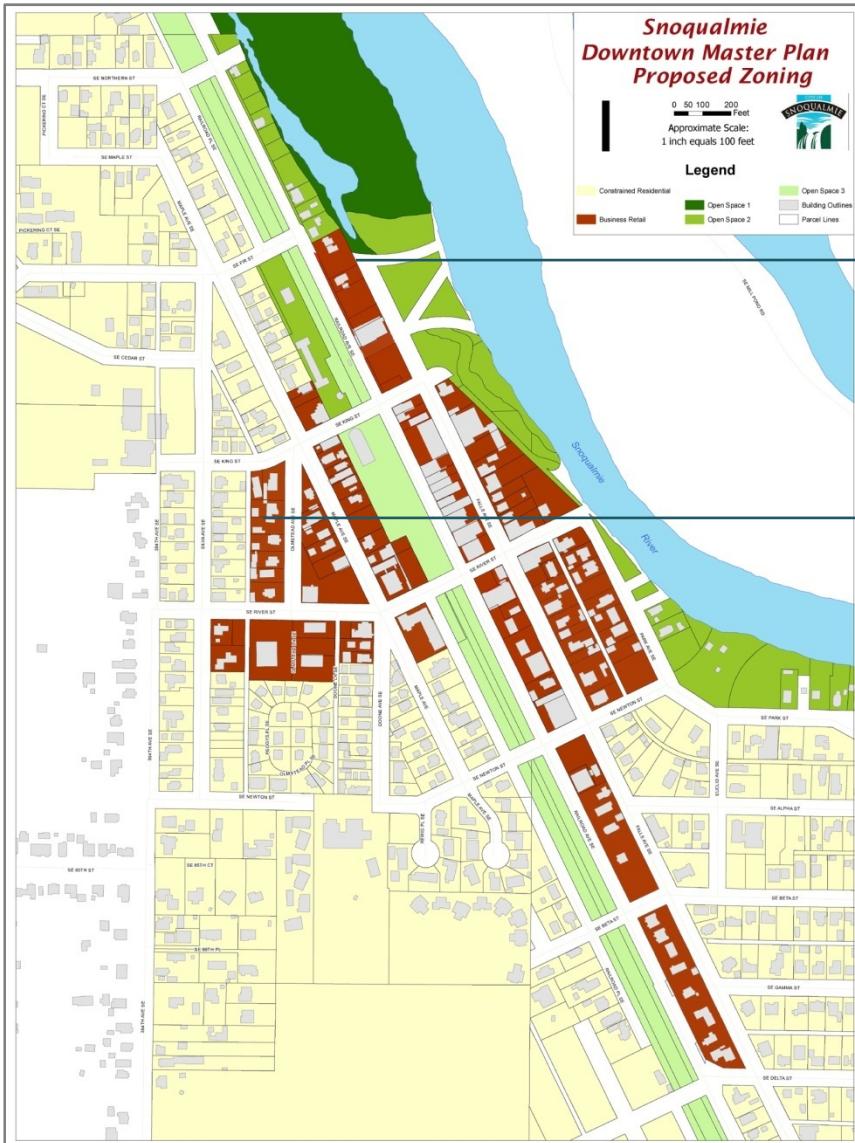
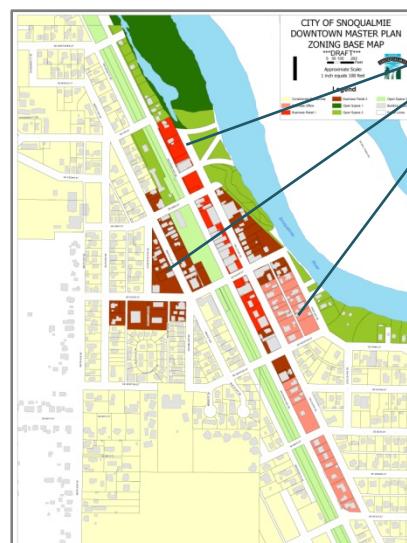


Figure 4.1: Revise downtown zoning districts

A single, conditionally controlled BR zone encompassing all of the existing BR-1, BR-2, and BO zones could achieve the same objectives as the 3 zone approach but with a simpler definition and better control of possible land use applications.

In addition, expand BR zone to include west side of Olmstead per action item 4.2.



Existing Zoning Districts

## 4: Design – Guidelines and Regulations

### 4.1: Revise downtown zoning districts

Chapters 17.20 and 17.55 of Snoqualmie's Municipal Code currently designate 3 zoning districts governing 75 different identified land use activities within the downtown area consisting of Business Retail 1 (BR-1), Business Retail 2 (BR-2), and Business Office (BO).

The Business Retail (BR) district, which includes BR-1 and BR-2, was created to support ground floor retail sales and services with upper floor offices and professional services within the core downtown district and in support of the historical storefront architecture of the blocks. The district was split into 2 subzones:

- BR-1, which contained all properties located within the historic district retail overlay zone including the frontage properties between Railroad Avenue/SR-202 and Falls Avenue from Fir to almost Newton Streets; and
- BR-2, which contained all properties outside of the historic retail overlay zone including the properties east of Falls Avenue to Park Street and the Snoqualmie River, and the properties west of SVRR&NRM on Maple and Olmstead from just north of King to just south of River Streets.

The Business Office (BO) zone was intended to provide space for smaller-scale office uses with some retail and service activities including converted houses for the frontage blocks between Railroad Avenue/SR-202 and Falls Avenue from just north of Newton south to Delta Street, and east of Falls Avenue just south of River Street to Park Street.

Differences between the 3 zones, however, are small. Of the 75 land use activities that are permitted outright between the 3 zones, all but 18 are permitted within all districts. Some of the principal permitted use differences are to reflect existing uses that could otherwise be nonconforming with the objectives of the district proper. Other permitted use differences are to restrict the development of drive-through or drive-up uses including banks, dry cleaners, and daycare I from the downtown core.

The same objectives could be realized were these uses made conditional rather than permitted outright uses within a single BR zone or within partially-consolidated BR and BO zones, subject to the desired provisions or restrictions that are currently contained within the 3 zone approach. Drive-through or drive-up uses, for example, can be defined by a footnote that restricts such activities to the blocks outside of the pedestrian-oriented downtown areas. Office and professional services can be controlled by a footnote that restricts the location to upper floors only within the historic blocks of the downtown. Such zoning district consolidation could achieve the same objectives as the 3 zone approach but with a simpler definition and better control of possible land use applications.

**Therefore** – the City should consider amending Chapter 17.20 Zoning and 17.55 Use and Other Regulations to adopt a single BR downtown zone with footnotes and conditional use provisions for the land use activities which are of concern and currently governed by the BR-1 and BR-2 zones.

#### **Action**

- Upon completion of the Downtown Infrastructure Improvement Project, amend Chapter 17.20 and 17.55 of the Municipal Code – and consider consolidating the BR-1, BR-2, and BO zones in the downtown into a single BR zoning district using footnotes to outright permitted uses, and conditional use provisions for other activities that defines their performance requirements and suitable locations.

#### **Funding**

This project has completed draft code revisions for Chapter 17.55 of the Municipal Code governing the definition of a partially-consolidated BR zoning district and table of authorized uses. City staff will complete draft revisions for public review.

### 4.2: Expand downtown zoning district to include Olmstead Avenue

The city block bounded by Olmstead Avenue, River Street, the alleyway, and King Street was zoned for commercial uses at one time. Based on zoning recommendations in the Retail Development Plan (Hovee & Associates, 2003), the block zoning was changed to Constrained Residential to avoid creating more land for commercial activity than the market may ever be able to support – and thus risking the dilution or fragmentation of potential commercial development in a dispersed pattern that does not support a pedestrian-oriented downtown.

However, the northern-most parcel in the block that front onto King Street and the alleyway is currently used for a small electronics repair business. The new City Hall has been developed in the triangle bounded by Olmstead and Maple Avenue, and River Street hastening the eventual conversion of the balance of Maple Avenue for non-residential activities, and thereby linking this block of Olmstead Avenue to the downtown.

In 2005, a comprehensive plan docket was submitted requesting the land use designation for this block of Olmstead Avenue be re-designated as commercial business. The docket was put on hold pending completion of the downtown master plan and a more holistic consideration of appropriate zoning for this area.

Through the master plan workshop discussions, it was determined that a more feasible and suitable approach would be to encourage mixed use development on this city block consisting of ground floor retail or office uses oriented to Olmstead Avenue with upper floor residential uses. Access and on-street parking for the commercial uses would be from Olmstead Avenue, while access and parking for the residential uses would be from the alleyway. The ground floor retail-oriented activity would complement the emerging civic nature of the triangular block between Maple and Olmstead Avenues, anchored by the new City Hall (see action item 6.4). It would also make use of the on-street parking capacity – see action item 5.3, and create a logical boundary for the district. Residential uses on the upper floors would also meet the restrictions of the CR zone but add full-time live-in occupants and customers to the downtown area, and provide for a mixed-use transition to the surrounding residential neighborhood.

**Therefore** – the City should amend the comprehensive plan land use designation and amend SMC chapter 17.20 Commercial District Regulations and 17.55 Use Regulations to create a new Business-Mixed Use zone for the west side of Olmstead Avenue between River and King streets..

#### **Actions**

- **Amend the City's Comprehensive Plan land use maps and text** – as necessary to change the land use designation for the west half of Olmstead Avenue between King and River streets from Constrained Residential to Business Retail.
- **Amend Chapter 17.20 and 17.55 of the Snoqualmie Municipal Code** – to create a new Business Mixed-Use (B-MU) zone to encompass the city block bounded by the west side of Olmstead Avenue, River Street, the alleyway, and King Street to allow for two-three story buildings with retail and small office uses on the ground floor and residential or lodging uses on upper floors. Specific design and development standards should be developed to ensure pedestrian orientation for the ground floor uses, provide for zero lot line setbacks for one or more side yards, and ensure architectural design and character that will provide for an attractive streetscape and an appropriate transition to adjacent residential neighborhoods.

#### **Funding**

City staff will draft appropriate comprehensive plan and zoning code amendments for review by the Planning Commission and approval by the City Council, to complete these actions.

### **4.3: Revise Downtown Historic District Retail Overlay Zone**

Chapter 17.37 of the Snoqualmie Municipal Code defines special use regulations for a Downtown Historic District Retail Overlay Zone which includes all of the lots and parcels within the Downtown Historic District Overlay Zone. The purpose of the retail overlay zone is to maintain the continuity of a retail frontage along Railroad Avenue and avoid having non-retail uses, such as real estate, insurance, finance, and other offices occupy the frontage space and fragment the commercial viability and pedestrian interest of the historic downtown district.

To avoid mandating a retail use in the event the marketplace does not provide a sufficient number or amount of tenant interest, the retail overlay zone allows up to 25% of the storefronts to be occupied by nonretail activities. The calculation of storefront space, however, includes the entire ground floor of each building fronting on Railroad Avenue/SR-202 – when the objective is to provide storefront activities of interest to the pedestrian on the sidewalk. The current regulation does not specify where the 25% of nonretail space can be located – meaning it could end up concentrated within a contiguous number of building spaces creating the large void of retail activities which the regulation is intended to prevent.

An alternative approach would be to specify that the frontage of the storefront, but not necessarily the entire ground floor area, be devoted to retail uses of a minimum square footage that is feasible for a small retail establishment, such as a coffee shop or art gallery, of approximately 600 square feet – equal to a depth of 20 feet in most of the 30

foot wide buildings. The approach would also specify that downtown street frontage retail uses must be open to the public during regular commercial hours for retail activities to ensure that the frontage spaces are filled with viable uses of customer interest and not backdrop or dummied-up spaces.

This alternative approach would mandate the same, maybe even lesser amount of building space be devoted to retail uses than the current regulation, but would produce a contiguous retail frontage in a more predictable and efficient manner.

The current retail overlay district is also limited to the boundaries of the Downtown Historic District Overlay Zone when the objective is common for the whole downtown district or proposed BR zone consolidation. If the objective is of concern for the historic district, it should also be an objective and thereby govern the entire downtown district – or the proposed BR zone consolidation. The alternative approach would apply to storefronts (separately owned or leased ground floor premises) with a separate entrance onto a downtown street, not just Railroad Avenue.

The current retail use objective is codified in the separate Chapter 17.37 Downtown Historic Overlay Zone when it could also be incorporated into the proposed consolidation of the BR zone in Chapter 17.20 Zoning and 17.55 Use and Other Regulations for a simpler and more unified format. Another alternative would be to simply revise the allowable uses for the BR district to permit the desired and appropriate pedestrian oriented retail uses, and restrict other uses to upper floors or adjacent Business Office or Business General zoning districts.

**Note** - Because of the current economic situation and until the downtown infrastructure project is completed, downtown property owners may be challenged to secure retail tenants within a reasonable time frame. Therefore, the Planning Commission and Economic Development Commission recommended that no action should be taken over the short term. When the downtown infrastructure project is completed, these alternatives should be reconsidered and action taken to make appropriate amendments to the zoning code that will ensure a continuity of retail frontage along Railroad Avenue and avoid having non-retail, drive-through or drive-up convenience uses occupy the storefront and frontage space and fragment the commercial viability and pedestrian interest of the historic downtown district.

**Therefore** – upon completion of the downtown infrastructure improvement project, the City should work with the Planning Commission, Downtown Merchants Association, downtown property owners and City Council to revise Chapter 17.37 Downtown Historic District Retail Overlay Zone, or 17.20 Zoning and 17.55 Use and Other Regulations to amend the retail requirement to provide for a continuity of retail uses on the ground floor or frontage of all buildings that front onto Railroad Avenue and other downtown streets within the consolidated BR zone.

**Action**

**▪ Revise Chapter 17.37 Downtown Historic District Retail Overlay Zone or Amend Chapter 17.20 Zoning and 17.55 Use and Other Regulations of the Municipal Code** – to either:

- amend the retail requirement to consist of a minimum 600 square feet of retail use in the frontage of all buildings that front onto downtown streets within the consolidated BR zone; or
- revise BR zoning district use regulations to more specifically permit the desired pedestrian oriented retail uses, and restrict other non-retail uses to upper floors or adjacent Business Office or Business General zones.

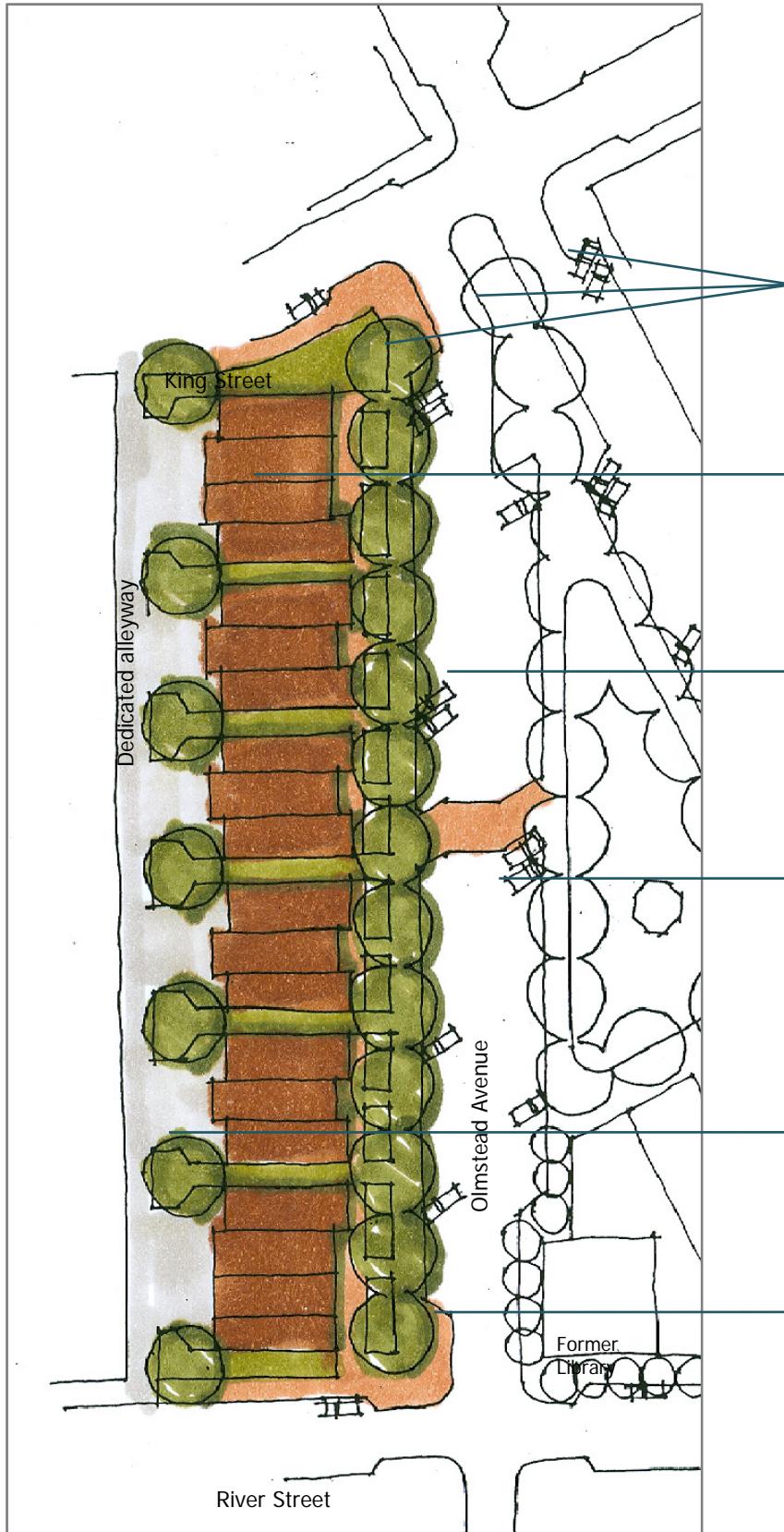


Figure 4.2: Include Olmstead Avenue in downtown business zone

Extend curbs into intersection to improve safety and calm traffic

Redevelop parcels for mixed use townhouse or brownstone houses with ground floor retail, office, or other pedestrian-oriented use and upper floor residential

Expand right-of-way in front of redeveloped retail to provide 45 degree angled on-street parking in lieu of off-street lots per on-street parking ordinance

Create midblock crosswalk to accent relationship with rest of west side business district and proposed Snoqualmie Town Commons

Improve existing alleyway for rear parking access to garages or carports under upper floor housing units

Plant street trees along Olmstead to compliment rest of west side business district

#### **4.4: Create Downtown Design Overlay Zone and Upgrade Building Design Standards**

Chapter 17.35 of the Snoqualmie Municipal Code defines 2 overlay zones – 17.35.080 that creates 2 Historic District Overlay Zones including one each for the Downtown and Meadowbrook, and 17.35.090 that creates the Downtown Historic Commercial Landmark District.

**The Downtown Historic Commercial Landmark District** - was established by the Snoqualmie Landmark & Heritage Commissions to enable King County, pursuant to the process set forth in SMC 17.35.030. In order to meet designation criteria for a landmark district, a large percentage of the buildings within the boundaries of the district must have retained their historic character.

Therefore, the irregular boundaries of the Downtown Historic Commercial Landmark District were drawn to include Smokey Joe's Tavern, Woodman's Lodge, the NRM depot and museum, old City Hall/Planning Office, Carmichaels Hardware, the block fronting on Railroad Avenue from River Street north across King Street and including a portion of the vacant King St. lot, the Methodist Church, and the American Legion Hall.

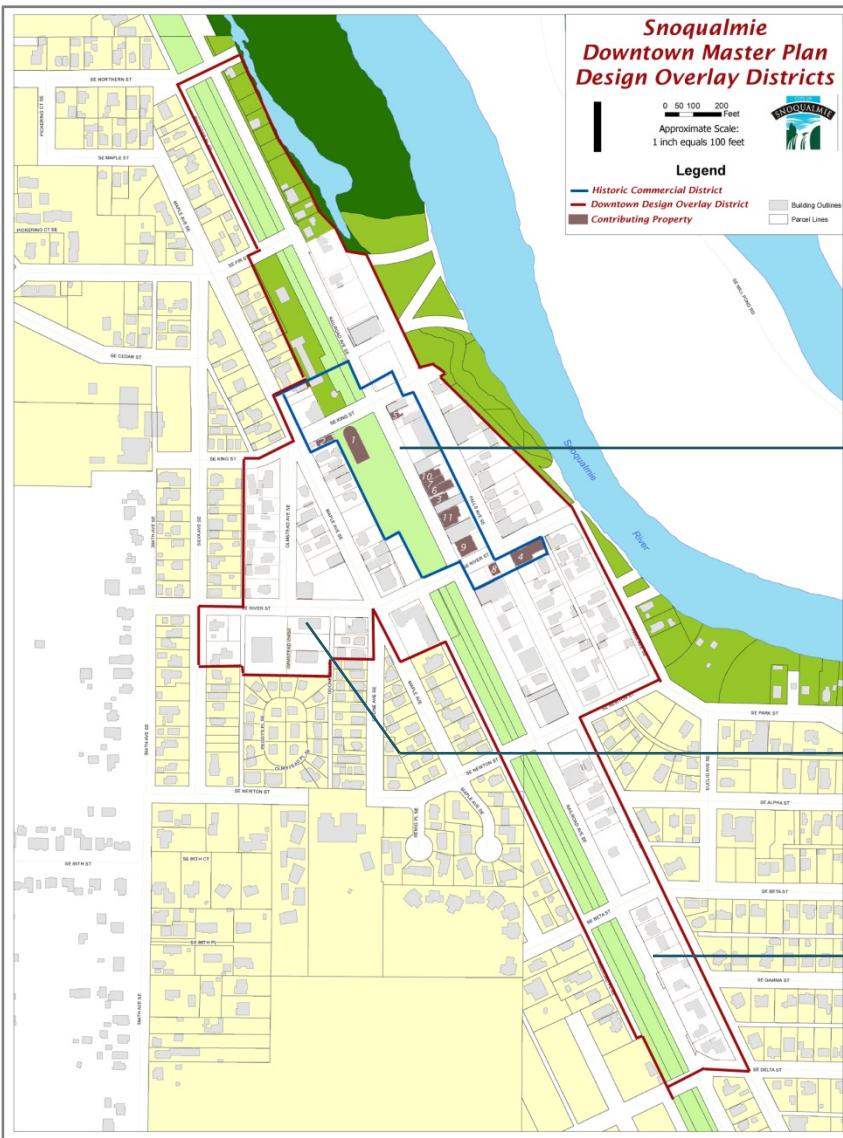
The Downtown Historic Commercial Landmark District per se has no land use, development, or other restrictions – other than those enabled and described previously under zoning, use and other regulations, and the retail overlay zone. Buildings that are designated to be of a historic nature are eligible for certain county, state, and federal grants and tax credits for restoration and rehabilitation. Historic designation, however, does not prevent the building or property from being used in any way other than what is allowed under the zoning code, or even from being torn down.

Given the county, state, and national requirements for historic district designation, the boundaries of the Downtown Historic Commercial Landmark District will never be redrawn if the district is to remain so designated. Given the tax and grant advantages, and the heritage tourism potential the designation provides, the boundaries should remain as is.

**The Historic District Overlay Zone** - was created by City Council to preserve and enhance buildings and uses of historic, cultural and aesthetic value within the city and to provide design and development standards for the rehabilitation, restoration, alteration and maintenance of historic buildings or and construction of new buildings in ways that protect the historical and architectural integrity of the historic district, and downtown in general.

The boundaries of the Downtown's Historic District Overlay Zone were drawn to include all of the frontage properties on Railroad Avenue/SR-202 from Northern Street south to Newton Street, plus the east side of Maple Avenue from Smokey Joe's Tavern south to River Street, and Falls Avenue east to the Snoqualmie River and across River Street to include Carmichaels Hardware.

The downtown's Historic District Overlay Zone boundaries do not coincide with the original BR-1, BR-2, and BO zoning districts that were meant to regulate the development of a pedestrian-friendly and compact downtown district. The present boundaries do not include properties that are or will be developed for downtown related commercial or mixed use structures – such as the properties on Maple, Olmstead, and River Streets; the properties east of Falls Avenue to Park Street; or the properties between Railroad and Falls Avenues south to 90th Street. Nor do the present boundaries exclude properties which will never be redeveloped for a commercial or downtown related use – such as the narrow properties designated to be open space that front onto Railroad Avenue/SR-202 between Fir and Northern Street.



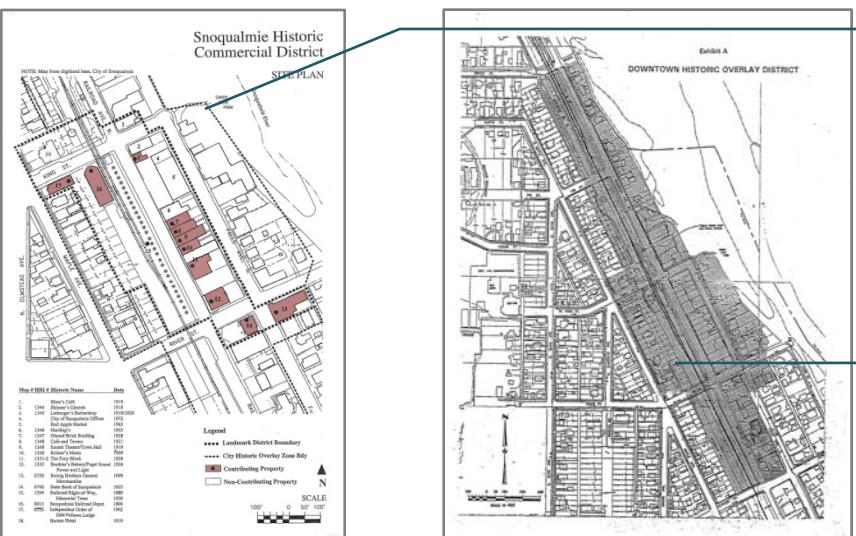
**Figure 4.3: Upgrade Historic Overlay District & Landmarks**

Retain historic overlay district and design standards to govern potential redevelopment of downtown's north end under consolidated downtown business district zone - RB

Retain Snoqualmie Historic Commercial District boundaries in order to comply with National Historic District registry requiring a high percentage of existing buildings to be historic or contributing properties

Expand historic overlay district and governing design standards to include west side business district

Expand downtown design overlay district and governing design standards to include boundaries of downtown business districts

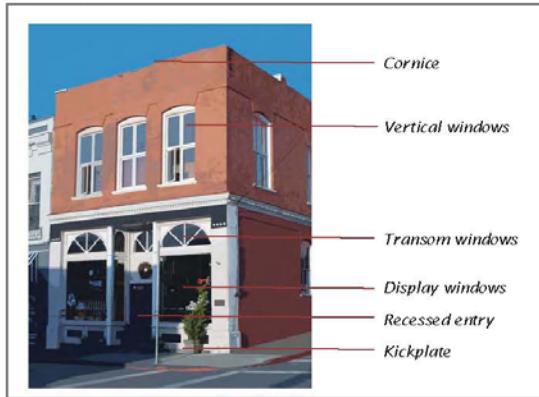


Snoqualmie Historic Commercial Landmark District boundaries were defined to comply with National Historic District registry requiring a high percentage of existing buildings to be historic or contributing properties

Downtown Historic Overlay District was established to regulate land use and design standards in the greater downtown area

If the objectives of the Historic District Overlay Zone are to protect contributing properties or historic buildings and settings, and establish minimum design standards for the alteration and construction of all other structures within the downtown, then a design overlay zone should be established to coincide with the proposed consolidated BR zone meant to manage development of the entire downtown district.

**The design standards incorporated into the Historic Overlay Zones and Landmarks Code** - were based on the US Secretary of the Interior's Standards for Rehabilitation of Historic Structures and the Washington State Historic Building Code. The design standards are prescriptive concerning maintenance, rehabilitation, restoration, and alteration of historic buildings or contributing properties, and suggestive concerning the alteration of existing or construction of new non-contributing properties. The standards are also literate, written guidelines without illustrations or descriptive text explaining the intent or showcasing local or other appropriate examples.



The Chapter includes section 17.35.280 calling for the development and maintenance of a Historic District Guidebook or Building Design Standards to contain information and illustrations with which to assist owners and applicants in complying with the requirements of the chapter. The Guidebook or Building Design Standards, however, were never developed or published. The Building Design Standards are a part of the Chapter and, therefore, as binding as the text portions and would seem a more appropriate method of documenting and showcasing the design guidelines and intents than literate text. The Building Design Standards should be developed and maintained by the Planning Director, subject to the review of the Planning Commission for policy.

The overlay zone's design standards also include provisions governing site planning, sign standards, sandwich board signs, landscaping, motor vehicle and bicycle parking standards, and other general design objectives that duplicate other chapters in the Municipal Code. Some sections include provisions which are written specifically for the downtown district, other sections apply the very same standards that are or should be available in the sections of the Municipal Code that pertain to that subject – such as signs.

**Therefore** – the City, through the Planning Commission and City Council should work with the Downtown Merchants Association and interested stakeholders to revise Chapter 17.35 Historic District Overlay Zones and Landmarks to replace literate text with illustrated standards that are regulated through the Historic District Guidebook and remove provisions that can better be managed by other chapters of the Municipal Code.

#### **Actions**

- **Create a Downtown Business District Design Overlay Zone** for the BR-1, BR-2, and BO districts, and the proposed new B-MU district on Olmstead Avenue, or for a consolidated BR district covering the same area.
- **Upgrade SMC Chapter 17.35 Historic Overlay Zones and Landmarks of the Municipal Code** – to replace literate text with illustrated standards applicable to the historic overlay zones, landmark district, and the consolidated BR district; to be regulated through a Downtown and Historic District Guidebook referenced in the code; and remove provisions that can better be managed by other chapters of the Municipal Code.

#### **Funding**

This project has prepared draft language revising Chapters 17.35 Historic Overlay Zones and Landmarks and creating the Downtown and Historic District Design Standards governing the preservation of contributing historic buildings, the alteration of non-contributing buildings, and the construction of new buildings within the proposed consolidated or revised downtown business districts. City staff will complete draft code revisions for public review.

#### **4.5: Upgrade sign ordinance and sign design standards**

Chapter 17.75 of the Snoqualmie Municipal Code specifies the criteria governing identification, advertising, special promotions, and other limited duration and temporary signage within the city. Chapter 17.35.090 created the Downtown Historic Commercial Landmark District which also includes criteria and regulations governing advertising and sandwich board signs within the downtown district. And, the Snoqualmie Ridge Development Standards established standards governing business signage within the master planned commercial retail and business park centers. In different instances, these 3 ordinances overlap, duplicate, and contradict each other.

Chapter 17.75 defines general requirements, sandwich board sign provisions, sign permit application requirements, variances, sign permit review provisions, and blade sign provisions governing signs within the city at large. The requirements are fairly standard provisions governing identification, advertising, special promotions, and other limited duration and temporary signage.

However, the provisions are defined in literate text with formulas and dimensions that are scattered throughout the chapter. Sign allowances and dimensional requirements would be easier to find and understand if they were incorporated into a table providing standard information and comparisons by type of sign and zoning district.

Sign applications are subject to review by the Planning Director and by the Design Review Board if located within the historic district. Variances may be issued by the Hearing Examiner. However, the chapter does not illustrate size, content, orientation, or other characteristics by which these officials or the applicant proper can determine whether a sign conforms with the sign provisions or what constitutes a good or quality sign that the provisions are meant to ensure.

Chapter 17.35.230 of the Historic Overlay Zones & Landmarks specifies characteristics governing signs including sandwich boards within the historic and landmark districts which are more detailed and controlling than Chapter 17.75. The intent is to provide more specificity concerning how signage should enhance and compliment historic buildings and the pedestrian scale of the downtown district.



However, like Chapter 17.75, the provisions are defined in literate text without tables or examples with which to illustrate the intent or impact of the provisions. In addition, considerable portions of Chapter 17.35.230 duplicate, or appear to contradict, the allowances provided in Chapter 17.75.

Snoqualmie Ridge standards are considerably more detailed than SMC Chapters 17.75 or 17.35 since they were written to govern the specific character of advertising, promotion, and other signage in the Ridge's commercial areas. While the signage provisions are also literate, they do provide performance measures by which to determine size, content, and other features, particularly lighting. Standards for the neighborhood center retail area include provisions that are appropriate to a store's front, side, rear entry areas, and sidewalks, and an illustrated appendix provides examples of approvable types of signs and sign lighting. Standards for the Snoqualmie Ridge Business Park contain provisions to address a range of signage needs for individual buildings and properties as well as the business park as a whole.

The three sign ordinances should be consolidated to provide a single governing regulation where business and property owners can determine the provisions that apply to their building circumstances. To the extent possible, the consolidated regulation should be consistent concerning size, number, location, sign type, duration, permit requirements, and other provisions for like uses and contexts, regardless of where the property is located within the city, Snoqualmie Ridge commercial center, or downtown, with special consideration for appropriate signage within the historic districts. The performance features in the Snoqualmie Ridge standards provide a good starting point for revision.

The consolidated sign ordinance should simplify the text putting the permitted number of signs, types, setbacks, heights, sizes, durations, permit requirements, materials, and other provisions into a summary table rather than text to make the provisions easier to read, and avoid duplication, and contradictions.

In addition, like the proposed upgrade to the regulations governing building design features in the historic district, the consolidated sign ordinance should call for the development and maintenance of Sign Design Guidelines to contain information and illustrations with which to assist owners and applicants in complying with the requirements of the chapter. The Sign Design Guidelines would be a part of the Chapter and therefore as binding as the text portions and would seem a more appropriate method of documenting and showcasing the design intent than literate text. The Sign Design Guidelines should be developed and maintained by the Planning Director, subject to policy review by the Planning Commission.

## 4.4: Upgrade sign ordinance and design standards

Consolidate all sign provisions into Chapter 17.75 Sign ordinance and replace literate text with tables and illustrations that are regulated through the Sign Design Standards.

Designate by ordinance provisions for Sign Design Standards that will illustrate the purpose, design principles, and characteristics to avoid in each type of sign in the city and downtown

These examples illustrate standards for projecting and blade signs



**Sign - projecting**

**Purpose** - identify the building or tenant using a sign that is wall-mounted perpendicular to the building and extending outwards over the walkway and above the first floor facade and awnings.

**Design principles** - K.I.L. (keep it lively) incorporating colorful graphics and artworks on white or light color backgrounds including illuminated or back-lit surfaces or neon outlining.

**Avoid** - non-graphic wordy or literate content, use of upper case complicated lettering fonts that fill the projecting sign background and signs that project horizontally rather than perpendicularly over the walkway.

9  
Chapter 17.75 - Signs



**Sign - blade**

**Purpose** - identify the building or tenant using a sign that is wall-mounted perpendicular to the building and extends outwards and over the walkway under an awning, canopy, or over the display window or entry door of the first floor facade area.

**Design principles** - K.I.L. (keep it lively) incorporating colorful graphics and artworks on white or light color backgrounds including illuminated or back-lit surfaces or mirrored faces, and possibly neon outlining.

**Avoid** - non-graphic wordy or literate content, use of upper case complicated lettering fonts that fill the blade sign background and signs that project horizontally rather than perpendicularly over the walkway.

10  
Chapter 17.75 - Signs

**Therefore** – the Planning Commission and City Council should work with stakeholders to update and consolidate all sign provisions into Chapter 17.75 Sign ordinance and augment literate text with tables and with illustrations contained in a set of Sign Design Guidelines.

#### **Action**

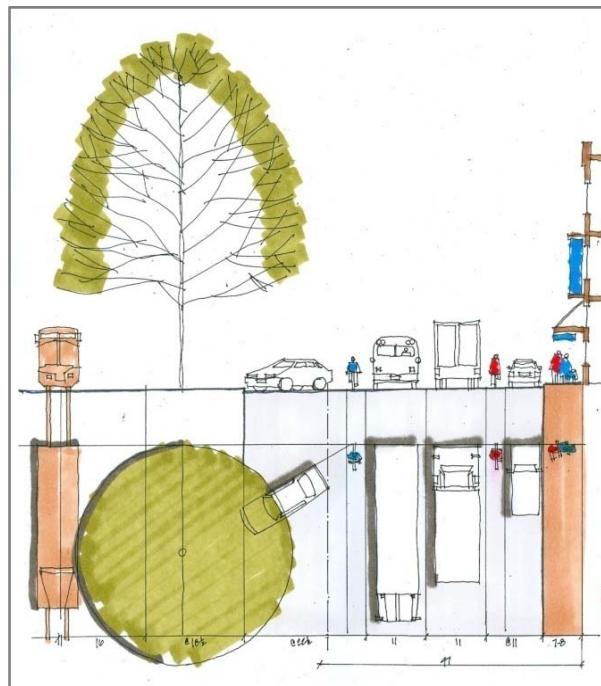
- **Consolidate and upgrade Chapter 17.75 Signs** – to augment literate text with a summary table and illustrated Sign Design Guidelines and consolidate all other signage provisions that are duplicated in Chapter 17.35 Historic Overlay Zones & Landmarks and the Snoqualmie Ridge Development Standards.

#### **Funding**

This project has drafted and reviewed with the Planning Commission, EDC, and stakeholders a revised draft Chapter 17.75 Signs and the new illustrated Sign Design Guidelines

## 5: Design – Traffic and Parking

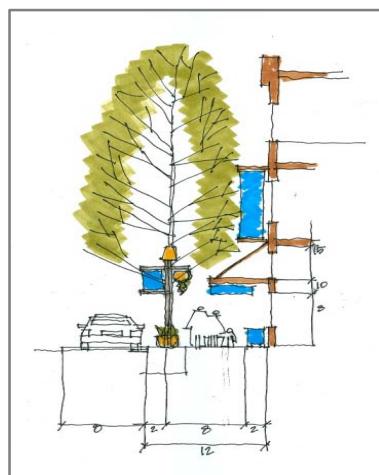
### 5.1: Realign Railroad Avenue traffic, parking, transit, and trails



The Washington State Department of Transportation (WSDOT) owns 70-90 feet of right-of-way on Railroad Avenue/SR-202 through most of the city, but only 47 feet of right-of-way through the prime downtown block between King and River Streets. The remaining right-of-way on the west side of Railroad Avenue/SR-202 between King and River Streets is owned by the Northwest Railway Museum (NRM).

The existing roadway between King and River streets has been improved to provide parallel parking along the east side of the street in front of downtown retail establishments, 2 moving lanes, and 45-degree front-in parking on the west side of the street in front of the railroad track and depot museum. Approximately two thirds of the 45-degree front-in parking aisle is located on NRM property.

There are no traffic signals, extended crosswalks, or other significant pedestrian improvements in the downtown. Sidewalks in front of the retail stores are between 7-8 feet in width with no street trees, curb or store entry buffer areas, intersection bulb-outs, pedestrian scaled street lighting, or other enhancements or amenities.



An average standard sidewalk in a heavily pedestrian-oriented downtown district should be 10-12 feet minimum and 12-14 feet preferred to allow at least a 2-foot queue space in front of store entryways as well as window shopping and signage, a 6-8 foot primary thru-walkway for a minimum of 2-4 people abreast, and 2 feet to the curb edge to allow for car door or bumper overhang, signage, light standards, street trees, and other utilities and amenities. The existing Railroad Avenue average public walkway of 7-8 feet is severely crowded and unsafe providing a maximum walkway area of 4 feet – less than sufficient to allow 2 people to walk abreast. Sidewalks on Falls and Maple avenues and King and River streets are even narrower than those on Railroad Avenue.

Downtown customers fill the parallel parking aisles on the east side of the avenue in front of the stores, then overflow onto the 45-degree front-in parking aisle on the opposite side of the street along NRM tracks, then cross traffic to shop in the downtown area at great hazard during heavy traffic periods. The

parking areas are reversed from the average daily peak parking requirements for customers of downtown stores. NRM peak parking requirements are during the weekend or holiday seasons when the Santa and Thomas the Train excursions are scheduled.

To meet daily peak parking requirements the 45-degree angled aisle with the greatest parking capacity should be located in front of the retail stores and the parallel parking spaces should be located on the SVRR&NRM side of the roadway. Or, to meet daily, weekend, and holiday seasonal parking requirements, the right-of-way should be expanded between King and River Streets to allow 45-degree back-in angled parking on both sides of Railroad Avenue through the downtown district and SVRR&NRM depot and museum. Railroad Avenue/SR-202 right-of-way north of King Street and south of River Street is sufficient to allow 45-degree angled back-in parking on both sides of the street under current ownership.

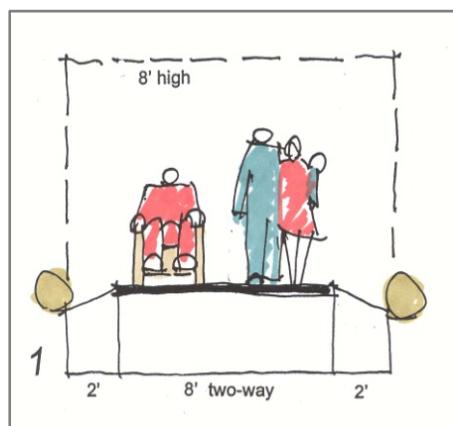
**A row of evergreen trees and a totem pole** - were planted in the 1930s on the west side of Railroad Avenue at mid-block at the edge of Northwest Railway Museum (NRM) ownership. The trees and pole have symbolic importance to the city and should be retained. Any reconfiguration of the roadway may not provide space for other than a parallel parking aisle, or possibly no parking in front of the trees and totem in order to protect the drip line area beneath the trees.

**The existing Metro Transit** - stop is configured in a turn-around located north of King Street on the west side of the roadway along NRM ownership and Railroad Park. Southbound Metro buses pull into the turnaround and drop-off/collect passengers from the shelter provided. Northbound buses must turn across traffic to enter the turn-around, collect and distribute passengers, then turn back across traffic to continue northbound. In both directions, buses must re-enter traffic lanes causing bus delays, particularly during heavy traffic periods. The configuration is difficult, traffic congesting, and unsafe.

Metro transit stops should be moved to curbside at the Newton Street intersection and collect and distribute passengers in traffic lanes as they do throughout the transit system. The traffic lane in front of the curbside stop can be widened slightly to accommodate passing cars, but should still allow buses to continue in-lane without merging back into traffic. The curbside stops can be extended into the roadway slightly to provide safe and convenient passenger queuing outside of normal walkway space. Newton Street would provide central access to the downtown and SVRR&NRM for the relocated transit stop without overly impacting traffic access and movement in and around the downtown and NRM depot and museum.

**There are no traffic signals, stop signs or left turn lanes** - on Railroad Avenue/SR-202 through the downtown district. The SR-202 corridor study projected potential traffic based on downtown and surrounding neighborhood's planned land use build-out capacities and determined the volumes would not justify a signal over the 20-year analysis period. If or when a signal were to be installed, the justification may be to interrupt traffic flow enough on Railroad Avenue/SR-202 to allow traffic to merge from King, River, Newton, and other side streets during heavy traffic periods and special events.

The SR-202 corridor study proposed left turn lanes be installed on King Street and River Streets to access the downtown district, and a signal, if installed, to be located on River Street to distribute east-bound traffic onto Park Street and then onto Meadowbrook Way and across the Snoqualmie River. The study selected River Street for a possible left turn lane and signal because it provided east-west access to both sides of town across NRM tracks.



However, Newton Street is planned to be extended west and would provide the same equivalent east-west access and a more direct linkage with Park Street and Meadowbrook Way than River Street. In addition, since Newton Street is a block outside of the downtown district's core area, through traffic and turn lane movements would be separated from vehicular traffic seeking access to Falls and Maple Avenues in the heart of the district. Therefore, left turn lanes should be installed at Newton Avenue, and if a traffic signal is installed, then it should be at Newton also.

**There are no on-road bike lanes** - on any of SR-202's corridor from Lake Sammamish to North Bend – nor are any planned. The city's off-road Centennial Trail currently extends from the Snoqualmie Parkway south to the edge of the downtown at King Street in front of Railroad Park to the NRM depot and museum – but not further south.

King County's off-road multipurpose bike, hike, and equestrian Snoqualmie Valley Trail will continue on former railroad track bed through town past the Mill Pond on the opposite side of the Snoqualmie River, then across the river on the existing trail bridge southeast to North Bend and an ultimate connection with the Iron Horse or John Wayne Trail across Snoqualmie Pass then east to Spokane.

Cyclists of all skills levels use the off-road Centennial and Snoqualmie Valley Trails. Some experienced cyclists ride in-lane on Snoqualmie's Mill Pond Road and Park Street, and some of the surrounding area rural roadways. In-lane cyclist traffic on Railroad Avenue/SR-202 through the downtown district, however, is very light due to potential conflicts with parking, turning movements, and other hazards.

**Therefore** – the City should work with NRM, WSDOT, and downtown businesses and property owners to reconfigure traffic, sidewalks, parking, transit, and trail configurations through the downtown district to improve traffic flow, parking convenience and capacity, transit service, and trail connections and access.

#### **Actions**

- **Enter into a long term use agreement with the Northwest Railway Museum (NRM)** - to allow the construction of relocated moving traffic lanes and a 45-degree angled back-in parking aisle (subject to WSDOT approval) on the east side of Railroad Avenue/SR-202 in front of the storefronts and the retention of angled and parallel parking in front of the memorial trees and totem pole on their property – **or acquire** (by purchase, easement or land trade) the necessary portion of NRM property to allow the 45-degree angled back-in parking configuration and traffic lane relocation on subsequent city and then state property.
- **Widen the sidewalk in front of the retail stores** - from the existing 7-8 feet to a minimum 12 foot standard downtown retail walkway width with 2 feet of store entry buffer and 2 feet of curbside buffer and an effective walking area of 8 feet. The extra space will improve pedestrian safety and allow for standard downtown walkway functions and amenities.
- **Construct 45-degree 17-foot wide on-street back-in parking aisle on the east side of Railroad Avenue** - to place the primary parking capacity in front of retail destinations and reduce the pedestrian cross-traffic hazards that currently exist. Designate the angled parking as back-in to provide maximum visibility between parking cars and moving traffic, and reduce maneuvering time.
- **Relocate the two 12-foot traffic lanes west** - to allow for the construction (or relocation) of a 45-degree angled back-in parking aisle between King and River Streets. The relocated lanes will extend 5 feet into the SVRR&NRM owned right-of-way between King and River Streets.
- **Construct (or relocate) an 8-foot parallel parking aisle on the west side of Railroad Avenue/SR-202 in front of the Memorial Trees and totem pole** - provided that parallel parking will not be constructed where the parking aisle and sidewalk may impact the drip line or well-being of the Memorial Trees. This will retain existing parking capacity on both sides of Railroad Avenue/SR-202.
- **Construct 45-degree angled back-in parking aisles on the west side of Railroad Avenue/SR-202 north of King Street and south of River Street to the limits of the downtown commercial core** – to increase capacity to serve the SVRR&NRM depot and museum, the city's Railroad Park, and for some commercial parking overflow during peak holiday and seasonal events.
- **Relocate Metro Transit stops to both sides of the intersection of Railroad Avenue/SR-202 at Newton Street** - in a standard configuration along the extended curb. The relocation will do away with the awkward cross traffic turn-in configuration that currently exists north of King Street, improve transit access and merging, and provide passengers access to the south end of the business district.

**Extend the curbs into the intersections and mid-block on Railroad Avenue/SR-202** - north of King, at King, in front of the Memorial Trees, at River, and at Newton Streets. The curb extensions will leave 36-feet of traffic lane pavement to allow for 2 moving lanes and any emergency lane bypassing. The curb extensions will calm traffic, shorten crosswalk lengths, improve pedestrian visibility and safety, and allow for amenities.

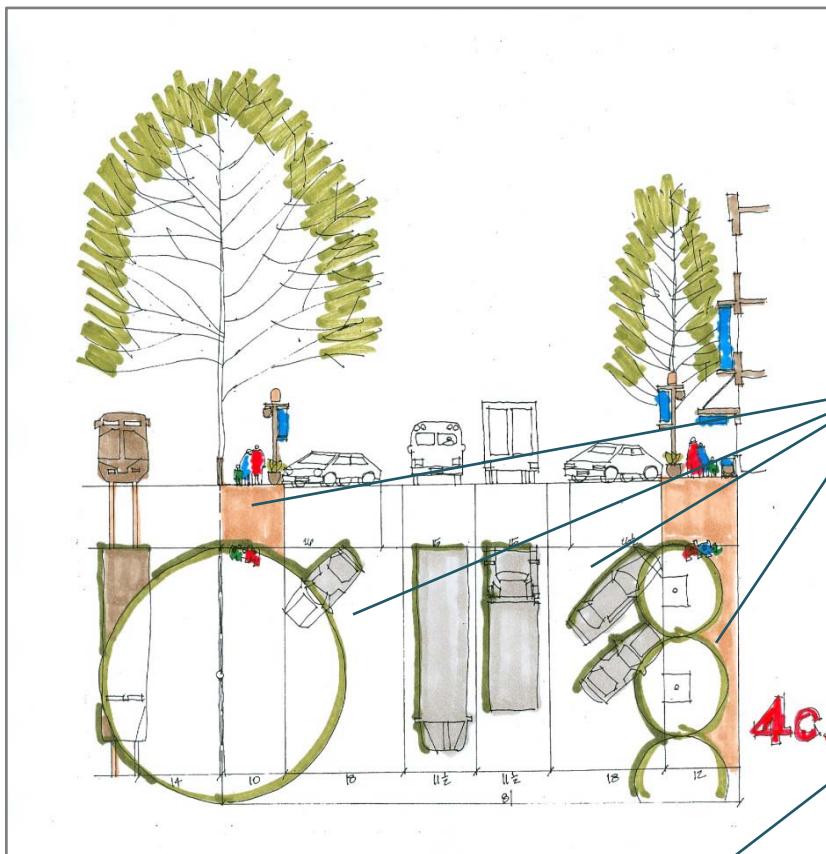


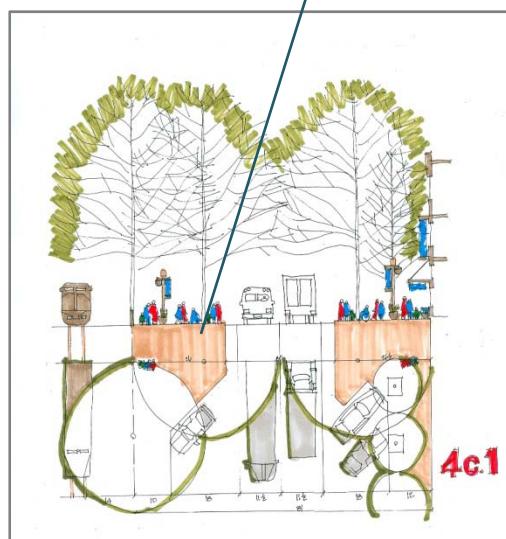
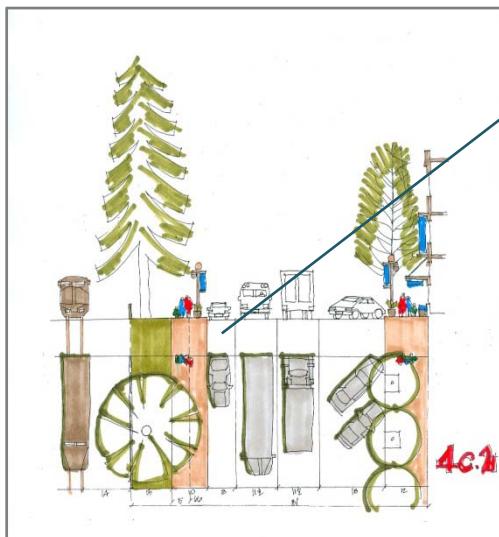
Figure 5.1: Realign Railroad Avenue parking

Reconfigure traffic, sidewalks, parking, transit, and trail configurations through the downtown district to improve traffic flow, parking convenience and capacity, transit service, pedestrian access and circulation, and trail connections.

Typical configuration – expand sidewalk to at least 12 feet on the east side with a 10 foot trail on the west side and install angled 45-degree back-in parking on both sides of Railroad Avenue from Fir to Delta Streets.

In front of the Memorial Trees and totem – provide parallel or no parking depending on the impact on the trees.

At the intersections – extend the walkways into the pavement to calm traffic, reduce crossing distances, and provide amenities.



- When traffic warrants indicate, install a traffic signal and left turn lane on Railroad Avenue/SR-202 at Newton Street - to allow merging traffic onto Railroad Avenue/SR-202 and cross traffic bound for the bridge across the Snoqualmie River at Meadowbrook Way. The location of the proposed traffic signal to Newton instead of River Street as proposed in the original SR-202 corridor study reflects the planned extension of Newton on the west side of the railroad tracks, and reduces the left turning through traffic volumes in the downtown core.
- Construct a 10-foot walkway/trail on the west side of Railroad Avenue/SR-202 - to continue the city's off-road multipurpose walking and bicycle Centennial Trail parallel to SR-202 south toward North Bend. This will provide an off-road recreational and commuter non-motorized option through the downtown core. An in-lane bicycle route designation should also be marked on the traffic lanes through the downtown area for the low volume and frequency of cyclists who use an on-road option.

#### **Funding**

Easement or acquisition of NRM property to allow relocation of Railroad Avenue/SR-202 traffic lanes and possibly the 45-degree parking aisle may be obtained through purchase, trade or donation. A property purchase could be funded with Real Estate Excise Tax (REET) or the General Fund's property taxes (Ptax). State Motor Vehicle Fuel Tax (MVFT) funds and TIB or other grants may also assist with right-of-way expansion and reconfiguration of the traffic lanes and parking aisles, 45-degree angle back-in parking expansions, intersection and mid-block curb extensions, Centennial Trail extension, and possibly the traffic signal installation at Newton Street. Metro will fund the relocation of the transit stops.

#### **5.2: Extend Falls Avenue and install 45-degree angle front-in parking**

Falls Avenue has a 60-foot right-of-way and paved street from SE 90th Street north through the downtown district to King Street and adjacent the existing city-owned vacant lot at the corner of Railroad Avenue and King Street. The right-of-way has been improved with 4-6-foot sidewalks on both sides, 8-foot parallel parking spaces on both sides, and two 16-foot traffic lanes. The right-of-way is significantly underutilized for parking and pedestrian activities, and oversized for traffic lanes.

A 60-foot right-of-way side street, even in a downtown district, can accommodate traffic flow, even truck delivery traffic, with two 10-foot traffic lanes, allowing the remaining pavement to be used for a 17-foot 45-degree front-in parking aisle on one side of the street and a 7.5-8-foot parallel parking aisle on the other side of the street with 15-feet remaining to be used for walkways.

The reconfiguration of the pavement area for 45-degree angled front-in parking on one side of the street would increase parking capacity by 200% on the angled parking side and 150% for the street overall. The angled parking aisle should be located on the side of the street that presently or potentially services storefront retail activities. The walkway space could be allocated based on the existing and proposed use of the fronting properties.

**Falls Avenue between King and Newton Streets** - is zoned and used for commercial activities on both sides of the street. Ideally, the walkway should be a minimum of 10-12-feet on both sides of the street to provide a 2-foot queue space for storefront entryways, a 2-foot space for overhanging bumpers from angled parking and car door openings from parallel parking aisles along with signs, light standards, and street trees, and a minimum 6-8-foot space for walkways.

The 60-foot right-of-way could be reconfigured to provide 2 10-foot travel lanes, with 12-foot sidewalks and 8-foot parallel parking aisles on both sides of the street. As an option, to increase parking in front of storefronts, Falls Avenue north of Newton Street could be reconfigured to anticipate an ultimate 65-69-foot configuration installing a 17-foot 45-degree angled parking aisle on the west or most commercial side of the street at the present time, and an 8-foot parallel parking aisle on the east side or most residential side of the street at the present time.

Sidewalks on both sides of the street could be established at a 9 foot minimum where the buildings currently front directly onto the right-of-way at the Market and City Hall, and 7.5-feet elsewhere on the street with the desired additional 2.5-4.5 feet to be provided by the adjacent property owner on private property (or dedicated to the city as an easement or in title) where building frontage allows in exchange for the city installing angled parking capacity on this side of the street. The walkway on the east side of the street would be 7.5 feet within the city right-of-way and remain so if there is no additional commercial development of the fronting properties. When development occurs, however, the property owner would provide the desired 2.5-4.5 feet of additional walkway as part of their property development on private property (or dedicated to the city as an easement or in title).

**Falls Avenue's unimproved right-of-way extends north** - of King Street behind the bowling alley , but has not been designated or opened as an official roadway.

An extension of Falls Avenue could provide two 10-foot traffic lanes, two 17-foot 45-degree angle parking aisles, and 10-12-feet of walkway on both sides of the road for a total of 74-78 feet of roadway by expanding from the edge of the existing 60-foot right-of-way to the east and/or west. The additional on-street parking would replace the off-street parking currently provided on the city's vacant lot, and accommodate downtown customers as well as participants of special events and festivals.

However, this portion of Falls Avenue right-of-way north of King Street would be difficult to develop for an access roadway and parking lot since it would not have an exit and would have to provide a hammerhead turnaround at the north end. Downtown customers and tourists would enter the lot, and after realizing it was full undergo an awkward turnaround and exiting maneuver that would be inconvenient and could cause traffic congestion at King Street.

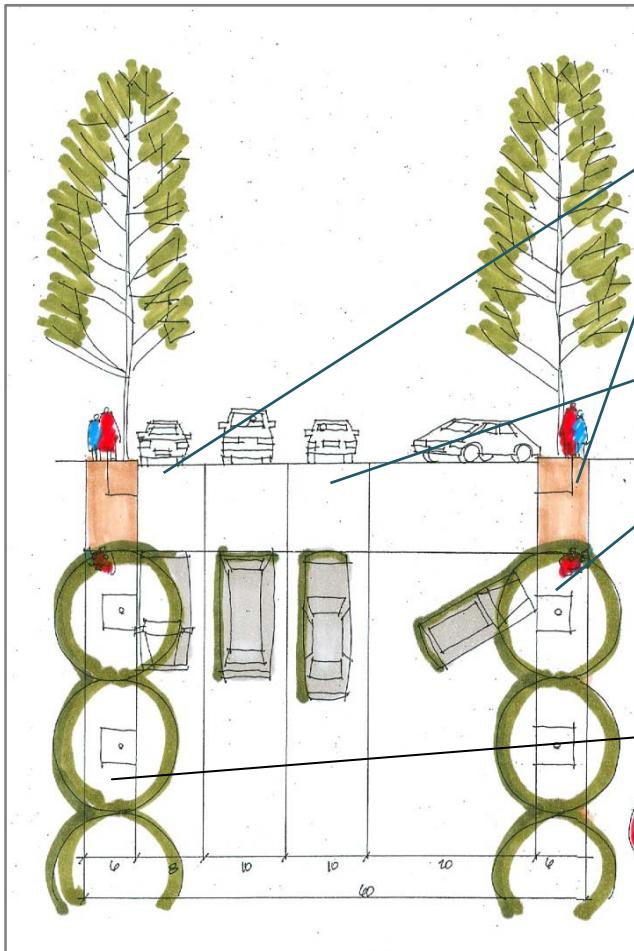
Falls Avenue should be extended around the bowling alley to connect with Railroad Avenue/SR-202 to provide an exit lane for traffic from the north end of Falls Avenue, and an alternative access to Falls Avenue from Railroad Avenue. The roadway extension could provide two 10-foot traffic lanes with sidewalks on both sides of the street. A 40-foot right-of-way would be sufficient. The intersection at Railroad Avenue/SR-202 could be right turn-in and right turn-out only to avoid any left turning maneuvers onto Railroad this close to the King Street intersection.

The city could acquire the right-of-way needed to extend Falls Avenue around the bowling alley to connect with SR 202 through an exchange with the bowling alley property owner for a portion of the 60-foot unopened street right-of-way that is located south and between the bowling alley and city-owned vacant lot at King Street.

**Therefore** – the City should work with the bowling alley property owner to extend Falls Avenue north of the bowling alley and then west to connect with SR 202, and with downtown businesses and property owners to reconfigure parking and walkways on Falls Avenue south to Newton Street first and eventually to SE Delta Street to improve parking convenience and capacity, and pedestrian access and amenities.

#### **Actions**

- **Acquire right-of-way for the extension of Falls Avenue** - from existing city right-of-way north and west to Railroad Avenue/SR-202 to provide egress from new parking area north of King Street and alternative access to Falls Avenue from Railroad Avenue/SR-202 north of the bowling alley/espresso stand. The right-of-way should allow for a drive aisle and a 10-foot walkway on one sides of the street.
- **Extend Falls Avenue north with on-street parking** – between King Street and the north end of the bowling alley property line to include two 17-foot 45-degree angle parking aisles, and a10-foot walkway on river sides of the parking street. Any additional right-of-way required would come from the adjacent park and/or King St. lot.
- **Extend Falls Avenue north of King Street and around the bowling alley to Railroad Avenue/SR-202** – possibly restricting the intersection to a right turn-out only on Railroad to avoid congesting traffic at King Street.
- **Reconfigure Falls Avenue from King Street south to Newton Street** – to anticipate an ultimate 65-69-foot right-of-way, installing a 17-foot 45-degree angled parking aisle on the west or most commercial side of the street at the present time, and an 8-foot parallel parking aisle on the east side or most residential side of the street at the present time.
- **Realign Falls Avenue walkways on the west side of the street from King Street south to Newton Street** – with a 9-foot minimum width on the west side of the street where the buildings currently front directly onto the right-of-way at the Market and City Hall, and 7.5-feet elsewhere on the west side of the street with the desired additional 2.5-4.5 feet to be provided by the property owner on private property (or dedicated to the city as an easement or in title) where building frontage allows in exchange for the city installing angled parking capacity on this side of the street.
- **Realign Falls Avenue walkways on the east side of the street from King Street south to Newton Street** – with a 7.5 minimum width within the city right-of-way, which would remain so if there is no additional commercial development of the fronting properties. When development occurs, however, require the property owner to provide the desired 2.5-4.5 feet of additional walkway as part of their property development on private property (or dedicated to the city as an easement or in title).



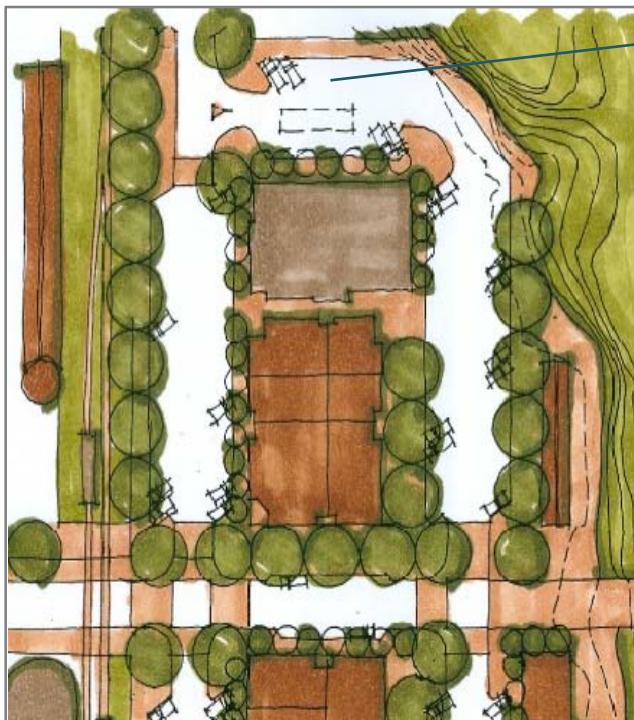
**Figure 5.2: Install angle parking on Falls Avenue**

Reconfigure Falls Avenue within 60-foot right-of-way from King Street south to Newton Street installing a 17-foot 45-degree angled front-in parking aisle on the west or most commercial side of the street at the present time, and an 8-foot parallel parking aisle on the east side or most residential side of the street at the present time.

Reduce existing traffic to 10-foot lanes (or even 9-foot lanes) to reflect the slow speed and on-street parking use a downtown side street is meant to provide.

Realign Falls Avenue walkways on the west side of the street from King Street south to Newton Street – to a 9-foot minimum width where the buildings currently front directly onto the right-of-way at the Market and City Hall and to 7.5-feet elsewhere, with a desired additional 2.5-4.5 feet to be provided by the property owner on private when the back lots are developed for additional commercial uses.

Realign Falls Avenue walkways on the east side of the street to 7.5-foot minimum width where the buildings currently front onto the right-of-way at the Brewery with a desired additional 2.5-4.5 feet) to be provided by the property owner on private property when the lots are redeveloped or converted to commercial use.



Acquire through swap or purchase right-of-way for the extension of Falls Avenue - from existing city right-of-way behind the bowling alley north and west to Railroad Avenue/SR-202 to provide access from the Falls Avenue extension parking street onto Railroad Avenue/SR-202 to relieve traffic congestion at King Street. The property could possibly be swapped with the bowling alley property owner for a portion of the city's 60-foot unopened street right-of-way on the south side of the bowling alley.

- **Alternatively**, Falls Avenue sidewalks from River Street south to Beta Street could be widened to 12 ft on both sides by reducing travel lanes to 10 ft. and retaining parallel parking on both sides of the street, should sufficient parking be provided by on-street and off-street spaces to serve existing and future uses.
- **Extend the curbs into the intersections on Falls Avenue** – the entire length of the street. The curb extensions will leave 36-feet of traffic lane pavement to allow for 2 moving lanes and any emergency lane bypassing. The curb extensions will calm traffic, shortened crosswalk lengths, improve pedestrian visibility and safety, and allow for amenities.

#### **Funding**

Acquisition of the right-of-way for the extension of Falls Avenue to Railroad Avenue/SR-202 may be obtained through a possible property exchange with the bowling alley property owner for a portion of unopened city street right-of-way located south of the bowling alley – or funded with the General Fund's property taxes (Ptax). Ptax and Motor Vehicle Fuel Tax (MVFT) funds may be used to extend Falls Avenue north from King Street around the bowling alley to Railroad Avenue/SR-202. Ptax, MVFT, and/or the party(ies) who redevelop the city lot may fund construction of the roadway, parking and sidewalks within right-of-way adjacent the city-owned lot. Private property owners will provide for walkway expansion in front of their properties.

### **5.3: Install 45-degree front-in angle parking on Maple and Olmstead Avenues**

Maple and Olmstead Avenues have 60-foot rights-of-way along the triangular block bound by River Street on the south and King Street on the north. The right-of-way on both Maple and Olmstead streets has been improved with 4-5-foot sidewalks and 5-6-foot grass planter strips on both sides, 8-foot parallel parking spaces on both sides, and two 12-foot traffic lanes. The right-of-way is significantly underutilized for parking and pedestrian activities, and oversized for traffic lanes, even for truck deliveries.

A 60-foot commercial street can accommodate traffic flow, even truck delivery traffic, with two 10-foot traffic lanes allowing the remaining pavement to be used for a 17-foot 45-degree front-in parking aisle on one side of the street and an 8-foot parallel parking aisle on the other side of the street with 15 feet remaining to be used for walkways.

The reconfiguration of the pavement area for 45-degree angled front-in parking on one side of the street would increase parking capacity by 200% on the angled parking side and 150% for the street overall. The angled parking aisle should be located on the side of the street that presently or potentially services storefront retail activities. The walkway space could be allocated based on the existing and proposed use of the fronting properties.

Maple Avenue between River and King Streets is zoned commercial on both sides of the street – though it is currently developed for commercial and office uses on the east side and residential uses, except for the new City Hall, on the west side. Therefore, a 45-degree angle parking aisle should be located on the east or commercial side of the street and the parallel parking aisle on the west or residential side of the street. The 15-foot walkway allocation could be split with a 9-foot walkway on the east or commercial side of the street and a 6-foot walkway on the west or residential side of the street and remain within existing right-of-way, or 7.5-foot sidewalks on both sides. Either scenario would require reconstruction of curbs and walkways on both sides of the street in order to accommodate angle parking on one side.

Olmstead Avenue between River and King Streets is currently zoned for commercial activities on the east side of the street and for residential uses on the west side of the street – though both sides of the street are currently used for residential uses except for the New City Hall and a small one-lot commercial use on King Street west of Olmstead Avenue. This plan, however, proposes to zone the west side of the street for mixed use commercial/residential purposes – see action item 4.2.

Therefore, a 45-degree angle parking aisle could be located on one side of the street within the other side of the street. The remaining 15-foot walkway allocation could be split with a 9-foot walkway on the angle-parking side of the street and a 6-foot walkway on the other side of the street or split with 7.5-foot walkways on both sides of the street..

Ideally, the sidewalks should be a minimum of 10-12-feet on both sides of the street to provide a 2-foot queue space for existing and future storefront entryways, a 2-foot space for overhanging bumpers from angled parking and car door openings from parallel parking aisles along with signs, light standards, and street trees, and a minimum 6-8-foot space for walkways or a total right-of-way between 65-69 feet or 5-9 feet more than the city currently owns. The

desired additional 2.5-4.5 feet would be provided by the property owner on private property (or dedicated to the city as an easement or in title) where existing building frontage allows when the adjacent property is developed or redeveloped for commercial uses, in exchange for the city installing angled parking capacity on one side of the street.

The right-of-way could be expanded on Maple and Olmstead Avenues along the city hall and old library property lines to provide on-street 45-degree angle front-in parking and expanded walkways on Maple and Olmstead Avenues that would provide more spaces than currently provided by the off-street lot. The off-street lot could be redeveloped to increase the park-like stormwater collection swale, walkways, and other site amenities.

**Therefore** – the City should work with the Maple and Olmstead Avenue businesses and property owners to reconfigure parking and walkways on Maple and Olmstead Avenues between King and River streets to improve parking convenience and capacity, and pedestrian access and amenities.

#### **Action**

- **Reconfigure Maple and Olmstead Avenues between River and King Streets** – to anticipate an ultimate 65-69-foot right-of-way installing a 17-foot 45-degree angled front-in parking aisle on one side of the street and an 8-foot parallel parking aisle on the other side of the street, along with 7.5-foot sidewalks on both sides of the street at the present time.
- The desired additional 2.5-4.5 feet to establish a minimum 10-foot sidewalk on each side of the street would be provided by the adjacent property owner on private property (or dedicated to the city as an easement or in title) where building frontage allows or when properties are developed or redeveloped, in exchange for the city installing angled parking capacity on this side of the street.
- **Potentially increase parking capacity on Maple Avenue on the west side of the street around the new City Hall** - by increasing the street right-of-way to provide 45-degree angled front-in parking on the west side of the street. Eventually remove and redevelop the off-street lot for additional park-like site improvements and enhancements.
- **Extend the curbs into the intersections on Maple and Olmstead Avenues** – at King and River Streets. The curb extensions will leave 36-feet of traffic lane pavement to allow for 2 moving lanes and any emergency lane bypassing. The curb extensions will calm traffic, shortened crosswalk lengths, improve pedestrian visibility and safety, and allow for amenities.

#### **Funding**

Street and sidewalk reconfigurations can be funded with the General Fund's road or property taxes (Ptax), Ptax, MVFT, and the private property owners who redevelop their frontage properties for commercial uses will provide right-of-way and fund construction of the additional on-street parking on Maple and Olmstead Avenues. Private property owners will fund the expansion of walkways and the gradual expansion of on-street parking capacity and additional right-of-way on the west side of Maple and Olmstead Avenues under a pay-in-lieu off/on-street parking ordinance – see action item 5.4 following.

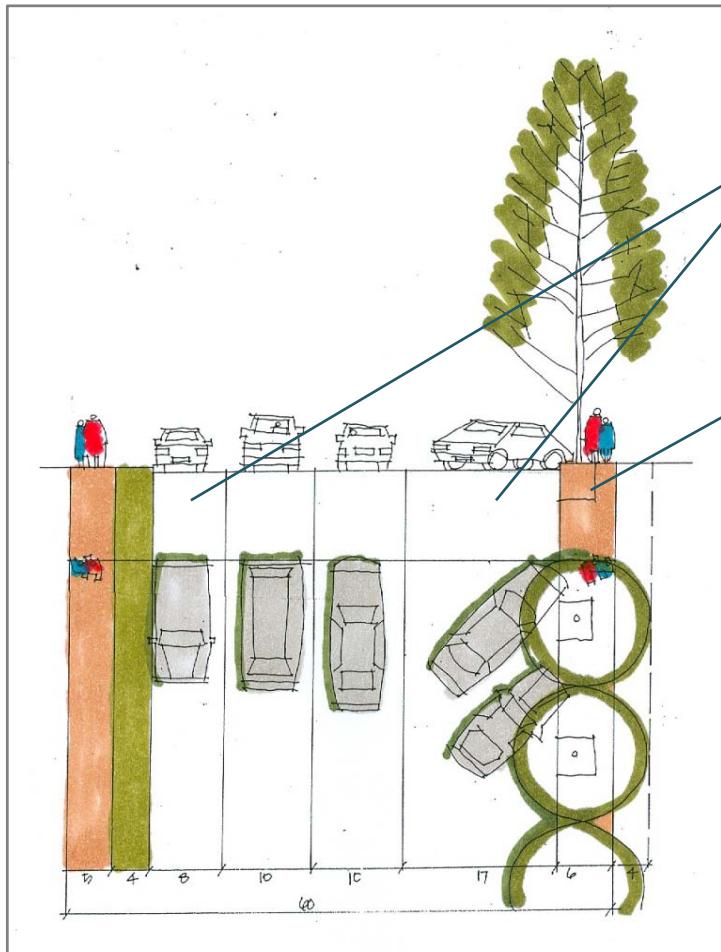


Figure 5.3-a: Install angle parking on Maple & Olmstead

Reconfigure Maple and Olmstead Avenues between River and King Streets – to anticipate an ultimate 65-69-foot right-of-way installing a 17-foot 45-degree angled front-in parking aisle on one side of the street and an 8-foot parallel parking aisle on the other side of the street at the present time.

Realign Maple and Olmstead Avenues walkways between River and King Streets – to a 7.5-foot minimum width on both sides of the street with the desired additional 2.5-4.5 feet to be provided by the property owner on private property.



Figure 5.3-b: Realign parking on Maple Avenue and around City Hall

Extend curbs into intersection to improve safety and calm traffic

Reconfigure Maple Avenue to provide 45-degree angle front-in parking on the west or commercially developed side of the street and parallel parking on the residential side of the street

Create midblock crosswalk to accent relationship with rest of west side business district and proposed Snoqualmie Town Commons

Expand right-of-way around City Hall to provide 45-degree angled on-street parking in lieu of off-street lot per on-street parking ordinance and convert off-street lot into the beginnings of the Snoqualmie Town Commons public space

## 5.4: Develop new public parking facilities and improve existing parking facilities

Snoqualmie's existing parking ordinance requires new development projects to provide on-site parking space for the amount of new or additional building space to be provided by the building's development at a ratio of 1 parking stall per 250 gross square feet of retail or service, 1 per 300 gross square feet of office and professional, and 1 per unit of multiple family residential uses when combined into mixed use developments. The ratios of parking stalls per gross square feet of building space are relatively standard for these types of land uses when located in suburban or shopping mall developments oriented to auto-bound customers – and in downtown settings oriented to pedestrian shoppers.

The on-site requirement has a disproportionate impact on historic downtown development, where the existing lot sizes are small and the existing development pattern has most buildings fronting on the street and set to the lot lines. On-site parking lots can reduce the amount of building frontage and fragment the goal of providing a continuously interesting and marketable display of retail stores. The construction of off-street lots can also remove other commercial buildings, or even adjacent "background" noncommercial buildings that provide scale and interest to the district. The parking regulations that apply within the downtown historic district allow for the on-site parking requirement to be reduced or waived, if the City determines that sufficient public parking exists within the district. These parking regulations should be continued.

In order to ensure that the City is able to determine that sufficient public parking exists within the Downtown district, in addition to the recommendations for additional on-street parking in sections 5.1-5.3 above, new on- and off-street public parking facilities should be developed and existing public parking facilities should be improved.

New public parking facilities should be developed in the City-owned public right of way of Railroad Place south of River Street. Low impact development should be considered for this parking facility, including Hollywood drive lanes and Grasscrete or other similar treatment with simple curb stops for the parking stalls. Approximately 75 additional parking stalls can be developed between River Street and Newton Street in the Railroad Place right of way.

Existing informal angle parking south of River Street and north of Fir Street should be similarly improved. Parking of dump trucks and construction equipment should be prohibited in the paved public parking facility in the north half of the block between Fir and Northern Streets. "For sale" parking should be prohibited in all public parking facilities.

These measures will ensure that adequate parking exists for the development or re-development of the historic downtown area so that on-site parking requirements can continue to be waived.

**Therefore** – the City should pursue all available avenues to build new public parking facilities and improve existing public parking facilities.

### **Funding**

The construction of new parking facilities and improvement of existing parking facilities can be funded from General Fund property tax (Ptax), and Transportation Improvement Board funding may become available for Railroad Avenue street improvements. A Business and Parking Improvement District can be formed upon the petition of sixty percent of the assessed value of properties in the district to levy assessments to pay for the construction and improvement of public parking facilities..

Figure 5.4: Proposed Downtown Parking Map



## 6: Design – Trails and Parks

### 6.1: Connect downtown to Snoqualmie Ridge, Preston-Snoqualmie, and Snoqualmie Valley Trails

**The Snoqualmie Valley Regional Trail** is a 31.5-mile King County-administered multipurpose crushed rock and original ballast surfaced bike, hike, and horse trail that follows the Chicago, Milwaukee, St Paul & Pacific Railroad (CMSP&R) from Snohomish County through Duvall, Carnation, Fall City, Snoqualmie, and North Bend to connect with the Iron Horse State Park or John Wayne Trail at Rattlesnake Lake. The Iron Horse State Park or John Wayne Pioneer Trail extends east from Snoqualmie Pass on former railroad right-of-way through Spokane to Idaho.



King County converted the former CMSP&R railroad track bed and resurfaced and decked the former railroad trestles for the Snoqualmie Valley Trail from Tokul Road 18.4 miles north through Tokul Creek Gorge to McCormick Park in Duvall and from the resurfaced Reinig Bridge 9.8 miles southeast over the Snoqualmie River to North Bend and Rattlesnake Lake. The 2.5 mile section through Snoqualmie, particularly through the former Weyerhaeuser Lumber Mill site on the east side of the Snoqualmie River, has not been converted and is not currently officially accessible. In the meantime, trail users traverse the missing segment in 2 ways:

**Tokul/Mill Pond Roads** – trail users exit the trail at the north edge of Tokul Road next to the former railroad underpass, climb the grade to Tokul Road, then travel south on narrow Tokul Road shoulders to Mill Pond Road, then south on narrow Mill Pond Road shoulders to Meadowbrook Road, then east on Meadowbrook Road shoulders to reconnect and cross the river on the Reinig Bridge. This alternative route is approximately 2.4 miles on road shoulders.

**396th Drive SE** – trail users exit the trail at the north edge of Tokul Road next to the former railroad underpass, climb the grade to Tokul Road, cross Tokul Road to reconnect with the unofficially opened CMSP&R track bed and continue southeast to the edge of Weyerhaeuser property, then climb the grade to 396th Drive SE, then continue on narrow 396th Drive SE road shoulders to Meadowbrook Road, then continue on Meadowbrook Road shoulders west to reconnect and cross the river on the Reinig Road Bridge. This alternative route is approximately 2.7 miles on unofficially opened CMSP&R track bed and road shoulders.

King County has been negotiating an alignment for the 2.5-mile missing segment with Weyerhaeuser and its subsidiary, Quadrant Homes. Depending on the results of the negotiations, King County will acquire and develop the missing CMSP&R rail-to-trail segment through the Weyerhaeuser property, including a gravel mining operation on leased land at the northwest edge of the property, past the mill pond (Borst Lake) and former mill steam plant and warehouses to Reinig Road Bridge.

**The Preston-Snoqualmie Trail** is a 5.3-mile King County-administered multi-purpose asphalt bike and hike trail that follows the 1890s era Seattle, Lake Shore & Eastern Railroad (SLS&E) from Preston to Snoqualmie Ridge in Snoqualmie.



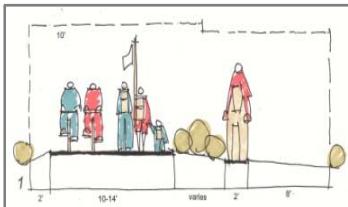
King County converted the former SLS&E railroad track bed and resurfaced and decked the former railroad trestles for the Preston-Snoqualmie Trail from Preston near Interstate 90 on the north side of Preston-Fall City Road then southeast through backcountry and the Raging River valley to an overlook of Snoqualmie Falls which is 2 miles from the end of the trail. Trail users must backtrack from the viewpoint the 5.3 mile trail to Preston. The remaining SLS&E segment to Snoqualmie, particularly past Snoqualmie Falls and Puget Sound Energy's (PSE) hydroelectric powerhouse to Snoqualmie Parkway and then into downtown Snoqualmie on the city's Centennial Trail, has not been converted and is not accessible. The last 0.5 mile segment of the former rail line to Snoqualmie Parkway is used by the NRM for excursion train rides for views of Snoqualmie Falls.

King County has previously attempted to negotiate the opening of the last track/trail segment with the Snoqualmie Tribes – but has been denied due to

Tribal concerns that trail activities would violate the sacredness of Snoqualmie Falls and its surroundings. King County evaluated other trail alignment alternatives that would avoid the Falls but has been unable to determine a route that would be feasible given the steep topography of the area adjacent to the end of the trail at the viewpoint.

**Snoqualmie Trails** – include over 25 miles of asphalt and soft surface trails within and around Snoqualmie Ridge and between the Ridge and Railroad Avenue/SR-202.

**Deep Creek Trail** - is a 2.0-mile soft surface multipurpose hike, bike, and horse trail connecting to the Preston-Snoqualmie Trail in two locations north of Snoqualmie Ridge and the city limits. The trail's western access links up with the Preston-Snoqualmie Trail at Deep Creek than gradually climbs the hillside grade to extend south to a trailhead at Azalea Park in Snoqualmie Ridge. The second eastern access links up with the Preston-Snoqualmie Trail close to the trail's viewpoint of Snoqualmie Falls than gradually climbs the hillside grade to connect west with the other trail access point and Azalea Park, and east to a trailhead at Whitaker Park and a link-up with -



**Whitaker Park Trail** – a 0.5-mile trail that extends south into the center of the Snoqualmie Ridge development.

**Silent Creek Trail** - is a 1.0-mile soft surface multipurpose hike, bike, and horse trail extending from the Deep Creek Trailhead at Azalea Park south through Silent Creek's drainage corridor and numerous ponds to connect with the Snoqualmie Parkway Trail.



**Snoqualmie Parkway Trail** - is a 2.5-mile asphalt bike and hike trail located on the north and south side of the Parkway extending from the end of Silent Creek Trail to Railroad Avenue/SR-202.

**Business Loop Trail** - is a 1.3-mile soft surface bike and hike trail extending from the Silent Creek Trailhead at Snoqualmie Parkway southeast along a series of wetlands located behind the Snoqualmie Ridge Business Park, then north along the Snoqualmie Ridge property line and PSE powerline to a trailhead in Fisher Creek Park and a link with Fisher Creek Trail next to Snoqualmie Parkway and the Snoqualmie Parkway Trail.

**Fisher Creek Trail** - is a 0.8-mile soft surface bike and hike trail extending from the Business Loop Trailhead in Fisher Park east around a series of wetland and residential neighborhoods to link with the Snoqualmie Parkway Trail and thereby further east on the Snoqualmie Parkway Trail to Railroad Avenue/SR-202 and the Centennial Trail.

**Snoqualmie Parkway, Preston-Snoqualmie, Snoqualmie Valley Trail connection by Tokul Road** - King County is currently evaluating trail alignment options for connecting these 3 trail systems together in Snoqualmie. At the present time, the county contemplates developing a multipurpose bike and hike trail link from the Snoqualmie Valley Trail underpass at Tokul Road southeast along the bottom slope of Tokul Road past the city's Public Works Yard and Wastewater Treatment Plant & Ponds and around the roundabout planned for Tokul Road at Railroad Avenue/SR-202 then across Railroad Avenue/SR-202 then south on the bridge over the Snoqualmie River to connect with the Centennial and Snoqualmie Parkway Trails.

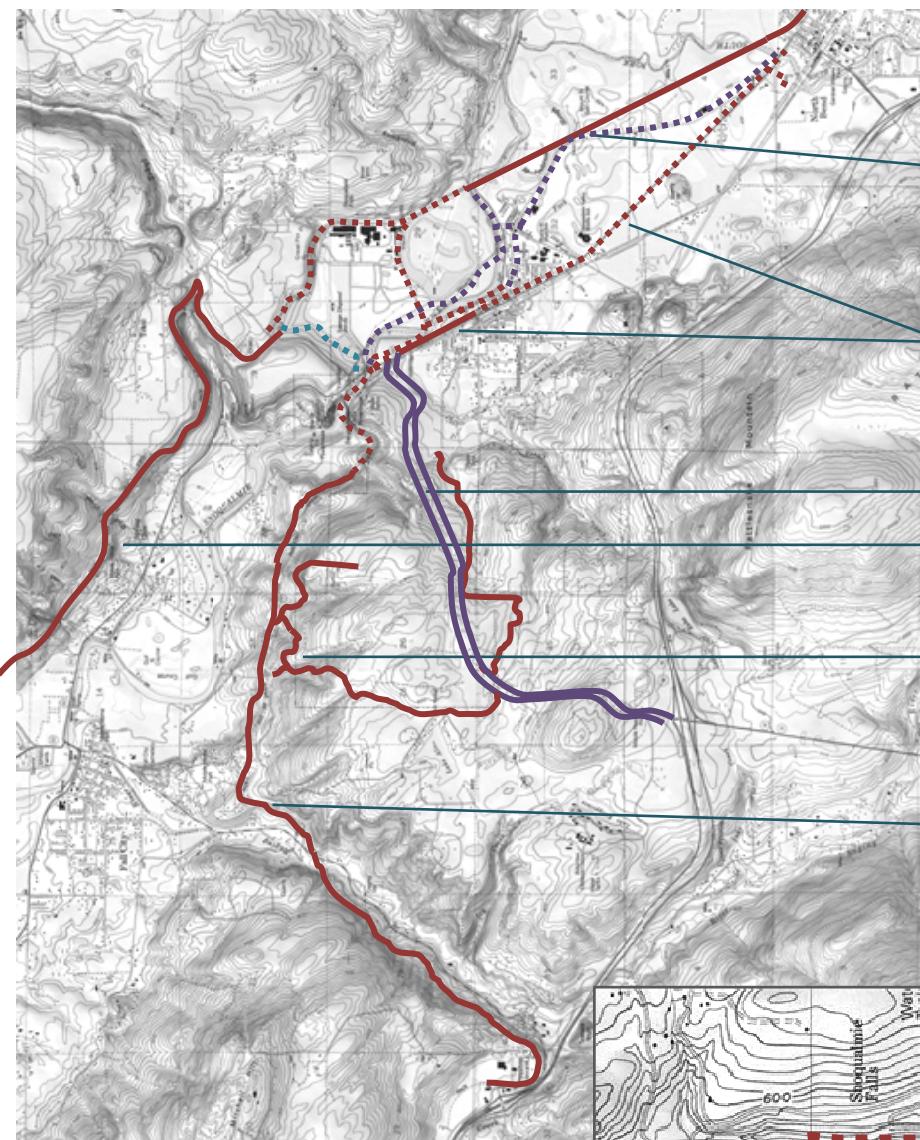
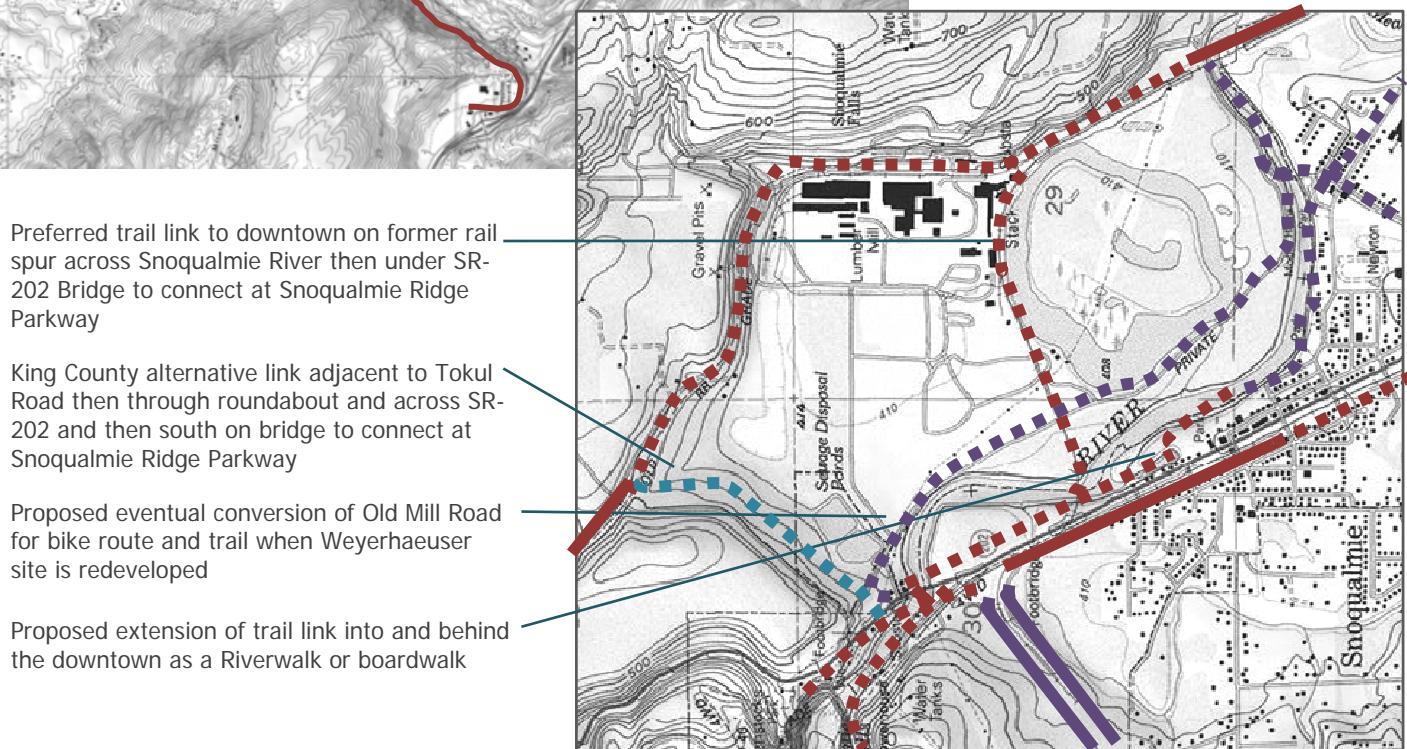


Figure 6.1: Connect downtown to regional trails





King County's proposed connection by way of Tokul Road may be serviceable, but does not provide a high quality trail corridor nor does it provide the critical connection to downtown Snoqualmie.

**Borst Lake/Snoqualmie River Suspension Bridge Option** - access between the downtown and these trail systems is critically important if the downtown is to effectively market recreation and tourist interests. An alternative alignment to King County's proposal would extend a multipurpose bike and hike trail spur from the proposed extension of the Snoqualmie Valley Trail through Weyerhaeuser.

The spur would begin adjacent to the old Weyerhaeuser powerhouse at the edge of Borst Lake then continue west around the lake on former railroad track bed and across Mill Pond Road on existing railroad trestle to the north bank of the Snoqualmie River. The proposal would construct a suspension bridge over the river using the former railroad bridge abutments still standing on the opposite banks of the river to the edge of Railroad Avenue/SR-202.

A north leg of the trail would continue north on the east side of Railroad Avenue/SR-202 to the SR-202 bridge, under the bridge to the west side of Railroad Avenue/SR-202, then south to connect with the Snoqualmie Parkway and Centennial Trails and north to access Snoqualmie Falls at Salish Lodge. A south leg of the trail would continue south on the east side of Railroad Avenue/SR-202 to Fir Street and a connection to the proposed Riverwalk trail through Sandy Cove Park and behind the downtown to Park Street and River View Park.

This alternative alignment would maintain the quality off-road multipurpose trail corridor that characterizes the rest of the Snoqualmie Valley, Preston-Snoqualmie, and Snoqualmie Ridge Trail systems. It would also incorporate additional historic and scenic opportunities including access to the proposed restoration of the Weyerhaeuser powerhouse, Borst Lake, Mill Pond Road, and the north bank of the Snoqualmie River.

**Therefore** – the City should work with Weyerhaeuser, the Snoqualmie Tribe, and King County to acquire and construct a high quality trail linkage between the downtown and the Snoqualmie Valley, Preston-Snoqualmie, and Snoqualmie Parkway/Ridge Trail systems.

#### **Actions**

- **Negotiate with Weyerhaeuser to acquire easement or title access to the extension of the Snoqualmie Valley Trail** - through the Weyerhaeuser property on or adjacent to the original CMSP&P trail corridor to provide a continuous and high quality connection of the north segment at Tokul Road and the south segment at Reinig Road Bridge.
- **Support King County efforts** – to construct the multipurpose hike, bike, and horse regional Snoqualmie Valley Trail segment from Tokul Road through Weyerhaeuser property to the Reinig Bridge.
- **Negotiate with Weyerhaeuser to acquire easement or title access to the former Borst Lake railroad spur line** - from the Snoqualmie Valley Trail at the Weyerhaeuser powerhouse and around the north bank of Borst Lake and across Mill Pond Road to the north bank and original abutment of the railroad trestle bridge over the Snoqualmie River.
- **Construct the Borst Lake multipurpose hike and bike trail and suspension bridge** - from the Snoqualmie Valley Trail at the Weyerhaeuser powerhouse around Borst Lake across Mill Pond Road and the Snoqualmie River to Railroad Avenue/SR-202 then north under the SR-202 bridge to connect to Snoqualmie Falls and the Snoqualmie Parkway and Centennial Trails, and south to Falls Avenue and the Riverwalk.
- **Continue Discussions with King County and the Snoqualmie Tribe to open the south end of the SLS&S track** - from the Preston-Snoqualmie Trail viewpoint of Snoqualmie Falls south past the Falls and PSE generator to connect with the Snoqualmie Parkway and Centennial Trails, and the Borst Lake extension across the Snoqualmie River to the Snoqualmie Valley Trail.
- **Support King County efforts** – to complete a rails-to-trail conversion of the SLS&S track from the viewpoint to the Falls, then alongside the existing track to the Snoqualmie Parkway and Centennial Trails in a manner that continues to allow the operation of the SVRR&NRM excursion train rides past the Falls.

### **Funding**

Acquisition of easement or title for trail access through Weyerhaeuser property for the linkup of the Snoqualmie Valley Trail between Tokul Road and Reinig Bridge, and the Borst Lake Trail from the powerhouse to the north bank of the Snoqualmie River can be funded through mitigation in conjunction with future development of the Weyerhaeuser property. Construction of King County's trail projects can be funded from the county's trail and open space bonds, Washington State Resource Conservation Office (RCO), and US ISTEA21 non-motorized trail grants. Construction of Snoqualmie's Borst Lake trail project can be funded from the same sources as King County plus the Snoqualmie Preservation Agreement monies Quadrant donated to the City for trail improvements .

## **6.2: Develop Riverwalk/Downtown Boardwalk/Sandy Cove Park**

Existing downtown walkways and trails are focused on Railroad Avenue/SR-202 and existing storefronts along the roadway. The downtown also has access, however, to dramatic scenery, parks and open space, and potential backdoor retail, office, and housing developments on the backside of the downtown east of Falls Avenue. This potential could be realized through the strategic development of a system of trails, boardwalks, and park assets.

The proposed Borst Lake Trail would link and directly access the Snoqualmie Valley, Preston-Snoqualmie, Snoqualmie Parkway, and Centennial Trails with the downtown by the trail's south segment extension along Railroad Avenue/SR-202. The trail could continue into the downtown area as a more formal walkway or "Riverwalk" or boardwalk along Railroad, then Falls Avenue, then behind the Snoqualmie Brewery and other buildings east of Falls Avenue to connect with Park Street and eventually with River View Park.

The Riverwalk could expand in width to provide overlooks of the river, and entry to storefronts that could be developed on the backside of existing or new building constructions in the uphill sections of the downtown that will not be subject to FEMA floodway restrictions.



As an option, the Riverwalk could be sited on top of a potential hardened riverbank, should that be necessary to prevent the river from continuing to erode into the backside of existing downtown buildings and properties.

Sandy Cove Park is the most accessible city and downtown open space on the Snoqualmie River. Over the years, the river has eroded the riverbanks creating a natural amphitheatre bowl or contour east of King Street and directly adjacent to the downtown. Due to the river's constant flooding and erosion the space has been minimally improved with grass, benches, and dirt paths.

The park should be a natural extension of any downtown event or festival since it provides dramatic views up and down the river, and directly across the river of the woodlands surrounding Borst Lake. The park is also directly on axis with King Street and an extension of public space past the SVRRNRM depot and museum, Woodman's Lodge, and Smokey Joe's Tavern to the west side business district.

Sandy Cove Park should be an integral extension of the Riverwalk including the extension of overlooks of the park and river, access to the natural amphitheatre potentials of the park for the staging of special events, and the construction and furnishing of a people place at King Street and Falls Avenue.

**Therefore** – the EDC will work with the Downtown Merchants Association to implement the Riverwalk from the end of the proposed Borst Lake Trail around the downtown along the Snoqualmie River to Park Street and River View Park, to refurbish Sandy Cove Park's potential as a special riverside special events staging area, and develop a people place at King Street and Falls Avenue.



**Figure 6.2: Develop Riverwalk, Downtown Boardwalk, Sandy Cove**

Construct river/slough overlook and trail access to Riverwalk

Improve grassy areas and connections to slough waterfront trails

Construct pavilion for staging special events overlooking riverfront at Sandy Cove Park

Construct river overlook at end of King Street

Grade natural bowl area for informal amphitheatre

Construct riverfront overlook and access

Extend Riverwalk as boardwalk along back side of downtown as FEMA permits

Consolidate parking courtyard and develop new mixed use retail facing boardwalk

Plant street trees to compliment downtown streetscape

### **Actions**

- **Extend a trail along the Snoqualmie River into and around the downtown** – as a formal walkway south of Fir Avenue, then as a boardwalk or “Riverwalk” along the east side of Falls Avenue to King Street, then behind the Snoqualmie Brewery and other buildings to Park Street and along Park Street to River View Park. If necessary, incorporate the Riverwalk into a hardened riverbank to provide existing downtown buildings protection from continuing river erosion.
- **Refurbish Sandy Cove Park** – to provide a natural amphitheatre or special event staging area with access to the Riverwalk and King Street. Furnish the space with power, sound, light, and other supporting improvements.
- **Construct overlooks of the river** – and provide access to rear door or storefront access from the Riverwalk to existing or proposed building constructions on the backside of Falls Avenue.
- **Construct a public people place and multipurpose pavilion** – at the intersection of King Street and Falls Avenue overlooking Sandy Cove Park. Construct the pavilion in a design typical of the period and proposed structure in Railroad Park possibly incorporating a covered glass or transparent roof, catering kitchen, and public restrooms.

### **Funding**

The Riverwalk and Sandy Cove Park constructions and enhancements could be funded with matching grants from the Washington State Resource Conservation Office (RCO), Hotel/Motel Lodging Tax (HMtax), Real Estate Excise Tax (REET), General Fund property taxes (Ptax), and private monies (Prvt), among others. The hardened riverbank, if necessary and approvable, could be funded with Corp of Engineer, Washington State CERB, and EDA grants.

## **6.3: Redevelop Railroad Park**

Railroad Park is a strategically located gateway, interpretive, and public gathering place at the north entry into the downtown adjacent to the first public parking lot between Fir and Northern Streets. The park site originally provided a track siding that was used to assemble and possibly board trains at the depot. The west boundary includes the public alleyway that provided access to the residential properties that fronted on Maple Avenue – though few homeowners actually developed garages that were accessed from the alley.

The park has previously been improved with a gazebo across from the Northwest Railway Museum Depot, a brick paved plaza or gathering area in front of the gazebo and Smokey Joe's Tavern, a covered multipurpose picnic and special events shelter along the west property line, a shelter over a cedar log display, and a gravel walkway through the park between the public parking lot on the north end of town and the depot.

Some of these improvements were accomplished by the city, others by volunteers and donations. However, the park is looking dated and somewhat shabby to be the centerpiece and park entryway into the downtown and an interpretive and exhibition area for the railroad depot and museum in particular.



These types of public spaces were typically of formal design during the period when the depot was built and were furnished with gardens, paved walkways, shelters, and other improvements. The depot and passenger waiting areas were important entries into the city and downtown and were designed and embellished with appropriate furniture and materials. The existing furnishings, particularly the brick paving and street lights, are appropriate and high quality. The trail and other improvements at the north end of the park, however, are too informal to indicate visitors are entering an importance place.

This park in particular should provide displays of railroad and downtown history including the cedar log. However, the park should also provide additional signage, directories, and other interpretive materials to orient and educate visitors of the downtown's development and relationship to railroad development – especially from the north parking lot.



Figure 6.3: Redevelop Railroad Park

The park should also provide covered shelters, kiosks, and other multipurpose outdoor space with which to stage celebrations, festivals, and other public events. The existing kiosk is an appropriate and important furnishing, and capable of staging speakers, bands, and other performances. However, the kiosk is too small and formal to accommodate the type of multipurpose large outdoor events that should be staged in this park and may be more appropriate in another setting – see action item 6.4 following.

The covered picnic shelter is a temporary structure, and not imposing enough or symbolic of the depot or railroad. It should be replaced with a formally designed structure that is aligned with the railroad tracks and depot much as former loading platforms did when the depot was in full use. A new structure should provide a speakers and band platform, covered picnic and gathering space, basic kitchen and catering equipment, and possibly public restrooms.



Given the park's symbolic relationship to the railroad depot, museum, and downtown - the park should be redesigned to provide these formal walkways, plazas, gardens, outdoor exhibits, and new gathering and multipurpose shelters that are appropriate to the park's importance to the city and downtown presentation.

**Therefore** – the City should work with the Snoqualmie Valley Railroad & Northwest Railway Museum, Snoqualmie Parks Board and the Downtown Merchants Association to redesign and refurbish this important gateway and interpretive park.

#### **Actions**

- **Expand the paved multipurpose plaza** – across from the depot and in front of Smokey Joe's Tavern with brick pavers and in a formal design complimenting the railroad's linear lines.
- **Construct a new multipurpose pavilion** – in a design typical of the period possibly incorporating a waiting platform as a speakers and performers stage, covered glass or transparent roof, roll-up windows and siding doors to expand in/outdoor use potentials, hanging photo panels with interpretive information, with catering kitchen and restrooms at the end of the structure.
- **Plant a formal garden** – with roses, rhododendrons, and other native materials along the west property line on the alley right-of-way and in place of the existing picnic shelter to buffer the residential uses and increase the formality of the space.
- **Install a children's playground** – incorporating play equipment, structures, possibly even play artworks that reflect railroad trains, equipment, and other structures at the north end of the park across from the parking lot.
- **Install a security barrier or artwork fence** – along both sides of the railroad right-of-way to prevent pedestrians from crossing or congregating on the railroad tracks.
- **Plant street trees** – along the west property line and around the paved activity areas to formally define the spaces and compliment the street tree definition to be provided Railroad Avenue through the downtown core.

#### **Funding**

Park reconstructions and enhancements will be funded with matching grants from the Washington State Resource Conservation Office (RCO), Hotel/Motel Lodging Tax (HMtax), Real Estate Excise Tax (REET), General Fund property taxes (Ptax), and private monies (Prvt), among others.

## 6.4: Create Snoqualmie Town Commons

The newly constructed City Hall is located in the triangle defined by Maple and Olmstead Avenues, and River Street. The property also includes the former Library building that is used for storage since the construction of the new Library building in the commercial center in Snoqualmie Ridge.

The triangular block is currently zoned Business Retail 2 (BR-2) between King and River streets. The west side of Olmstead Avenue is proposed to be zoned for Mixed Use business and residential uses.

The north or apex of the triangle includes 4 residential properties that contain houses in good condition but of modest construction. The parcels are very small and would be difficult to convert or redevelop for significant commercial or mixed use development compared with the potential available in the lots surrounding the triangle. In addition, development of these parcels with commercial uses would create an awkward design and streetscape situation, as buildings would have frontage on one of the streets, with the rear of buildings facing the other street, which would present a positive appearance for one street but a negative appearance for the other.

If the Maple/Olmstead Avenues business district is to be viable, it needs a central focus and visual sight lines that tie the surrounding blocks into a cohesive whole. City Hall is a basis for a public focus and a major anchor to the south end of the blocks and district. City Hall's presence could be expanded, however, to include a public commons or park that extends City Hall's gardens and artworks north into the rest of the triangle. The existing gazebo in Railroad Park could be relocated to anchor the center of the park or commons space. The former Library building could be retrofit to host community meetings, parties, and other special events. These actions would create a central focus, additional public space, and potential multiuse indoor/outdoor activity center.

**Therefore** – the City should work with the residential property owners to eventually acquire and redevelop the Maple, Olmstead, River Street triangle into Snoqualmie Town Commons to anchor the west side business district and create a multiuse activity center.

### **Actions**

- **Acquire the remaining residential properties north of the new City Hall in the triangle between Maple and Olmstead Avenues** – as the current property owners may desire through title or life estate procedures to allow the eventual consolidation and development of Snoqualmie Town Commons.
- **Expand Maple and Olmstead Avenue right-of-way** – into the triangle to allow the eventual development of angled 45 degree front-in on-street parking to serve the Commons, City Hall, and surrounding retail activities.
- **Relocate the Railroad Park gazebo** – into the center of the green space to be framed by Maple and Olmstead Avenues, and the newly constructed City Hall. Install power, lighting, sound, benches, paving, and other furnishings to support special events and activities.
- **Plant street trees** – completely around the triangle to formally define the space and compliment the street tree definition to be provided along Railroad Avenue through the downtown core.

### **Funding**

Park acquisition and development may be funded with matching grants from the Washington State Resource Conservation Office (RCO), Hotel/Motel Lodging Tax (HMtax), Real Estate Excise Tax (REET), General Fund property taxes (Ptax), and private monies (Prvt), among others. FEMA Hazard Mitigation grants, King County Flood Control District and King Conservation District funds may also be available for acquisition of floodplain residential properties.



Figure 6.4: Create Snoqualmie Town Commons

Extend curbs into intersection to improve safety and calm traffic

Reconfigure Maple Avenue to provide 45-degree angle front-in parking on the west or commercially developed side of the street and parallel parking on the residential side of the street. Eventually, expand right-of-way to construct 45-degree parking on both sides.

Create midblock crosswalk to accent relationship with rest of west side business district and proposed Snoqualmie Town Commons

Expand right-of-way around City Hall to provide 45-degree angled on-street parking in lieu of off-street lot and convert off-street lot into the beginnings of the Snoqualmie Town Commons public space

## 7: Design – Streetscape

### 7.1: Enhance King Street/North Falls Avenue Streetscape

Downtown streets are important vehicle/pedestrian transition areas, especially during festivals, special events, and public ceremonies. Main streets in the US have heretofore been devoted primarily to vehicles with defined curbs, gutters, camped roadways, and different pavement materials between vehicle (asphalt) and pedestrian areas (concrete and pavers). Pedestrians, even during special events, are confined to the typical 12 to 14-foot walkways which are sufficient in width for daily pedestrian access but too narrow to accommodate booths, exhibits, performances, or even crowd milling around space during special events.

By contrast, many European streets are designed to accommodate vehicles and pedestrians on a daily basis. The roadways are often defined with flat curbs, recessed drainage systems, and relatively level pavements often of the same materials using paint or bollards to define vehicle from pedestrian areas where that is necessary for safety purposes.

King Street and the proposed extension of Falls Avenue north of King Street are an important downtown vehicle/pedestrian transition area that provides vehicle access and parking on a daily basis - and potentially farmers' markets, summer festivals, and special events on occasion. However, the right-of-way has been designed under American street standards rather than the European model, and is relatively inflexible and unappealing.

The right-of-way should be reconfigured to provide a functional, flexible, and visually appealing vehicle/pedestrian transition zone that can be altered frequently and easily to accommodate special events of variable sizes, such as Falls Avenue north of King Street for weekend farmers' markets, and the addition of King Street from Maple to Falls Avenue for summer and holiday festivals, Christmas parades, or other public celebration.

In addition, the space should be made a "green" street installing surface drainage and stormwater collection systems, street trees and landscape zones, and other natural treatments that reduce the impervious "hardscape" of the space and incorporate sustainable and green treatment systems.

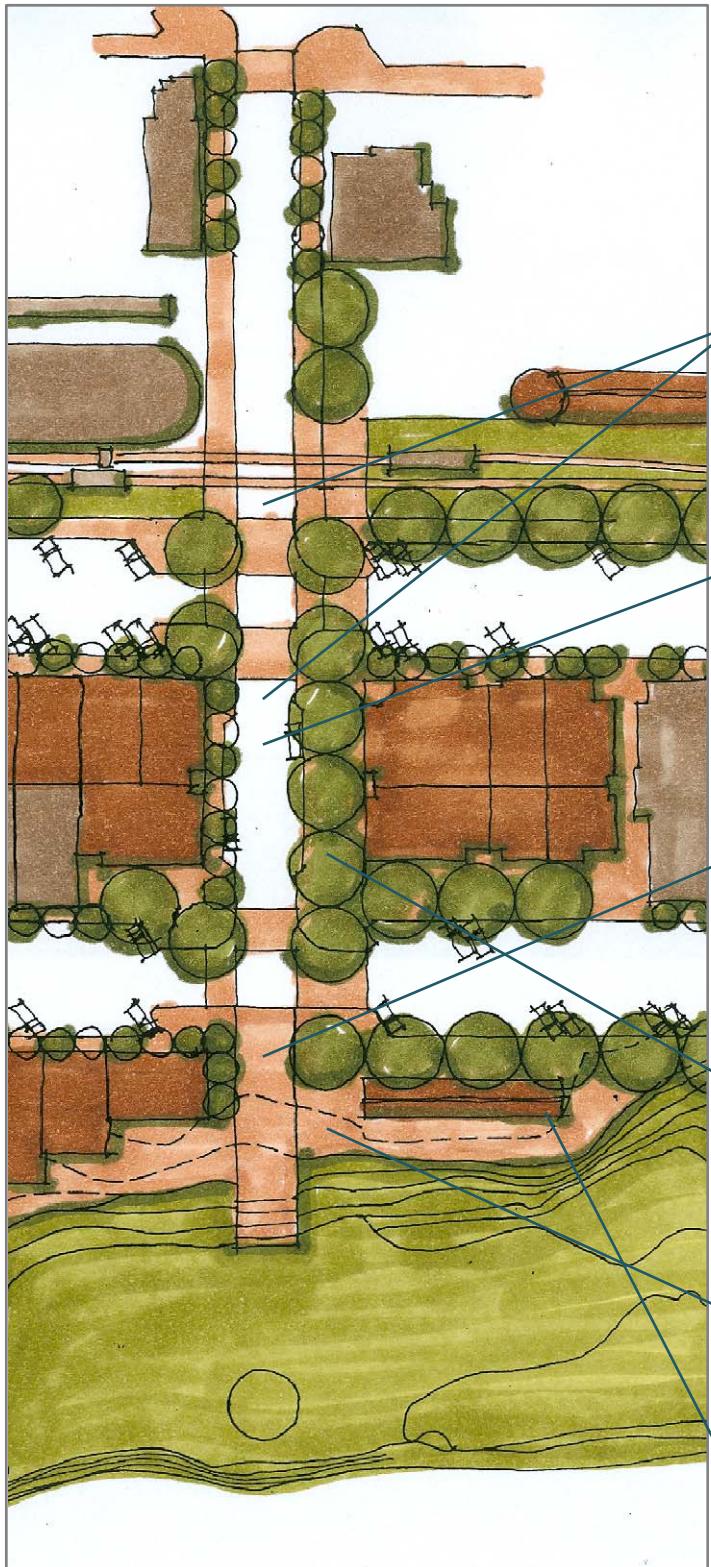
**Therefore** – the City should work with the Snoqualmie Merchants Association, SVRR&NWR, and adjacent business and property owners to reconfigure King Street from Maple to Falls Avenue, and Falls Avenue north of King Street to realize a more functional, flexible, natural, and visually appealing vehicle/pedestrian transition space.

#### **Actions**

- **Revise traffic controls** – including smaller turning lanes, extended curbs into the pavement area, wider crosswalks, and other traffic calming and channeling measures to manage traffic flow on King Street from Maple to Falls Avenue.

**Reconfigure the streetscape** – installing flat curbs and temporary curb bumpers, extending the sidewalk or walkway paving across the street pavement especially at intersections, raising the crosswalks to walkway heights, and installing removable bollards for traffic control during special events.

- **Install pedestrian-friendly furnishings** – including a coordinated system of street lights, directory kiosks and wayfinding signage, benches, waste receptacles, newspaper stands, bike racks, and other people-oriented furniture.
- **Install landscaping** – including street trees, ground cover, and seasonal flowers in swales, green strips, and planter boxes with cisterns and other stormwater collection and watering systems under a "green street" planting concept.
- **Install artworks** – using a competitive design jury process to select local artist works to display on sale consignment at select places along King Street and Falls Avenue for 1-2 year intervals.
- **Provide public restrooms** – incorporating public restrooms into lobbies of public building spaces and/or constructing a public restroom as part of the Sandy Cove Park pavilion to include skylights, stainless steel fixtures, concrete surfaces, and other features of low maintenance and durable materials.



## Figure 7.1: Enhance King Street - Falls Avenue streetscape

Reconfigure King Street from Maple to Falls Avenue, and Falls Avenue north of King Street to realize a more functional, flexible, natural, and visually appealing vehicle/pedestrian transition space.

**Revise traffic controls** – including smaller turning lanes, extended curbs into the pavement area, wider crosswalks, and other traffic calming and channeling measures to manage traffic flow on King Street from Maple to Falls Avenue.

**Reconfigure the streetscape** – installing flat curbs and temporary curb bumpers, extending the sidewalk or walkway paving across the street pavement especially at intersections, raising the crosswalks to walkway heights, and installing removable bollards for traffic control during special events.

**Install pedestrian-friendly furnishings** – including a coordinated system of street lights, directory kiosks and directional signage, benches, waste receptacles, newspaper stands, bike racks, and other people-oriented furniture.

**Install landscaping** – including street trees, ground cover, and seasonal flowers in swales, green strips, and planter boxes with cisterns and other stormwater collection and watering systems under a “green street” planting concept.

**Install artworks** – using a competitive design jury process to select local artist works to display on sale consignment at select places along King Street and Falls Avenue for 1-2 year intervals.

**Provide public restrooms** – incorporating public restrooms into lobbies of public building spaces and/or constructing a public restroom as part of the Sandy Cove Park pavilion to include skylights, stainless steel fixtures, concrete surfaces, and other features of low maintenance and durable materials.

### **Funding**

Reconfiguration and enhancement of King Street from Maple to Falls Avenue and Falls Avenue north of King Street may be funded with the proceeds from a possible Parking & Business Improvement Area (PBIA), Motor Vehicle Fuel Tax (MVFTax), Local Improvement District (LID), matching seed money from the Real Estate Excise Tax (REET), Hotel/Motel Tax (HMtax), General Fund Property Taxes (Ptax), and by reimbursement from private developments along the frontage corridors, among others. Some portion of King Street between Railroad Avenue/SR-202 and Falls Avenue may be funded by the EDA grant to upgrade street infrastructure.

### **7.2: Extend streetscape enhancements throughout the downtown**

Railroad Avenue/SR-202, Falls, Maple, and Olmstead Avenues, Northern, Fir, River, Newton, Beta, and Delta Streets are generally over-configured providing more width for vehicle traffic lanes and parking and less accommodation for pedestrian circulation and crossings, especially at all major street intersections.

Curbs and gutters have been extended around corners in line with on-street parking aisles creating extended crosswalks requiring longer walking distances and times. This leaves pedestrians relatively invisible until they are in the middle of the street.

Pedestrian safety, comfort, and convenience is critical in the downtown if the area is to attract customers of ground floor retail activities, and upper floor employees and residents of a more intensive use and reuse of available buildings and properties.

The existing sidewalks could be extended into the street pavement at each intersection to increase pedestrian visibility to vehicle operators and thereby "calm" traffic and shorten crosswalk distances and walking times. The extensions could be planted with street trees, wayfinding signage, and other amenities without reducing traffic and on-street parking capacity or impacting street maintenance requirements.

**Therefore** – the City will work with the Snoqualmie Merchants Association, SVRR&NWR, and adjacent business and property owners to reconfigure the intersections in the downtown to extend crosswalks into the street to reduce crosswalk distances, install street trees and wayfinding signage, and other amenities in support of a more pedestrian-friendly and intense use of the downtown.

Figure 7.2: Enhance downtown streetscape



Reconfigure the intersections in the downtown to extend crosswalks into the street to reduce crosswalk distances, install street trees and directional signage, and other amenities in support of a more pedestrian-friendly and intense use of the downtown.

**Revise traffic controls** – including smaller turning lanes, extended curbs into the pavement area, wider crosswalks, and other traffic calming and channeling measures to manage traffic flow on downtown streets.

**Reconfigure the streetscape** – installing flat curbs and temporary curb bumpers, extending the sidewalk or walkway paving across the street pavement especially at intersections, raising the crosswalks to walkway heights, and installing removable bollards for traffic control during special events.

**Install pedestrian-friendly furnishings** – including a coordinated system of street lights, directory kiosks and directional signage, benches, waste receptacles, newspaper stands, bike racks, and other people-oriented furniture.

**Install landscaping** – including street trees, ground cover, and seasonal flowers in swales, green strips, and planter boxes with cisterns and other stormwater collection and watering systems under a “green street” planting concept.

**Install artworks** – using a competitive design jury process to select local artist works to display on sale consignment at select places around the downtown for 1-2 year intervals.

### **Actions**

- **Conduct a demonstration project** – on Railroad Avenue/SR-202 at King and River Streets using paint, traffic cones, and other temporary barriers to define the curb extensions as a method of demonstrating the practicality and impact of the intersection reconfigurations.
- **Based on the results of the demonstration, construct permanent improvements** – including curb extensions and crosswalks, street trees, wayfinding signage, decorative street furnishings, and utility improvements on the rest of the downtown including Falls, Maple, and Olmstead Avenues, and Northern, Fir, River, Newton, Beta, and Delta Streets.
- **Install transit improvements** – including route signage, directories, transit stops, shelters, and service schedules and routings in the extended curb areas on Railroad Avenue/SR-202 at Newton Street.

### **Funding**

Demonstration costs will be minimal and can be accomplished by Public Works Department staff with volunteer assistance if necessary. Reconfiguration and enhancement of the intersections of Falls, Maple, and Olmstead Avenues, and Northern, Fir, River, Newton, Beta, and Delta Streets will be funded with the proceeds from a possible Parking & Business Improvement Area (PBIA), Motor Vehicle Fuel Tax (MVFTax), Local Improvement District (LID), matching seed money from the Real Estate Excise Tax (REET), Hotel/Motel Tax (HMtax), General Fund Property Taxes (Ptax), and by reimbursement from private developments along the frontage corridors, among others. Some portion of Railroad Avenue/SR-202 and Falls Avenue intersections at King and River Streets may be funded by the EDA grant to upgrade street infrastructure.

## 8: Design – Redevelopment projects

### **8.1: Issue RFP for King Street parking lot**

Snoqualmie owns the vacant lot currently used for surface parking and the unopened 60-foot wide street right-of-way north of King Street to the bowling alley between Railroad Avenue/SR-202 and Falls Avenue. As public property, these lots are not on tax rolls and not providing private retail, office, or residential uses that support the continued development of the downtown. Historically, this property was occupied by retail buildings and businesses that were a vital part of the downtown.



Up until the mid 1990's, the city's Police Department offices were located on a portion of the King Street property. The city acquired the other lot when it came available to allow for possible location for a new city hall. When it was decided to construct the city hall on River Street, the City decided to sell the property for retail redevelopment and has made it available as a public parking area in the interim.

The same amount of parking that is currently provided by the surface off-street lot can be provided by the on-street parking reconfigurations proposed in action items 5.1 - 5.3 and in lieu of off-street parking in accordance with action item 5.4 at less cost and no loss to the tax rolls. In addition, the on-street parking configurations would be more convenient to retail customers and tourists and allow for the redevelopment of this surface lot property for private mixed use developments.

Figure 8: Development Projects



The property should be redeveloped to provide a mixed-use structure with ground floor retail fronting onto Railroad Avenue/SR-202, King Street, Falls Avenue, and possibly with a retail corridor or plaza adjacent to the bowling alley. The building should be set back by 20-30 feet from King Street and Falls Avenue right-of-way to expand and enhance the pedestrian space and potential of this key public space and activity area. The building's ground floor retail spaces should open up with overhead doors to overflow into the pedestrian area with coffee shops, cafes, restaurants, and other activities that provide indoor/outdoor opportunities.

The building's upper floors should match the scale and frontage that exists in the downtown in accordance with the proposed Building Design Standards for new properties – see action item 4.4. Depending on market demand, the upper floors could include office or professional and personal services, temporary lodging including bed and breakfast, and other activities of relation to the downtown.

While this proposed action will return a property to the tax rolls, its primary objective is to develop a new infill mixed-use structure that will provide more ground floor retail and pedestrian-oriented activities to increase customers in the downtown, possibly add upper floor housing or lodging with full-time residents, and infill an empty, underused, and significant anchor parcel in the downtown core.

**Therefore** – the City, through the EDC, Planning Commission and City Council, should work with the Snoqualmie Merchants Association, Historic Preservation Commission, and adjacent property owners to develop an RFP with design and performance criteria for a design/develop competition for a mixed use development.

#### **Action**

- **Consider redevelopment solutions for the property** – accounting for concepts that may redevelop the property under alternative scenarios with ground floor retail and possibly with upper floor mixed market rate income housing under different densities and designs.
- **Assess the economic feasibility of the preferred concepts** – including land values, construction costs, indirect development costs – and the impact of direct and indirect incentives including property purchase write-downs or long-term lease, low interest development loans, development density or parking waivers, parking requirements, and land use or zoning bonuses.
- **Assess and mitigate environmental impacts** – including on and off-site stormwater run-off, parking and loading area requirements, height and lot coverage allowances, design aesthetics, and urban amenities.
- **Conduct public hearings and approve a pre-packaged plan solution** – including appropriate property-specific development agreements, performance design criteria, and SEPA MDNS or EIS documents.
- **Develop a competitive request-for-proposal (RFP) process** - governing the sale or long term lease and redevelopment of the property for the preferred and pre-approved design/develop solution.
- **Judge proposals** – by fixing the asking price or lease for the property and ranking proposals on design merits and beneficial impacts on the property and the downtown's development opportunities.
- **Award project** – City Council, following public hearings and review procedures, may award the project to the proposal ranked to have the most design merit and beneficial development impacts on the property and downtown – or reject all proposals to start again if the quality is not up to Council standards and expectations.

#### **Funding**

The design charrette, detailed feasibility assessments, project design guidelines, and SEPA documentation may be funded with WA DOC Growth Management Program (GMP) grants and seed money from matching General Fund Property Taxes (Ptax), among others. The competitive RFP process will be funded with the same sources subject to reimbursement by the successful developer.

### **8.2: Consider Issuing RFP for old City Hall/Planning Office**

Snoqualmie owns the 2-story historic bank building and former City Hall and Planning Office and surface parking lot located on the corner of River Street, Railroad Avenue/SR-202 and Falls Avenue. As public property, this lot and

building is not on tax rolls and not providing private retail, office, or other uses that support the continued development of the downtown.

The same amount of parking that is currently provided by the surface off-street parking lot in front of the building can be provided by the on-street parking reconfigurations proposed in action items 5.1 - 5.3 and in lieu of off-street parking in accordance with action item 5.4 at less cost and no loss to the tax rolls. In addition, the on-street parking configurations would be more convenient to retail customers and tourists and allow for the redevelopment of this surface lot property for a stand alone or building addition of private mixed use activities.

The historic building, a former bank, includes a ground floor lobby and what were counter and office areas, a ground floor annex addition with restrooms and small conference space, and an upper floor mezzanine office space. The building space as originally configured could be reused for a variety of retail activities including flower shop, coffee shop or café, art gallery, or even as a rental space for small weddings and other ceremonies without altering the historic character of the building.

The surface parking lot in front of the building could be redeveloped to provide a mixed use structure with ground floor retail fronting onto Railroad Avenue/SR-202 and River Street possibly with a retail arcade extending between the historic bank and new building and fronting onto River Street. The new building's ground floor retail spaces on the arcade could open up with overhead doors to overflow into a plaza or pedestrian space between the two buildings with coffee shops, cafes, restaurants, and other activities that provide indoor/outdoor opportunities. Depending on market demand, the upper floors could include office or professional and personal services, housing, or other activities of relation to the downtown.

The new building's façade should match the bank's scale and frontage as well as historic buildings that exist in the downtown in accordance with the proposed Building Design Standards for new properties – see action item 4.4. Site design for the new building should include a courtyard immediately west of the existing building to retain visibility of the historic brick façade.

While this proposed action will return a property to the tax rolls – or possibly rental revenue if the bank building and property are leased, its primary objective is to reuse and develop a new infill mixed use structure that will provide more ground floor retail and pedestrian-oriented activities to increase customers in the downtown and infill an empty, underused, and key parcel in the downtown core.



**Therefore** – the City, through the Planning Commission, EDC and City Council, should work with the Snoqualmie Merchants Association, Historic Preservation Commission, and adjacent property owners to develop an RFP with design and performance criteria for a design/develop competition for a mixed use conversion and building construction on the historic bank and former City Hall/Planning Office building on the corner of River Street, Railroad Avenue/SR-202 and Falls Avenue.

#### **Actions**

- **Brainstorm reuse and redevelopment solutions for the property** – accounting for concepts that may convert the bank building and develop another building on the existing surface parking lot on Railroad Avenue/SR-202 frontage under alternative scenarios with ground floor retail under different densities and designs.
- **Assess the economic feasibility of the preferred concepts** – including land values, construction costs, indirect development costs – and the impact of direct and indirect incentives including property purchase write-downs or long-term lease, low interest development loans, development density or parking waivers, parking requirements, and land use or zoning bonuses.

- Assess and mitigate environmental impacts – including on and off-site stormwater run-off, parking and loading area requirements, height and lot coverage allowances, design aesthetics, and urban amenities.
- Conduct public hearings and approve a pre-packaged plan solution – including appropriate property-specific development agreements, performance design criteria, and SEPA MDNS or EIS mitigation documents.
- Develop a competitive request-for-proposal (RFP) process - governing the sale or long term lease and redevelopment of the bank building and frontage property for the preferred and pre-approved design/develop solution.
- Judge proposals – by fixing the asking price or lease for the building and/or property and ranking proposals on design merits and beneficial impacts on the property and the downtown's development opportunities.
- Award project – City Council, following public hearings and review procedures, may award the project to the proposal ranked to have the most design merit and beneficial development impacts on the property and downtown – or reject all proposals to start again if the quality is not up to Council standards and expectations.

#### **Funding**

The design charrette, detailed feasibility assessments, project design guidelines, and SEPA documentation may be funded with WA DOC Growth Management Program (GMP) grants and seed money from matching General Fund Property Taxes (Ptax), among others. The competitive RFP process will be funded with the same sources subject to reimbursement by the successful developer.

## Chapter 3: Implementation

### 1: Organization

Task	Project leads	Funds
<p><b>1.1 Encourage &amp; Facilitate Use of the Main Street 4-Point Approach</b></p> <ul style="list-style-type: none"> <li>▪ <b>Main Street</b> - the city applied for, on the Snoqualmie Downtown Merchants Association's (DMA) behalf, Main Street Affiliate Tier 1 status under the Washington State Community, Trade, &amp; Economic Development Department's (CTED) program. Tier 1 status allows the DMA to take advantage of CTED's training programs and materials under the 4 point Main Street program – 1) design, 2) economic restructuring, 3) promotion, and 4) organization – like the annual Downtown Revitalization Training Institute.</li> <li>▪ <b>Business directory</b> – develop a guide to downtown entertainment, retail, office, and public facilities for printing and distribution by downtown stores, the DMA, and on the city website.</li> </ul>	<p><b>City</b> Economic Dev.; Planning</p> <p><b>Others</b> EDC, Downtown Merchants Assn.</p>	<p>Tier 1 application was a no-cost item.</p> <p>\$500 for initial printing budget paid from Lodging and sales taxes.</p>
<p><b>1.2 Create low cost building fund</b></p> <ul style="list-style-type: none"> <li>▪ <b>Create a building, facade, and signage improvement program</b> – using local low-cost loans, to upgrade appearances, visual quality, and streetscape interest in the downtown district.</li> <li>▪ <b>Award capital improvement funds on a competitive basis or in response to a request system</b> - where the applicant demonstrates the façade and rehab project is viable, will improve conditions within the downtown district, and cannot be financed with traditional market sources</li> </ul>	<p><b>City</b> Economic Dev.</p> <p><b>Others</b> EDC; King Co. 4-Culture; Local banks</p>	<p>\$15,000 for initial city loan seed money from General Fund (PTax) and commitment by local banks for no or low-interest loans for first \$10,000 of improvements than conventional loan terms thereafter.</p>

### 2: Economic restructuring

<p><b>2.1: Retain/recruit entrepreneurs</b></p> <ul style="list-style-type: none"> <li>▪ <b>Downtown retail tenants</b> – App. B contains prototype businesses, potential niche tenants, and initial marketing program to attract tourist and destination oriented retail tenants and/or recruit local resident entrepreneurs for business start-ups.</li> <li>▪ <b>Downtown artist tenants</b> - investigated prototypes, identified potential contacts, and developed initial marketing materials to attract working artists and galleries based on the outdoor sculpture walk and arts festival promotions.</li> </ul>	<p><b>City</b> Economic Dev.</p> <p><b>Others</b> EDC, Downtown Merchants Assn.; Arts Commission</p>	<p>Initiate outreach efforts immediately to coincide with EDA infrastructure improvements on Railroad and Falls Avenue – as well as parking lot, city hall, and planning office RFPs.</p>
<p><b>2.2: Create a local capital investment fund</b></p> <ul style="list-style-type: none"> <li>▪ <b>Facade improvements program</b> – work with local banks to establish a low cost loan program to assist with business planning, business start-up and investment capital, property acquisition and renovation capital for start-up businesses, and project development and redevelopment opportunities <b>Small business loans</b> – develop brochure and website links to promote King County EDC, King County-Historic Preservation Tax Incentives; King Co. 4-Culture grants, and EDA and SBA loan application assistance.</li> </ul>	<p><b>City</b> Economic Dev.</p> <p><b>Others</b></p>	<p>\$5,000-\$10,000 low interest loans than conventional loan interest rates thereafter from local lending sources.</p>

### 3: Promotion

<p><b>3.1: Implement Downtown Snoqualmie brand and website</b></p> <ul style="list-style-type: none"> <li>▪ <b>Brand, tagline, and logo</b> – develop a downtown brand, tagline, logo, and other promotional materials. Incorporate the downtown brand, tagline, and logo into an updated style guide for the city website and collateral materials.</li> <li>▪ <b>Website</b> – update the city website to include pages devoted to downtown activities, features, maps, and promotions along with links to the Snoqualmie Valley Chamber of Commerce, Snoqualmie Valley RR &amp; Museum, Snoqualmie Tribe, and other attractions.</li> </ul>	<p><b>City</b> Economic Dev.</p> <p><b>Others</b> Downtown Merchants Assn.; Snoqualmie Valley Chamber of Commerce; NRM; Outside Seattle; Snoqualmie Tribe</p>	<p>\$5,000 for style guide and other design specs from the Lodging Tax.</p> <p>\$6,500-\$10,000 for website update from Lodging Tax.</p>
<p><b>3.2: Erect Historic District signage on I-5</b></p> <ul style="list-style-type: none"> <li>▪ <b>Park signs</b> – secure WSDOT approval to erect signs promoting city parks (Railroad Park, Snoqualmie Falls Park, Snoqualmie Valley Regional Trail, and Sandy Cove Park) at Snoqualmie Parkway interchange and off-ramps.</li> <li>▪ <b>Historic signs</b> – secured WSDOT approval to erect signs on I-90 EB&amp;WB and on NB SR-18 near exit 25, promoting Snoqualmie downtown historic district.</li> <li>▪ <b>Historic wayfinding signs</b> – secure WSDOT authorization to erect Historic District, Snoqualmie Valley RR &amp; Museum, Railroad Park, Snoqualmie Falls, and Snoqualmie Valley Regional Trail on SR-202 at city limits.</li> </ul>	<p><b>City</b> Planning, Parks, Public Works Departments</p>	<p>\$3.00/square foot of freeway sign for WSDOT one-time charge with future replacement and maintenance by WSDOT = \$10,000 from Lodging Tax.</p> <p>3 historic wayfinding signs for about \$2,000/sign = \$6,000 with installation by Public Works from Lodging Tax.</p>
<p><b>3.3: Erect major downtown gateways</b></p> <ul style="list-style-type: none"> <li>▪ <b>Snoqualmie Bowling Alley mural</b> –App. C includes a draft Request-for-Proposals (RFP), promotional material, and selection criteria for an art mural on the south face of the bowling alley to reflect the historic district potential of Snoqualmie and the downtown.</li> <li>▪ <b>Tokul Road Roundabout</b> – APP. C includes a draft Request-for-Proposals (RFP), promotional materials, and selection criteria for a kinetic sculpture and landscape improvement in the Tokul Road roundabout to reflect the historic attributes of the location.</li> </ul>	<p><b>City</b> Economic Dev.</p> <p><b>Others</b> Arts Commission; WSDOT; Downtown Merchants Assn.; Snoqualmie Tribe</p>	<p>\$10,000 RFP arts competition commission from Lodging Tax.</p> <p>\$15,000 RFP artist competition commission from Lodging Tax.</p>
<p><b>3.4: Erect system of downtown wayfinding signs</b></p> <ul style="list-style-type: none"> <li>▪ <b>Style guide</b> – complete style guide, design specifications, bid documents, and locations for a system of downtown wayfinding signs.</li> <li>▪ <b>Construction and installation</b> – construct and install signs by Public Works following a public bidding process.</li> </ul>	<p><b>City</b> Economic Dev.; Planning</p> <p><b>Others</b> Downtown Merchants Assn.; NRM; Snoqualmie Tribe</p>	<p>\$10,000 final design and bid specs and 12 wayfinding signs at \$1,500-\$2,000 per sign = \$18,000-\$24,000 and 4 directories at \$3,500 each = \$14,000 with installation by Public Works from Lodging Tax.</p>

<p><b><u>3.5 Retain/expand downtown activities</u></b></p> <ul style="list-style-type: none"> <li>▪ <u>Historical walking tour</u> – develop a brochure describing and illustrating the downtown's historic background and architectural landmarks for printing and distribution by downtown stores, the Snoqualmie Valley RR &amp; Museum, and on the city website.</li> <li>▪ <u>Railroad Park children's play structures</u> – App. C includes a Request-for-Proposals (RFP) and selection criteria for whimsical artworks/play structures incorporating railroad themes for a children's play area at the north end of Railroad Park adjacent to the public parking lot across Fir Street.</li> <li>▪ <u>Outdoor sculpture walk</u> – APP. C includes a map with possible display sites, a Request-for-Proposals (RFP), selection criteria, and a Snoqualmie Arts Commission ordinance to establish a downtown outdoor sculpture walk and sales with a 25% Commission fee.</li> <li>▪ <u>Arts Festival</u> – develop a map with possible exhibit and vendor booth sites, a Request-for-Proposals (RFP), selection criteria, and a schedule of activities to establish an annual Snoqualmie Arts Festival themed around Native American Artists or Artworks in the late summer/fall month along with exhibition fees and sales taxes.</li> <li>▪ <u>Farmers' Market</u> – develop a map with possible exhibit and vendor booth sites, a Request-for-Vendors, selection criteria, and a schedule of activities to establish a summer outdoor farmers' market with booth fees and sales taxes.</li> </ul>	<p><b><u>City</u></b> Economic Dev.</p> <p><b><u>Others</u></b> EDC; Downtown Merchants Assn.; Snoqualmie Valley Chamber of Commerce; Snoqualmie Tribe; NRM</p>	<p>\$500 for initial printing budget paid from Lodging Tax.</p> <p>\$25,000-\$50,000 for RFP for design competition and finished artworks/play sculptures using Lodging Tax and contributions.</p> <p>\$10,000 first year budget from Lodging Tax – future years to be partially funded with sculpture sales fee commissions.</p> <p>\$10,000 - \$15,000 first year arts festival budget from Lodging Tax – future years to be partially funded with sales fee commissions and sales tax.</p> <p>\$7,500-\$10,000 first year farmers' market budget from Lodging and sales taxes – future years to be partially funded with booth fees and sales tax.</p>
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#### 4: Design – Guidelines & Regulations

<p><b><u>4.1 Consider Revising downtown zoning districts</u></b></p> <ul style="list-style-type: none"> <li>▪ <u>Amend Chapter 17.20 and 17.55 to consolidate/simplify downtown zoning</u> – to possibly consolidate BR-1 and BR-2 into single BR zone and expanding boundaries to include all pedestrian-oriented downtown areas; and BO zone for downtown areas providing for vehicle parking and drive-up and drive-through access.</li> </ul>	<p><b><u>City</u></b> Planning</p>	<p>Conduct PC/EDC and City Council workshops and public hearings and amend zoning ordinances.</p>
<p><b><u>4.2 Expand BR to include Olmstead Avenue</u></b></p> <ul style="list-style-type: none"> <li>▪ <u>Amend Chapter 17.20 and 17.55 to expand BR to include Olmstead Avenue</u> – drafted ordinance expanding single BR zone to include mixed use development potential of the west side of Olmstead Avenue.</li> </ul>	<p><b><u>City</u></b> Planning</p>	<p>Conduct PC/EDC and City Council workshops and public hearings and amend zoning ordinances.</p>
<p><b><u>4.3 Consider Revising Downtown Historic Retail Overlay</u></b></p> <ul style="list-style-type: none"> <li>▪ <u>Revise Chapter 17.37 Downtown Historic Retail Overlay Zone or amend Chapter 17.20 Zoning and 17.55 Use and Other Regulations</u> – to revise downtown retail requirement to include 20-foot</li> </ul>	<p><b><u>City</u></b> Planning</p>	<p>Conduct PC/EDC and City Council workshops and public hearings and amend zoning ordinances.</p>

depth of all buildings with front doors to include pedestrian-friendly activities to protect the destination viability of the district, and provide equitable standards for all downtown business properties.		
<p><b><u>4.4 Create Downtown Design Overlay Zone and Upgrade Design Standards</u></b></p> <ul style="list-style-type: none"> <li>▪ <a href="#"><u>Establish Downtown Design Overlay Zone</u></a> – to include the BR-1, BR-2, BO and proposed new B-MU districts.</li> <li>▪ <a href="#"><u>Revise Chapter 17.35 Historic Overlay Zones &amp; Landmarks</u></a> – DMP process developed draft ordinance and design manual of design standards with examples for contributing and non-contributing properties to apply within a consolidated BR zoning district or the BR, BO and proposed new B-MU districts.</li> </ul>	<b><u>City</u></b> Planning	Conduct PC/EDC and City Council workshops and public hearings and amend zoning ordinances.
<p><b><u>4.5 Upgrade Sign Ordinance</u></b></p> <ul style="list-style-type: none"> <li>▪ <a href="#"><u>Revise Chapter 17.75 Signs</u></a> – DMP process developed draft ordinance consolidating all sign requirements citywide and downtown, and created sign design manual of design standards with examples of each type of sign and lighting option.</li> </ul>	<b><u>City</u></b> Planning	Conduct PC/EDC and City Council workshops and public hearings and amend zoning ordinances.

## 5: Design – Traffic & Parking

### 5.1 Realign Railroad Avenue parking

- [Widen the sidewalk in front of the retail stores](#) - from the existing 7-8 feet to a minimum 12 foot standard downtown retail walkway width with 2 feet of store entry buffer and 2 feet of curbside buffer or an effective walking area of 8 feet to improve pedestrian safety and allow for standard downtown walkway functions and amenities. Retain parallel parking for now but design improvements in anticipation of parking be reconfigured to provide 45-degree angled back-in parking eventually.
- [Enter into long term agreement with the Northwest Railway Museum NRM](#) – to trade or purchase the NRM property along the west side of Railroad Avenue/SR-202 between King St. and River St. to allow the construction of relocated moving traffic lanes and a 45-degree angled back-in parking aisle on the east side of Railroad Avenue/SR-202 in front of the storefronts and the retention of 45-degree back-in angled and parallel parking in front of the memorial trees and totem pole on NRM property. The NRM may trade their property for the siding track property that runs through Railroad Park that used to provide passenger train loading at the depot. This portion of Railroad Park is not usable for park purposes, and would alleviate congestion in and around the depot during major train events. The proposed Railroad Park loading platform/picnic shelter could be used as the loading platform.

**City**  
Mayor;  
City Administrator;  
Planning;  
Public Works

**Others**  
NRM;  
WSDOT

EDA project funding reconfiguration.

Complete negotiations and property swap with SVRR&NWRRM under terms that allow WSDOT approval for expansion of parking on Railroad Avenue.

<p><b>5.2: Install angle parking and sidewalk improvements on Falls Avenue</b></p> <ul style="list-style-type: none"> <li>▪ <u>EDA infrastructure project</u> – reconfigure Falls Avenue to provide 17-foot 45-degree parking, two 10-foot traffic lanes, 8-foot parallel parking on the east side, and 7.5-foot sidewalks on the both sides. Could forego parking on the east side in front of the brewery and newspaper office to increase the sidewalk to provide 15-feet of walkway. Install paving, street trees, benches, trash, and other amenities in the new walkway spaces.</li> </ul>	<p><b>City</b> Planning; Public Works <b>Others</b> Downtown property and business owners</p>	<p>EDA project funding reconfiguration.</p> <p>Conduct PC/EDC and City Council workshops and public hearings and amend parking ordinance. Developers to provide or pay fee-in-lieu of future ROW and angle parking expansion.</p>
<p><b>5.3: Install angle parking on Maple Avenue</b></p> <ul style="list-style-type: none"> <li>▪ <u>Install 45-degree angle parking</u> on one side and parallel parking on the other side of Maple Avenue from King to River Street to increase parking capacity in support of Woodman's Lodge, the proposed mixed-use project, and other potential commercial uses in the west side business district. Reconfigure with permanent new curb lines, street tree plantings, and other improvements at the King and River Street intersections.</li> </ul>	<p><b>City</b> Public Works <b>Others</b> Maple Avenue property and business owners</p>	<p>Accomplish demonstration reconfiguration with street funds for painting and cones</p> <p>Cost to be determined – eventually requiring city street funds</p>
<p><b>5.4 Develop new public parking facilities and improve existing parking facilities</b></p>	<p><b>City</b> Planning Public Works</p>	

## 6: Design – Trails & Parks

<p><b>6.1: Connect downtown to regional trails</b></p> <ul style="list-style-type: none"> <li>▪ <u>Negotiate with property owner to acquire easement or title access to the extension of the Snoqualmie Valley Trail across the mill site</u> - through the property on or adjacent to the original CMSP&amp;P trail corridor to provide a continuous and high quality connection of the north segment at Tokul Road and the south segment at Reinig Bridge.</li> <li>▪ <u>Support King County efforts</u> – to construct the multipurpose hike, bike, and horse regional Snoqualmie Valley Trail segment from Tokul Road through Weyerhaeuser property to Reinig Bridge.</li> <li>▪ <u>Negotiate with property owner to acquire easement or title access to the former Borst Lake railroad spur line</u> - from the Snoqualmie Valley Trail at the Weyerhaeuser mill site powerhouse and around the north bank of Borst Lake and across Mill Pond Road to the north bank and original abutment of the railroad trestle bridge over the Snoqualmie River.</li> <li>▪ <u>Design and initiate funding for the Borst Lake multipurpose hike and bike trail and suspension bridge (using Vancouver Parks Department's Capilano Suspension Bridge as a prototype)</u> - from the Snoqualmie Valley Trail at the Mill Site powerhouse around Borst Lake across Mill Pond Road and the Snoqualmie River to Railroad Avenue/SR-202 then north under the SR-202 bridge to connect to Snoqualmie Falls</li> </ul>	<p><b>City</b> Mayor City Administrator Planning Parks Public Works <b>Others</b> Property Owner; Snoqualmie Tribe; King County; NRM</p>	<p>King County Open Space and Trail Levy to fund trail projects.</p> <p>Use portion of \$500,000 set aside from Quadrant for trail improvements.</p> <p>Balance will require 50/50 RCO matching grant for any acquisition, trail, and suspension bridge development from city trail and street funds.</p>
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<p>and the Snoqualmie Parkway and Centennial Trails, and south to Falls Avenue and the proposed Riverwalk.</p> <ul style="list-style-type: none"> <li>▪ <u><a href="#">Continue Discussions with King County and the Snoqualmie Tribe to open the south end of the SLS&amp;S track</a></u> - from the Preston-Snoqualmie Trail viewpoint of Snoqualmie Falls south past the Falls and PSE generator to connect with the Snoqualmie Parkway and Centennial Trails, and the Borst Lake extension across the Snoqualmie River to the Snoqualmie Valley Trail.</li> <li>▪ <u><a href="#">Support King County efforts</a></u> – to complete a rails-to-trail conversion of the SLS&amp;S track from the viewpoint to the Falls, then alongside the existing track to the Snoqualmie Parkway and Centennial Trails in a manner that continues to allow the operation of the SVRR&amp;NWRRM excursion train rides past the Falls.</li> </ul>		
<p><b><u>6.2: Construct Riverwalk and refurbish Sandy Cove Park</u></b></p> <ul style="list-style-type: none"> <li>▪ <u><a href="#">Extend a Trail along Snoqualmie River into and around the downtown</a></u> –as a formal walkway past Fir Avenue, then as a boardwalk or “Riverwalk” along the east side of the Falls Avenue extension to King Street, then behind the Snoqualmie Brewery and other buildings to Park Street and on to River View Park. If feasible, incorporate the Riverwalk into a hardened “riverbank” to provide existing downtown properties and buildings protection from continuing river erosion.</li> <li>▪ <u><a href="#">Refurbish Sandy Cove Park</a></u> – initiate design to construct a natural amphitheatre or special event staging area with access to the Riverwalk and King Street furnishing the space with power, sound, light, and other supporting improvements.</li> <li>▪ <u><a href="#">Construct overlooks of the river</a></u> – initiate design to construct access viewpoints to rear door or storefront access from the Riverwalk to existing or proposed building constructions on the backside of Falls Avenue.</li> <li>▪ <u><a href="#">Construct a public people place and multipurpose pavilion</a></u> – initiate design to construct a people place at the intersection of King Street and Falls Avenue overlooking Sandy Cove Park to include a pavilion in a design typical of the period and complimenting the proposed train platform/picnic shelter structure in Railroad Park possibly incorporating a covered glass or transparent roof, catering kitchen, and public restrooms.</li> </ul>	<p><b><u>City</u></b> Planning Parks Public Works <b><u>Others</u></b> Downtown property and business owners; Snoqualmie Tribe</p>	<p>Fund design work with portion of \$500,000 set aside from Quadrant for trail improvements.</p> <p>Explore use of grant funds for acquisition and construction (such as 50/50 RCO matching grant; KCD, KC Flood Control District for trail/boardwalk with city portion of matching grant possibly from LID or PBIA of downtown properties.</p>
<p><b><u>6.3: Redevelop Railroad Park</u></b></p> <ul style="list-style-type: none"> <li>▪ <u><a href="#">Expand the paved multipurpose plaza</a></u> – initiate design to expand the plaza across from the depot and in front of Smokey Joe’s Tavern with brick pavers in a formal design complimenting the railroad’s linear lines.</li> <li>▪ <u><a href="#">Construct a new multipurpose pavilion</a></u> – initiate a design typical of the period possibly incorporating a waiting platform as a speakers and</li> </ul>	<p><b><u>City</u></b> Mayor City Administrator Planning Parks Public Works <b><u>Others</u></b></p>	<p>Fund design work with portion of \$500,000 set aside from Quadrant for trail/plaza improvements and/or from Lodging Tax proceeds and donations from SVRR&amp;NWRRM.</p>

<p>performers stage, covered glass or transparent roof, roll-up windows and siding doors to expand in/outdoor use potentials, hanging photo panels with interpretive information, with catering kitchen and restrooms at the end of the structure.</p> <ul style="list-style-type: none"> <li>▪ <u>Plant a formal garden</u> – plant roses, rhododendrons, and other native materials along the west property line on the alley right-of-way and in place of the existing picnic shelter to buffer the residential uses and increase the formality of the space.</li> <li>▪ <u>Install a children's playground</u> – complete RFP design competition (see task 1.1) incorporating play equipment and play artworks that reflect railroad trains, equipment, and other structures at the north end of the park across from the parking lot.</li> <li>▪ <u>Install a security barrier or artwork fence</u> – along the west side of the railroad right-of-way to prevent pedestrians from crossing or congregating on the railroad tracks providing an opening for passenger loading from the train platform during major events.</li> <li>▪ <u>Plant street trees</u> – as a demonstration along the west property line and around the paved activity areas to formally define the spaces and compliment the street tree definition to be provided on Railroad Avenue through the downtown core.</li> </ul>	<p>NRM; Downtown property and business owners; Snoqualmie Tribe</p>	<p>Fund construction with combination 50/50 RCO matching grant with city portion coming from Lodging Tax proceeds and donations from Snoqualmie Valley RR &amp; NWRR Museum and other parties.</p>
<p><b>6.4: Create Snoqualmie Town Commons</b></p> <ul style="list-style-type: none"> <li>▪ <u>Acquire the remaining residential properties in the north end of the Maple/Olmstead Avenue triangle</u> – negotiate first-right-of-refusal as the current property owners may desire to purchase through title or life estate procedures to allow the eventual consolidation and development of Snoqualmie Town Commons.</li> <li>▪ <u>Expand Maple and Olmstead Avenue right-of-way</u> – as property acquisitions or agreements allow, into the triangle to allow the eventual development of angled 45 degree front-in on-street parking to serve the Commons, City Hall, and surrounding retail activities.</li> <li>▪ <u>Relocate the Railroad Park gazebo</u> – into the center of the green space (temporarily to the east end of King Street overlooking Sandy Cove Park) to be framed by Maple and Olmstead Avenues, and the newly constructed City Hall. Install power, lighting, sound, benches, paving, and other furnishings to support special events and activities.</li> <li>▪ <u>Plant street trees</u> – completely around the triangle to formally define the space and compliment the street tree definition to be provided Railroad Avenue through the downtown core.</li> </ul>	<p><b>City</b> Mayor City Administrator Planning Parks Public Works <b>Others</b> West side property and business owners; NRM</p>	<p>Possibly fund acquisition with King Co. FCD, FEMA or RCO grants. Fund construction with combination 50/50 RCO matching grant with city portion coming possibly from Lodging Tax proceeds, REET and/or donations from other parties.</p>

## 7: Design – Streetscape

<p><b>7.1: Enhance King Street/Falls Avenue streetscape</b></p> <ul style="list-style-type: none"> <li>▪ <u>Revise traffic controls</u> – design and construct as part of EDA infrastructure project smaller turning lanes,</li> </ul>	<p><b>City</b> Planning Parks</p>	<p>EDA project funding reconfiguration of King Street between Railroad</p>
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<p>extended curbs into the pavement area, wider crosswalks, and other traffic calming and channeling measures to manage traffic flow on King Street at Railroad and Falls Avenue.</p> <ul style="list-style-type: none"> <li>▪ <b><u>Reconfigure the streetscape</u></b> –extending the sidewalk or walkway paving or a crosswalk pattern across the street pavement especially at intersections, raising the crosswalks to walkway heights, and installing removable bollards for traffic control during special events.</li> <li>▪ <b><u>Install pedestrian-friendly furnishings</u></b> – including a coordinated system of street lights, directory kiosks and wayfinding signage, benches, waste receptacles, newspaper stands, bike racks, and other people-oriented furniture.</li> <li>▪ <b><u>Install landscaping</u></b> – including street trees, ground cover, and seasonal flowers in swales, green strips, and planter boxes with cisterns and other stormwater collection and watering systems under a “green street” planting concept.</li> <li>▪ <b><u>Install artworks</u></b> – using a competitive design jury process to select local artist works to display on sale consignment at select places along King Street and Falls Avenue for 1 year intervals – see task 1.1 RFP outdoor sculpture artworks competition.</li> <li>▪ <b><u>Provide public restrooms</u></b> – incorporating public restrooms into the proposed overlook structure at Sandy Cove Park and train platform/picnic shelter in Railroad Park (see tasks 6.2 and 6.3) to include skylights, stainless steel fixtures, concrete surfaces, and other features of low maintenance and durable materials.</li> <li>▪ <b><u>Install gateways and directional signs</u></b>– per tasks 3.3 and 3.4.</li> </ul>	<p>Public Works <b><u>Others</u></b> Downtown property and business owners; NRM; Snoqualmie Tribe</p>	<p>and Falls Avenue, and Falls Avenue.</p> <p>Cost to expand west on King Street from Railroad to Maple/Olmstead will require city street funds with possible LID or PBIA and possible partnership with NRM</p>
<p><b><u>7.2: Extend streetscape improvements throughout downtown</u></b></p> <ul style="list-style-type: none"> <li>▪ <b><u>Construct permanent improvements</u></b> – including curb extensions and crosswalks, street trees, wayfinding signage, decorative street furnishings, and utility improvements within the downtown area <b><u>including Falls, Maple, and Olmstead Avenues, and King and River west of Railroad; eventually also Fir, Newton, Beta, and Delta Streets.</u></b></li> <li>▪ <b><u>Relocate transit stop</u></b> – from northwest corner of Railroad and King Street into the extended curb areas on Railroad Avenue/SR-202 at Newton Street including route signage, directories, transit stops, shelters, and service schedules and routings.</li> </ul>	<p><b><u>City</u></b> Planning Public Works Parks <b><u>Others</u></b> WSDOT; Metro Transit; Downtown property and business owners</p>	<p>Permanent improvements will eventually require funding from city street funds and possibly WSDOT.</p> <p>Budget for extending curb at Newton Street and installing transit furnishings may be shared between city street funds and Metro.</p>

## 8: Design – Development Projects

### 8.1: Issue RFP for King Street property mixed use project

- **Resolve property boundaries and area** – complete negotiation with Mike Kirkland concerning

<p><b><u>City</u></b> Mayor Council</p>	<p>\$25,000 for consultant services for RFP development and process</p>
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<p>swapping a portion of 60-foot city-owned right-of-way between the 40-foot unnamed street right-of-way and bowling alley parcel for right-of-way to construct an extension of Falls Avenue around north side of bowling alley to connect to Railroad Avenue to accommodate the use of Falls Avenue north of King Street for an access drive and public parking.</p> <ul style="list-style-type: none"> <li>▪ <b><u>Complete redevelopment solutions for the property</u></b> – draft concepts that redevelop the property under alternative scenarios with ground floor retail, and upper floor office, lodging, or mixed market rate income housing, with 20-30-foot setbacks for public people activity spaces on King Street and Falls Avenue, and on-street parking on Falls Avenue.</li> <li>▪ <b><u>Finalize economic feasibility of the preferred concepts</u></b> – resolve final land values, construction costs, indirect development costs – and the impact of direct and indirect incentives including property write-down, low interest development loans, and development heights and setbacks.</li> <li>▪ <b><u>Address development parameters</u></b> – i.e. resolve parking and loading area requirements, height and lot coverage allowances, design aesthetics, and urban amenities.</li> <li>▪ <b><u>Conduct public hearings and approve a pre-packaged plan solution</u></b> – including appropriate property-specific development agreements, design guidelines, and SEPA documents.</li> <li>▪ <b><u>Issue competitive request-for-proposal (RFP)</u></b> –governing the sale and redevelopment of the property for the preferred and pre-approved design/develop solution.</li> <li>▪ <b><u>Judge proposals</u></b> – by fixing the asking price for the property and ranking proposals on design and development merits and beneficial impacts on the property and the downtown's development opportunities.</li> <li>▪ <b><u>Award project</u></b> – City Council, following public hearings and review procedures, may award or reject the proposal ranked to have the most design merit and beneficial development impacts on the property and downtown.</li> </ul>	<p>City Administrator Planning Public Works Parks</p> <p><b><u>Others</u></b> Downtown Merchants Association; Downtown property and business owners; NRM; Snoqualmie Tribe</p>	<p>management; proposal evaluation.</p> <p>Honorariums for 2 contestants \$5,000 each = \$10,000</p> <p>Total = \$35,000, to be recovered from successful developer in add-on to property purchase price.</p>
<p><b>8.3: Issue RFO/RFP for Planning Office</b></p> <ul style="list-style-type: none"> <li>▪ <b><u>Complete reuse and redevelopment solutions for the property</u></b> – accounting for concepts that may convert the bank building and develop another building on the existing surface parking lot on Railroad Avenue/SR-202 frontage with ground floor retail under different designs and use scenarios.</li> <li>▪ <b><u>Finalize the economic feasibility of the preferred concepts</u></b> – including land value, construction costs, indirect development costs – and the impact of direct and indirect incentives including property purchase write-downs or long-term lease, low interest development loans, and building heights and lot coverage.</li> </ul>	<p><b><u>City</u></b> Mayor Council City Administrator Planning Public Works Parks</p> <p><b><u>Others</u></b> Downtown Merchants Association; Downtown property</p>	<p>Honorariums for 2 contestants \$5,000 each = \$10,000</p> <p>Total = \$10,000 to be recovered from successful developer in add-on to property purchase price.</p>

<ul style="list-style-type: none"> <li>▪ <u>Resolve development parameters</u> – including parking and loading area requirements, height and lot coverage allowances, design aesthetics, and urban amenities.</li> <li>▪ <u>Conduct public hearings and approve a pre-packaged plan solution</u> – including appropriate property-specific development agreements, performance design criteria, and SEPA documents.</li> <li>▪ <u>Issue a competitive request-for-proposal (RFP)</u> –governing the sale or long term lease and redevelopment of the bank building and frontage property for the preferred and pre-approved design/develop solution.</li> <li>▪ <u>Judge proposals</u> – by fixing the asking price or lease for the building and/or property and ranking proposals on design merits and beneficial impacts on the property and the downtown's development opportunities.</li> <li>▪ <u>Award project</u> – City Council, following public hearings and review procedures, may award the project to the proposal ranked to have the most design merit and beneficial development impacts on the property and downtown – or reject all proposals to start again if the quality is not up to Council standards and expectations.</li> </ul>	and business owners; NRM; Snoqualmie Tribe	
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**events**

Jan 24, 2009  
CHOCIES: Using Credit Wisely at Gail Borden Public Library

Jan 26, 2009  
Patriotic Movie: "National Treasure: Book of Secrets" (2007) (PG) at Gail Borden Public Library

Jan 27, 2009  
Downtown Tech Blender at Downtown Neighborhood Association

Feb 14, 2009  
The Spinners at Hemmens Cultural Center

Mar 14, 2009  
Barage at Hemmens Cultural Center

More >>

**visitors**

**residents**

**businesses**

SEARCH

**Businesses**

Al's Cafe & Creamery  
Azteca De Oro Restaurant  
Bangkok House  
Burger King  
Camaroncito Loco  
Centre Cafe  
Domino's Pizza  
Dunkin Donuts

Map Satellite Hybrid  
Map Overview Legend

Category A - Z Help

Restaurants

Al's Cafe & Creamery  
Azteca De Oro Restaurant  
Bangkok House  
Burger King  
Camaroncito Loco  
Centre Cafe  
Domino's Pizza  
Dunkin Donuts

HOME LIVE WORK ENJOY GETTING HERE EVENTS RESOURCES ABOUT DNA SEARCH

Map Satellite Hybrid  
Map Overview Legend

Category A - Z Help

Restaurants

Al's Cafe & Creamery  
Azteca De Oro Restaurant  
Bangkok House  
Burger King  
Camaroncito Loco  
Centre Cafe  
Domino's Pizza  
Dunkin Donuts  
El Faro  
Elgin Public House

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HOME LIVE WORK ENJOY GETTING HERE EVENTS RESOURCES ABOUT DNA CONTACT US SITE MAP JOIN OUR MAILING LIST  
Elgin is an Illinois and National Main Street Community. © Downtown Neighborhood Association

## Website outreach

### Downtown Elgin OnLine

The Downtown Elgin Association (DNA) of Elgin, Illinois has developed an interactive website that employs low-cost and no-cost tools to provide online services to provide promotional information, directories, schedules, and other materials to interested downtown residents, customers, and tourists.

DNA redesigned their website to rely on free and inexpensive online communications to connect with as many people as possible. Blogs, online calendars, Facebook, Flickr, and others are tools that young adults use to communicate every day.

By incorporating these tools into the DNA website, the downtown reached a generation of customers that it would not effectively reach otherwise. And, DNA found that as young adults became knowledgeable of what the downtown had to offer, they also became interested in working the DNA on downtown development and promotional issues.

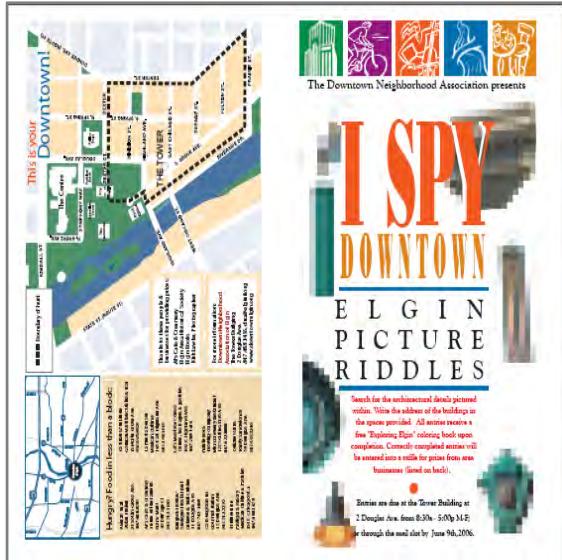
Some of the low and no-cost tools the DNA website uses include:

- Google's YouTube for video sharing,
- Google's CommunityWalk tool for its interactive business directory and downtown map,
- Google's Blogger blog creation and hosting tool,
- Facebook's social networking site (which is similar to MySpace),
- Yahoo's Flickr photo management and sharing tool
- Twitter updates for micro-blogging text messages via e-mail, phone, and blackberry

In addition, DNA sends a weekly "Top 10" e-blast to subscribers about what is going on downtown each week.

All of these tools do different things and reach different publics in different ways. The objective is to use a wide variety of media channels to reach as many different audiences as possible. In the tech-savvy world, this means creating e-newsletters, updating the website, and posting images on Flickr that connect with someone on purpose or even randomly.

The emerging truth about the internet is that you need to use as many tools as possible to capture browsers who may be looking for your site or be captivated enough to explore further.



Some of the other advantages of these tools is that they can cross share information. Google CommunityWalk, for example, pastes data from an Excel spreadsheet to create an online interactive map that uses icons to display all the destinations. Visitors can click on the icons for more information and directions.

YouTube videos, logos, images, and descriptions are listed alongside the maps to allow further information from each business's own websites. YouTube also transports videos from the business website for play directly on the DNA website on a "Video Bar". The Video Bar has small thumbnails of the videos that allow website viewers to watch on the site rather than going to YouTube.com to see them.

YouTube is free, and many Main Street programs use it to promote the downtown, events, volunteer programs, and virtually everything else.

DNA also uses Constant Contact to create low-cost e-blast e-newsletters. The e-blast creates an instant connection with downtown subscribers and enables DNA to keep up a relationship with its membership and customers.

Not all DNA website content is devoted to instant communication. The site also provides pages devoted to persons and businesses interested in working or investing in the downtown, or living in the city including links to the local realtor's multi-lists of available properties and services.

Finally, the site also incorporates I Spy - a map of downtown historical sites and walking tours along with a picture riddle for youth and adults that highlights architectural features of interest and significance.

[www.downtownelgin.org](http://www.downtownelgin.org)

## Website - downtown promotional materials

### Illinois Historic Preservation Agency (IHPA)

Architecture and history are important ingredients of any downtown revitalization. So to, is the ability to educate, promote, and entertain the general public including residents as well as tourist, of the heritage and entertainment value such assets provide to the downtown and community-at-large.

The Illinois Historic Preservation Agency created the website "Build Your Own Main Street" link to provide a fun website for kids of all ages who want to build models of actual historical buildings found in Illinois Main Street towns.

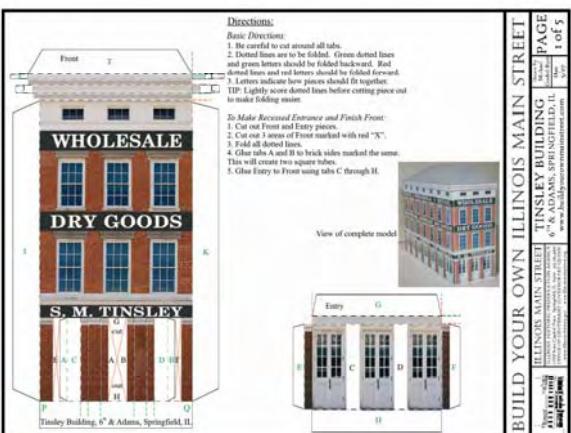
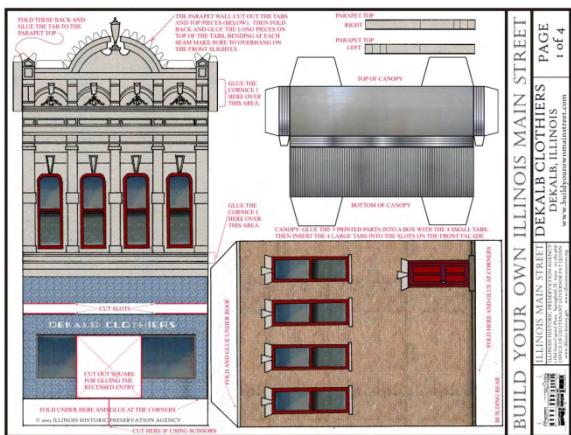
The on-site model catalogue provides historical information about each building along with descriptions of the original architect, owner, and progressive occupants. Each model can be downloaded at HO-scale (model railroad) as a pdf file complete with coloring, details, and historical information.

A coloring book version downloads each model without color to kids of all ages can make their own versions.

The website provides educational information as it provides entertainment and promotional materials about the downtowns from which the buildings are taken.

In addition, the site also provides information about the IHPA's historic sites, preservation services, financial and tax incentives, and other Main Street programs.

[www.illinoishistory.gov/ps/construct\\_mainstreet.html](http://www.illinoishistory.gov/ps/construct_mainstreet.html)






## Downtown revitalization programs

### National Trust for Historic Preservation Main Street Program

**The National Trust Main Street Center** - is a program of the National Trust for Historic Preservation. The National Trust developed its pioneering Main Street approach in the 1970s to commercial district revitalization, an innovative methodology that combines historic preservation with economic development to restore prosperity and vitality to downtowns and neighborhood business districts.

The Center advocates a comprehensive approach that rural and urban communities can use to revitalize traditional commercial areas through historic preservation and grassroots-based economic development. It has created a network of more than 40 statewide, citywide, and countywide Main Street programs with more than 1,200 active Main Street programs nationally.

The Center has led the preservation-based revitalization movement by serving as the nation's clearinghouse for information, technical assistance, research, and advocacy. Through consulting services, conferences, publications, membership, newsletter, and trainings, it has educated and empowered thousands of individuals and local organizations to lead the revitalization of their downtown and neighborhood commercial districts.

The underlying premise of the Main Street approach is to encourage economic development within the context of historic preservation in ways appropriate to today's marketplace. The Main Street Approach advocates a return to community self-reliance, local empowerment, and the rebuilding of traditional commercial districts based on their unique assets: distinctive architecture, a pedestrian-friendly environment, personal service, local ownership, and a sense of community.

The Main Street 4-Point Approach encompasses work in 4 distinct areas - Design, Economic Restructuring, Promotion, and Organization - that are combined to address all of the commercial district's needs.

- **Design** - enhances the unique visual qualities of downtown by addressing elements that create an appealing physical environment.
- **Economic Restructuring** - strengthens downtown's existing assets while finding ways to fully develop its market potential.



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About the Division

Events

**Downtown Revitalization**

Since 1984, the State Downtown Revitalization/Main Street Program has been helping communities revitalize the economy, appearance, and image of their downtown commercial districts using the successful Main Street Approach™. Main Street is a comprehensive, incremental approach to revitalization built around a community's unique heritage and attributes. Using local resources and initiative, the state program helps communities develop their own strategies to stimulate long term economic growth and pride in the heart of the community – downtown.

For more information, contact Susan Kempf at (360) 725-4056.

**WHAT'S NEW**

- SAVE THE DATE**  
23rd Annual Downtown Revitalization Training Institute  
April 29 - May 1, 2009 in Vancouver, WA
- AWARD NOMINATION INFORMATION**  
Nominate a project for the "Excellence in Downtown Revitalization Awards".  
(Nominations due January 26, 2009)
- DOWNTOWN REVITALIZATION TIER SYSTEM LIST**  
If you are not currently a Tier System member and would like additional information, please go to the "Services" page.

- **Promotion** - creates excitement, reinforces and markets a positive image to customers, potential investors, new businesses, local citizens, and visitors based on the unique attributes of a downtown district.

- **Organization** - builds consensus and cooperation between the many individuals and groups who have a role in the revitalization process.

The philosophy and the 8 Guiding Principles behind this methodology make it an effective tool for community-based, grassroots revitalization efforts.

The Main Street approach is also incremental; it is not designed to produce immediate change. Because they often fail to address the underlying causes of commercial district decline, expensive improvements, such as pedestrian malls or sports arena, do not always generate the desired economic results. In order to succeed, a long-term revitalization effort requires careful attention to every aspect of downtown - a process that takes time and requires leadership and local capacity building.

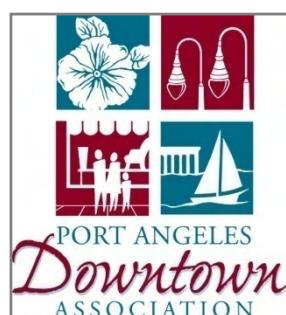
#### **The Washington State Downtown Revitalization/Main Street Program (WSMP)**

**The Washington State Downtown Revitalization/Main Street Program (WSMP)** - has been helping communities revitalize the economy, appearance, and image of downtown commercial districts using the Main Street Approach since 1984.

The state program helps communities develop their own strategies to stimulate long term economic growth and pride in the heart of their community - downtown. The WSMP provides access to information, help getting focuses, and community support and guidance to individuals and organizations interested in downtown revitalization. It also serves as a general clearinghouse for the latest tools and techniques in downtown development. General information, project development assistance information, and audio-visual and resource materials are also available.

The WMSP offers a tiered approach to participation:

- **Downtown Affiliate Level** - is for communities just beginning to explore downtown revitalization. Affiliate communities have access to the library, information exchange, telephone consultations, limited technical assistance, awards program and a discount to various training events. Communities



of all sizes are eligible and may join at any time by completing a brief application.

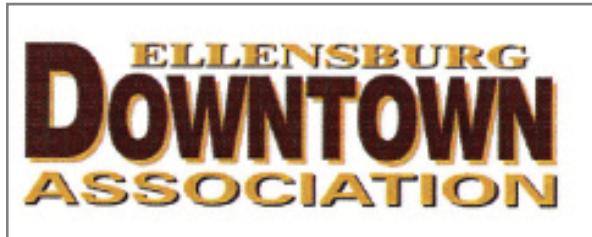
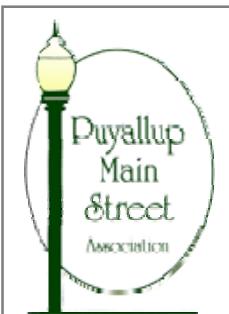
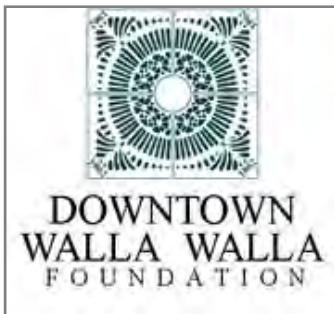
- **Start-Up Level** - is for communities exploring the possibility of future Main Street designation. Services help communities build an appropriate organization and funding base to start a comprehensive downtown program, as well as help prepare for the Main Street application process. Participation does not guarantee selection as a designated Main Street community, but it can help strengthen revitalization efforts. Communities participating at this level submit "Letters of Interest" and may be invited when WSMP resources permit. This level is dependent on space available basis using specific eligibility and threshold criteria.

- **Main StreetTM Designation Level** - is for communities that have a population less than 100,000 with a high degree of commitment and readiness towards using the Main Street Approach in a traditional downtown setting. A full-range of assistance is provided to communities at this level, from intensive services to meet the needs of newly designated communities to services that help mature programs maintain focus and effectiveness. Designated Main StreetTM programs work to develop the critical tools needed to undertake comprehensive downtown revitalizations. Applications prefer communities completing Start-Up Level designation and are available as space and WMSP resources permit.

**Main Street Tax Credit Incentive Program** - is a new incentive program that provides a Business & Occupation (B&O) tax credit or Public Utility Tax (PUT) credit for private contributions given to eligible downtown commercial district revitalization organizations or to the CTED Main Street Trust Fund for downtown commercial district revitalization efforts.

A business may receive a credit for 75% of the value of a contribution made to an eligible downtown commercial district revitalization program. Business may take advantage of the tax credit up to \$250,000 per calendar year. An individual downtown commercial district can receive tax credit contributions up to \$100,000 per calendar year. A total of \$1,500,000 in credits may be used per calendar year on a statewide basis.

**Community Empowerment Zones (CEZ)** - is a competitive program intended to spur neighborhood revitalization and reinvestment. To receive state CEZ designation, a jurisdiction must identify target neighborhoods, undertake a

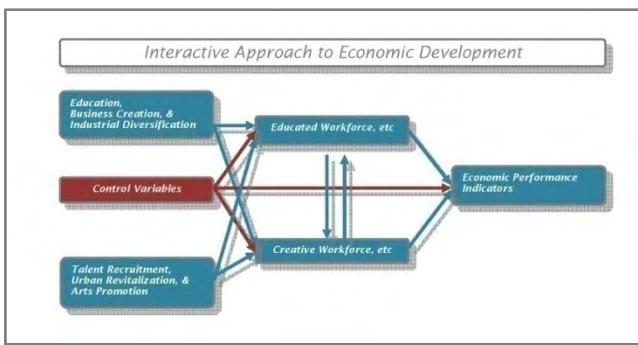


planning and public involvement process, and adopt a 5-year plan to guide resource investments.

The CEZ designation enables qualified businesses to apply to the Department of Revenue for sales tax deferrals and business and occupation tax credits for a variety of projects - see Chapter 43.31C of the RCW).

Existing CEZs are located in Bremerton, Seattle, Spokane, Tacoma, King County (White Center), and Yakima.

[www.mainstreet.org](http://www.mainstreet.org)  
[www.downtown.wa.gov](http://www.downtown.wa.gov)  
[www.cted.wa.gov/site/62/default.aspx](http://www.cted.wa.gov/site/62/default.aspx)



## Entrepreneurial retention/outreach The Creative Workforce

**Educated Workforce** - traditional economic development programs have concentrated on the "Educated Workforce" - or the level of education and training that has been achieved by the population within the area being promoted.

New business outreach focuses on companies who need or desire the characteristics that the local educated workforce has achieved - tending to attract businesses that match those that have been attracted before.

Outreach efforts tend to focus on existing companies that are located elsewhere rather than on creating new start-up companies from individuals who currently reside in the area.

The traditional focus is effective - a local community best markets and attracts new residents and businesses based on its past performance.

**Creative Workforce** - some contemporary economic theorists propose there is another attribute that contributes to an area's development - the "Creative Workforce" - or populations that have acquired and exhibit skills and experience in creative professions - arts, engineering, architecture, technology - that allow them to locate where ever they choose rather than be bound by traditional employment restrictions.

The creative workforce is also very entrepreneurial, tending to work on their own or start their own business enterprises. According to this theory (The Rise of the Creative Class, Richard Florida), the creative workforce values individuality, exhibits little loyalty to companies or geographies, and flocks to regions that provide high levels of technology, talent, and tolerance.

Investments to attract these high mobile workers are much more beneficial to a city's ultimate development than offering incentives to attract businesses. An area must build its pool of creative workers, and businesses will form or come as a result.

Creative workforce members were asked what they looked for in a city or on what they base their location decisions responding "quality of place - particularly natural, recreational, and lifestyle amenities." Austin and Seattle, for example, have invested heavily in bike paths, parks, and water recreation. Both cities also possess significant



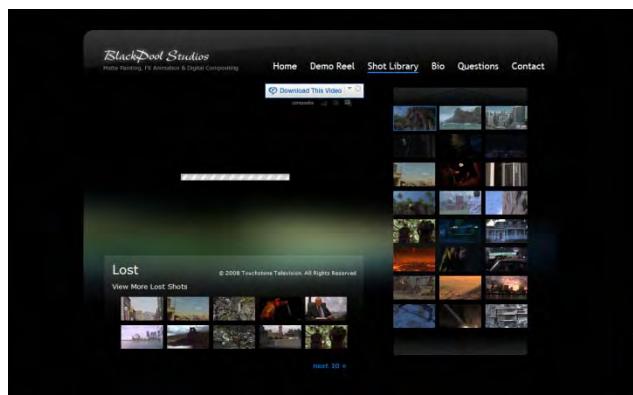
architectural heritage and traditions, cultural and performing arts, sports complexes, a variety of housing choices, and higher educational facilities.

The Atlanta Chamber of Commerce tested this theory in the late 1990s launching its "Atlanta Smart City" campaign to import talent. The Chamber discontinued the campaign in 2003 as a result of a poor economy and somewhat from a difficultly measuring the program's affects.

The Atlanta Chamber's emerging campaign remains focused on creative talent, but emphasizing the development of locally fostered creative talent by providing entrepreneurship support and funding.

Business support and funding, in fact, is likely to be as important in retaining or attracting the creative workforce as quality of place. New businesses, for example, often fail in the first years due to lack of business planning (or experience), start-up capital, and the unavailability of low cost facilities.

Under this hypothesis - a city should sell itself to its own residents first, and, when the business thrives, its local talent might show more loyalty to the city and stay on to develop a local creative workforce than efforts to attract it from elsewhere.



**BlackPool Studios** - is an example of a footloose creative workforce entrepreneur. The company (Eric Chauvin) is a visual effects facility specializing in matte painting and digital compositing for feature film and television. The company has created thousands of digital matte shots for everything from independent films to Hollywood blockbusters to hit television series.

Eric received his Masters degree from California State University in Fullerton and began working for Steven Spielberg's Industrial Light & Magic. Eventually, Eric decided to strike off on his own, moving to Bow, a rural community in Skagit County, Washington, to start BlackPool Studios.

Since then, Chauvin has been nominated for 8 Emmy awards, winning 2. Some of the films Chauvin has worked on include Star Wars (special edition in 1996, Elf, War of the Worlds, Mission Impossible 3, and Get Smart.

BlackPool has attracted local interest, and a significant portion of the website includes responses to questions asked by like-interested local resident talent.

[www.blackpoolstudios.com](http://www.blackpoolstudios.com)

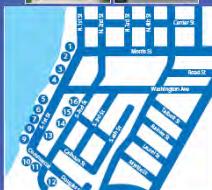


## WALKING TOUR

La Conner Sculpture Exhibition



La Conner Outdoor Sculpture Exhibition  
November 2008 to November 2009



1. Crossing Point	NWSSA	Town Collection
Concrete Cobey square	Aaron Haba	\$20,000
2. December	Aaron Haba	
3. Rosary Bead	Bernard Hoyer	Town Collection
4. Nature at Work	Maureen Hope Wall	\$2,600
5. Pridelodge	Ress Niemi	Town Collection
Stainless steel aluminum Washington St.-end		
6. Disrupt	Rock Holland	\$5,600
Fabricated steel		
7. All That Ends a Bag of Rocks	Mary Coors	\$1,000
8. Rock & Rocks	Sturley Erickson	\$2,800
9. Rock Ladder	Bill Matheson	Bronze
10. Spirit Wheel	Kevin Paul	Town Collection
Cedar		
11. A Tree for Soil	Arne Garsborg	Maple Hall
Soil		
12. Eye of the Beholder	Pam Hom	Maple Hall
Found steel Town Hall		
13. The Fisherman/Mother	Polly Purvis	Mixed media
14. Sculpture	Lloyd Whamrell	\$10,000
Bronze & Texas Ironstone		
15. Could you have been her	Michael Anderson	Italian Travertine
M.J. Anderson		505 S. First
16. Promise	Michael Decker	Steel, colored vinyl, aluminum
Steel, colored vinyl, aluminum		\$3,200

To purchase sculpture, please contact:  
John Doyle, Town Administrator  
P.O. Box 401, 204 Douglas St.  
La Conner, Washington 98257  
Phone: (360) 466-3125, Fax: (360) 466-3901  
E-mail: [administrator@townoflaconner.org](mailto:administrator@townoflaconner.org)  
[www.townoflaconner.org](http://www.townoflaconner.org)

## Artworks

### La Conner Outdoor Sculpture Westcott Bay Sculpture Park

**The La Conner Arts Commission** - is a public agency devoted to encouraging artistic expression and providing diverse, high quality public art for the enjoyment of residents and visitors.

Annually, the Arts Commission selects new sculptures, on a competitive basis, and exhibits them on a walking tour throughout the town. The impressive works, on loan from sculptors around the Northwest, are for exhibit and for sale. The sale proceeds are used to purchase public art of the town.

In addition, the Commission also supports Art's Alive!, an annual celebration held in November. Invitational artists display their work during an open show that also features exhibits from local La Conner artists. Businesses throughout La Conner feature artist's demonstrations during the entire weekend. All proceeds, after artist's commissions, are set aside to purchase art for the Town's permanent collection.

**Westcott Bay Institute** - was founded in 2001 to bring art and nature together with exhibitions, workshops, and public events that celebrate the natural beauty of the San Juan Islands - and the extraordinary talent of the artists who live and work there.

The artworks are displayed in the Institute Museum of Art and in an outdoor park and wetlands at the west end of San Juan Island adjacent to the entrance to Roche Harbor Resort.

Many of the artworks at the Sculpture Park are for sale of which a percentage is used to support the Institute. The Institute works hard to help local and regional artists market their works. The Institute's sales commission helps fund critical educational and cultural programs and workshops throughout the year.

[www.townoflaconner.org/arts-commission.cfm](http://www.townoflaconner.org/arts-commission.cfm)  
[www.westcottbay.org](http://www.westcottbay.org)



Westcott Bay Institute for Art & Nature

home

classes & workshops

news & events

sculpture park

museum

our sponsors

getting here

wildlife & plants

become a member

about us

island links

contact us

Past Exhibitions:



Etherea

Lyric Black & White  
Photography from the  
San Juan Islands  
Featuring artists  
Joan Benney

**Island Museum of Art**

Member of the American Association of Museums  
Mission & Policy Statement

**2008 Exhibition Schedule:**

The Islands Museum of Art is now closed, but please join us for our next Art As A Voice lecture, January 30th at 7 pm at the San Juan Community Theater, when Michael Adams, Ansel's son, will lecture on life with his famous father. The lecture is free.



Westcott Bay Sculpture Park  
San Juan Island, Washington

Open daily 10am-5pm, rain or shine. Closed Thanksgiving, Christmas, and New Year's Day.

Please note that the Sculpture Park is not open during the winter months (November through April).

The Sculpture Park is located on the west end of San Juan Island, just west of the Roche Harbor Resort. The entrance is located on the south side of the park, just off of the main road. The park is accessible by car, boat, or foot. There is a parking lot available for visitors.

The Sculpture Park features a variety of sculptures and artwork, including a large fountain, a sculpture of a person, and a sculpture of a tree. There are also several smaller sculptures and artwork scattered throughout the park. The park is a great place to take a walk and enjoy the natural beauty of the San Juan Islands.

For more information, please visit the Westcott Bay Sculpture Park website at [www.westcottbay.org](http://www.westcottbay.org).





10

Downtown prototype concepts  
Snoqualmie Downtown Master Plan



## *Arts centers* Torpedo Factory Arts Center

The US Navy constructed the Naval Torpedo Station in Alexandria, Virginia after World War I. The facility produced torpedos and stored munitions through World War II. Following the war, the building was used by the federal government to store Smithsonian art objects, valuable dinosaur bones, congressional documents, and German war records.

In 1969, the city bought the building and renovated it into artist's working studio spaces. The facility was named the Torpedo Factory Artists' Association.

The facility attracts about 500,000 visitors annually, hosts 6 art galleries, 82 working artist studios, and 165 visual artists. Artworks range from painting, ceramics, photography, jewelry, stained glass, fiber, printmaking, and sculpture.

Artists invite visitors to join them in their studios and observe their creative processes. Visitors can ask questions, learn about their art forms, and purchase original works of art. They can also sign up for art classes with the Art League School.

The Center has over 1,000 corporate gallery members and some 2,000 art students drawing artists from across the region and attracting visitors from around the world.

Torpedo Factory artists are selected through the annual jury process of the Torpedo Factory Artists' Association. Studio hours vary but artists are required to keep their studios open a certain number of hours per week.

[www.torpedofactory.org](http://www.torpedofactory.org)





## For-profit/non-profit joint ventures Albuquerque Historic District Improvement Company (HDIC)

Albuquerque, New Mexico conducted dozens of studies over the past 20 years to revitalize the downtown. Every study proposed the solution to be one or more major civic projects including a pedestrian mall, new convention center, new civic plaza, streetscape improvements (done twice), etc. However, none of the projects worked.

In 1998, the newly elected Mayor convened local civic and business leaders to ask for financial and other support to resolve a new strategic planning process focused on increasing downtown private investments.

The strategy created 17 task forces charged with implementing different aspects of the plan including:

- creating a business improvement district (BID),
- building a new arena,
- developing new housing,
- developing a way-finding signage system,
- creating a "form-based" zoning code, and
- creating a catalytic development company that would re-introduce private real estate development to the downtown.

The Historic District Improvement Company (HDIC), a for-profit/non-profit joint venture, was organized as a for-profit limited liability corporation. HDIC is partly owned by two non-profits, the McCune Charitable Foundation and the Downtown Action Team (DAT), which manages the BID. Arcadia Land Company, a new urbanism development company, is the for-profit managing member. HDIC combined the long-term outlook of the non-profit with the time-sensitive outlook of the private sector.

The McCune Foundation investment in HDIC is unique. As a "program-related investment" (PRI), McCune provides below-rate interest loans to HDIC to spur downtown development. The foundation provides long term or "patient" capital. With Arcadia open to slower returns on investment as well, previously unviable downtown projects became feasible.

In the first 4 years of the development partnership, HDIC developed over \$50,000,000 in new downtown projects including a 14-screen movie theater, restaurants, specialty retail, office, and for-sale housing. Since 2004, an additional





\$60,000,000 has been invested primarily in mixed income housing.

In addition to HDIC, other private, federal, state, and local projects are currently taking place, amounting to more than \$400,000,000 in investments. These efforts dramatically improved the city's image, making the city Forbes 2006 list of Best Places for Businesses and Careers.

HDIC's downtown plan includes the following principles:



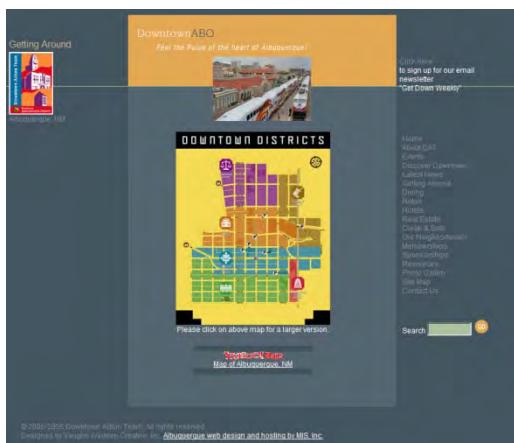
**100 Gold Lofts** - example of finished and unfinished loft spaces being developed in the downtown in existing structures and new buildings. The units start from \$279,000 for finished units providing 1 parking space per unit in an adjacent city-owned parking garage with additional parking available in the public area of the garage for \$38 per month.

- **Mixed use, walk-able development** - building pedestrian-friendly, urban developments in the downtown that mix retail, restaurants, office, hotel, and residential activities.
- **Design** - large building footprints are hidden by pedestrian-friendly buildings with retail on the ground floor and office or residential on the upper floors.
- **Financing** - investing in the long-term using "patient" equity assuming downtown projects will only increase in value over time.
- **Mixed-income** - where households of all income levels can live and work.
- **High construction quality** - with "patient" equity, building structures for the long-term.
- **Environmental construction** - building with high environmental standards and lower operating costs using thermal glass, operable windows, etc.
- **Fast redevelopment** - creating pre-approved and approvable projects that minimize start-up time and costs.

**The Downtown Action Team (DAT)** - is the private non-profit member of the HDIC responsible for management of the Business Improvement District (BID). DAT is financed through membership dues and from BID assessments of property and business owners. DAT activities enhance, and do not replace basic city services including:

- Clean and safe policing teams
- Marketing and public relations
- Business recruitment and retention
- Neighborhood and governmental relations
- Maintenance and clean streets programs
- Promotional and community events
- Grant-writing and fund-raising

[www.nmdowntown.com](http://www.nmdowntown.com)  
[www.downtownabq.com](http://www.downtownabq.com)  
[www.100goldabq.com](http://www.100goldabq.com)





## Appendix B – Retail recruitment strategy

### Retail development goals

The following goals articulate a direction for developing unique retail offerings that serve the needs of Snoqualmie residents and visitors alike:

- Capitalize on the city's natural and cultural features while creating pedestrian-friendly gathering places for residents and visitors alike.
- Retain Snoqualmie's authentic small town experience in the downtown historic district.
- Identify key projects and actions that will focus and promote retail business development in the downtown in particular, and from tourists especially.
- Promote retail business development that provides distinctive shops and a variety of year-round recreational, cultural, and entertainment opportunities.
- Employ multiple strategies to expand, retain, and recruit targeted retail businesses from within and outside of the community.

Attracting retail tenant to Snoqualmie will require a concerted and managed recruitment program. Following is a suggested retail development strategy and a guide for implementation.

### Retail development strategies

Retail business development is an economic development function with a distinct array of component parts. The city can play an important role in what is ordinarily a market function by taking the lead in organizing, facilitating, and supporting the retail development strategy. Following are the most vital recruitment principles to keep in mind while pursuing quality retail tenants:

1. **Define expectations** – the city must establish appropriate land use guidance for the downtown including traffic, parking, streetscape, and other physical improvements as well as building, landscape, and sign design standards.
2. **Involve property owners** - without the cooperation and participation of property owners, retail recruitment efforts will have very limited success.
3. **Identify, cultivate and attract tenants** - quality tenants must be identified by type and by name with an intentional strategy to attract the interest of these businesses.
4. **Market the downtown** - getting signed leases from new businesses is the bottom line for the recruitment program; although getting renewed leases from quality business operations that are already situated in the downtown is equally important.
5. **Expedite public approvals** - every effort must be made to make the approval process predictable and fast.

### Retail development action tasks

Successful retail recruitment is not easy and it is not a "part-time" job. The process involves identifying specific retail market niches; offering incentives and inducements for retail businesses to locate downtown; having a thorough inventory of downtown spaces available for rent or sale; and pursuing local business owners and entrepreneurs interested in locating in the downtown. The process involves the following tasks.

#### Strategy 1 – Define expectations

##### **1: Endorse and adopt the Snoqualmie Downtown Master Plan**

The Downtown Master Plan is an important statement of intent to potential business and property owners of the city's goals for the downtown over the immediate future and the

next 20 years. The Downtown Master Plan is an indicator of the type of development projected to occur in the downtown.

#### **2: Adopt the Main Street 4-Point Approach**

The National Trust for Historic Preservation's Main Street 4-Point Program involves an integrated approach to 1) design, 2) economic restructuring, 3) promotion, and 4) organization. The Snoqualmie Downtown Merchants Association should adopt the Main Street approach and take the lead in downtown marketing, organizing special events, and advocating on behalf of downtown with the city and other governmental entities.

#### **3: Confirm retail market demand**

The business environment in Snoqualmie is changing faster and more dramatically than ever before. Shifts in the demographics of the marketplace, rapidly changing consumer preferences and buying patterns mean that businesses must be willing and able to adapt quickly. The emergence and acceptance of new ways to shop and new types of stores creates a fiercely competitive, continually evolving business environment open to exploitation by Snoqualmie merchants. The number and variety of new products and services being introduced into the marketplace means businesses must be more alert and responsive. Recognizing the new realities of the marketplace is an important part of any market analysis – which should be continually updated to reflect these changing market realities.

#### **4: Implement physical improvements**

The city should upgrade downtown streetscape, landscaping, traffic and parking, and other physical improvements to improve the visual environment and demonstrate public commitment to the district.

#### **5: Market public property surplus to needs**

Public property that is surplus to city functions should be redeveloped in mixed use structures including ground floor retail and upper floor housing to increase the viability of the downtown and demonstrate the city's commitment to downtown success.

#### **6: Develop incentives for property and business owners**

Between the time that the landlord and the tenant prospect begin negotiations and the time that the doors of the new business open, there will be countless instances when the participation of city officials will be essential. Consequently, the city must be considered as a *de facto participant in the process* and absolutely essential in any downtown business recruitment program. The city has a number of incentives it can offer new business recruits including:

- **Facade grant program** – mini or matching grant or no-interest loan programs of \$10,000 or less can help property owners improve their building facades, install new signs, upgrade window displays, and other important enhancements. The city can place restrictions on the design and even the types of businesses that the grantee may pursue as tenants.
- **Loan programs** – low interest loan pools can also encourage renovations in downtown districts when directed exclusively to retail businesses for start-up costs, working capital, and physical renovations. Low interest revolving loan programs help reduce the risk potential business owners might incur and can service as an inducement to locate downtown.
- **Historic tax credit applications** – from state and federal preservation programs provide additional incentives for property owners to preserve, restore, and upgrade contributing historical buildings.

## Strategy 2 – Involve property owners

### **7: Identify building and property ownership and use information**

Maintain accurate and current property ownership and business information on a downtown mapping system. Utilize geographic information system (GIS) capabilities in the building and business inventory to:

- Retrieve information quickly,
- Visually search for buildings that meet certain criteria such as size, vacancy, and condition, and
- Visually analyze the relationships among the buildings and businesses.

Obtain the agreement of the property owners to participate in retail recruitment programs and to seek targeted tenants. Buy-in by property owners is critical to long-term success.

### **8: Create a downtown property database**

Expand the database information generated in task 2.1 to provide prospective retailers with current space availability information including;

- assessed values,
- taxes,
- last sale date and amount,
- availability for sale or rent,
- rental/lease terms
- total square footage condition,
- available utilities,
- parking access,
- building amenities,
- zoning class, and
- historic status and building condition.

## Strategy 3 – Identify, cultivate, and attract tenants

### **9: Develop and maintain a targeted retail business list**

The types of retail business activities that meet the overall goal for downtown retailing includes the following (additional uses should be added to this list as experience and circumstances dictate):

- drugs
- hardware and garden
- jewelry and accessories
- specialty apparel - women's, children's, men's
- wine shops and breweries
- coffee and tea houses
- cafes and restaurants
- bakeries
- specialty foods
- kitchen accessories and utensils
- book stores - local and internet orders
- flower and gift shops
- pet supply and services
- wildlife - bird feeders, birding equipment, and related
- outdoor gear and sporting goods
- bicycle sales and repair
- antiques and collectables
- crafts and artwork studios – glass, wood, ceramics, etc

- art galleries and studios
- photographers - cameras, printing, and digital cards
- lifestyle/fitness equipment and studios
- bed-and-breakfasts
- boutique lodges

#### **10: Market to target businesses**

Contact successful retailers in other communities of similar size and circumstance that may be as potential recruits for the downtown. In some instances, successful existing retailers in other locations may be interested in expanding or even relocating to new locations to take advantage of potential new markets – or, know of former employees, business partners, or other potential recruited individuals who would be interested in a downtown start-up. The cold-call e-mail and direct mail collateral information should include the following:

- Letter of introduction including compelling reasons why downtown Snoqualmie makes sense for their business;
- General information and photos of the community highlighting its assets;
- Current downtown market position and goal statements;
- Wish list of new businesses supported by market demand and supply data;
- New developments demonstrating public and private investment downtown;
- Information on past openings and closings of businesses;
- Trade area geographic definition and demographic and lifestyle data;
- Trade area economic data including actual and potential retail sales volumes by store line if available;
- Non-resident consumer data (including daytime population and tourism visitation);
- Major employers and institutions;
- Vehicle and pedestrian traffic volume;
- Mix of existing retail, service, dining, housing, office, and lodging in the market area;
- Press coverage and testimonials highlighting success stories;
- Promotional calendar; and
- Summary of city and other public incentives and other business assistance available in the business district.

Potential new retail recruit leads can be obtained from the following trade organizations:

- American Craft Council, [www.craftcouncil.org](http://www.craftcouncil.org)
- American Apparel and Footwear Association, [www.apparelandfootwear.org](http://www.apparelandfootwear.org)
- The Fashion Group International, [www.fgi.org](http://www.fgi.org)
- National Shoe Retailers Association, [www.nsra.org](http://www.nsra.org)
- National Specialty Toy Retailers Association, [www.astratoy.org](http://www.astratoy.org)
- National Home Furnishings Association, [www.nhfa.org](http://www.nhfa.org)
- National Retail Hardware association, [www.nrha.org](http://www.nrha.org)
- American Booksellers Association, [www.bookweb.org](http://www.bookweb.org)
- National Grocers Association, [www.nationalgrocers.org](http://www.nationalgrocers.org)
- Institute of Store Planners, [www.ispo.org](http://www.ispo.org)
- National Retail Federation, [www.nrf.com](http://www.nrf.com)
- National Sporting Goods Association, [www.nsga.org](http://www.nsga.org)
- Retail Industry Leaders Association, [www.retail-leaders.org](http://www.retail-leaders.org)
- National Restaurant Association, [www.restaurant.org](http://www.restaurant.org)
- Professional Association of Innkeepers International, [www.paii.org](http://www.paii.org)
- Outdoor Retailer, [www.outdoorretailer.com](http://www.outdoorretailer.com)
- National Bed and Breakfast Association,

## Strategy 4 – Market the downtown

### **11: Market on the internet**

Expand the city website to include pages detailing “Living”, “Working”, “Visiting”, and “Business” information. Insert information on downtown retail stores and businesses, special events, available housing, property and businesses for sale or rent, and other information to residents, tourists, and potential business recruits under the appropriate pages. Use Facebook, Twitter, and other Google tools to provide pictures, dialogue, calendars, and news alerts. Good examples of local city and downtown websites include;

The Centralia City Guide

[www.centralia.com/](http://www.centralia.com/)

Downtown Kirkland Association

[www.kirklanddowntown.org](http://www.kirklanddowntown.org)

Discover Snohomish

[www.shopsnohomish.com](http://www.shopsnohomish.com)

Downtown Olympia

[www.downtownolympia.com](http://www.downtownolympia.com)

Downtown Pasco

[www.pascofarmersmarket.org](http://www.pascofarmersmarket.org)

Downtown Yakima

[www.downtownyakima.com](http://www.downtownyakima.com)

### **12: Identify and contact commercial property brokers and managers**

Identify and recruit commercial brokers who have successfully found local quality tenants similar to the target tenants in the recruitment list in task 3 and who are willing to work with the city and downtown to meet target recruiting goals. Key commercial brokers with the appropriate skills and contacts may be identified from;

- articles in local newspapers,
- key real estate publications in the local area,
- articles in regional weekly, monthly or quarterly publications that focus on real estate,
- downtown revitalization officials in other downtowns in the region, and
- brokers who are listing similar spaces and/or have recruited similar tenants.

### **13: Market existing retail space**

A business recruitment packet should look professional and always incorporate the downtown image or brand. In addition to the general information placed in the website, the packet contents should include the following:

- an overview that "sells the vision" of downtown (vision, goals, action plan),
- highlights of business and market research indicating the types of businesses needed, market potential, and competition,
- benefits of locating in the downtown for specific types of businesses, and
- information about available commercial space (from realtors, property owners), loan pools, business assistance, and workforce training programs.

Initial contact with potential target retail stores may involve e-mail, direct mail, and ultimately cold calling by phone and in person. In addition, potential recruits should be invited to open houses or public events where they may tour the downtown, talk to retail and city representatives, tour prospective vacant storefronts and properties, and get a feel for the potential being marketed.

## Strategy 5 – Expedite government approvals

### 14: Create a downtown development group

A good public/private working relationship must be created by the various city functions to provide the following:

- Code assistance – the building code staff conducts a “walk through” with the property owner to identify issues and make recommendations. The walk through is recorded in a brief report to the property owner. The effort saves time and money when renovations begin.
- Commercial code enforcement – is a more a restrictive approach to improving properties by requiring the property owners to improve properties that are a threat to the public safety.
- Design guidelines – mandatory design guidelines have an incremental effect on downtown properties by requiring certain standards for renovations that lead to long term improvement in downtown appearance and preservation of key structures and places.
- Expedited parking solutions - including provisions or allowances for on-street or off-site parking in lieu of restrictive on-site parking requirements, particularly when the objective is to provide a dense core district with pedestrian-friendly ground floor retail stores and displays.

The city can positively impact how these requirements and approvals are viewed and responded to by the private sector by creating an in-house working group of affected staff that can anticipate issues, solve problems in advance, and help create a “can do” attitude that will do much to foster private sector interest and development.

## Retail themes - prototypes

Evolving lifestyle trends and economic realities have focused renewed attention on downtowns. These new trends include:

- multiple bread winners in the family,
- expanded leisure time,
- less time cooking at home,
- shopping as an expanded tourism activity,
- an expanding interest in educational opportunities,
- a growing appreciation of locally produced goods, and
- increased sensitivity to environmental issues.

Downtowns must recast themselves as truly unique destinations in new ways to capture the benefit from these new trends. Following are 5 possible prototype theme concepts that the downtown could adopt.

### Unique destinations

- 1. Lifestyle and wellness** – consisting of innovative businesses that respond to the busy life including health foods, delis, exercise clubs, outdoor equipment, and food preparation.
- 2. Community gathering place** – consisting of a “central place” and “sense of place” make it uniquely suited for people to congregate for social or community purposes with cafes, coffee shops, and bakeries.
- 3. Local heritage and arts** – consisting of businesses that sell local and authentic products to celebrate the past such as wooden toys, local craft, or artworks.
- 4. Shopper entertainment, education, and learning** – consisting of businesses that provide leisure activities including brew pubs, ice creameries, theaters, street fairs, and theme days.
- 5. Neighborhood serving** – consisting of businesses that serve local community, surrounding neighborhood, and downtown residents such as grocery, pet supplies, clothing, and shoe stores.

Following are prototypical examples of each theme type along with a list of similar retails from Washington State that fit the theme.

#### 1: Lifestyle and wellness example

##### Earth Rider Bike Shop and Hotel

**Community profile** – the shop and hotel are located in Broadhead, Wisconsin with a population of 3,200, and 14,000 within a 10 mile radius, in south central Wisconsin near the Illinois border. Broadhead was incorporated in 1891 and its downtown still maintains a large number of historic buildings. The city is located 2 hours from Chicago, 40 minutes from Madison, and 90 minutes from Milwaukee. The Sugar River State Trail serves Broadhead with 23 miles of biking, hiking, cross country skiing and snowmobiling.

**Market niche** - the business focuses on “enabling fitness, well-being, achievement, and quality of life through cycling.” It provides bicycle sales, professional mechanical services, rentals, bike trip planning and tours, and an 8 unit boutique inn for visitors.

The business provides these products and services with a philosophy that respects the environment, preserves community heritage, and encourages an active and fit lifestyle of customers.

**Market segments** - Earth Rider serves a range of customers from families to serious cyclists. Many are from Chicago where awareness of this Wisconsin experience (health and wellness, absence of stress) has spread among various bike clubs.



The business is now "Travel Green Wisconsin" certified. This is a voluntary program that reviews, certifies, and recognizes tourism businesses that have made a commitment to continuously improve their operations in order to reduce their environmental and social impact. Their green attitude appeals to large and growing base of consumers throughout the region who are interested in traveling and recreating, but want to minimize their environmental impact.

### Similar Washington retailers

#### Outdoor gear – typical size 2,500 square feet

Mac-A-Bee Southwestern Gifts	Cle Elum	<a href="http://www.macabees.net/gifts">www.macabees.net/gifts</a>
Sport Townsend	Pt Townsend	<a href="http://www.sporttownsend.com">www.sporttownsend.com</a>

#### Bicycle sales and repair – typical size 1,250 square feet

Singletrack Cycles	North Bend	<a href="http://www.singletrackcycles.com">www.singletrackcycles.com</a>
Winthrop Mountain Sports	Winthrop	<a href="http://www.winthropmountainsports.com">www.winthropmountainsports.com</a>
Black Diamond Bike & Backcountry	Maple Valley	<a href="http://www.bdbikes.com">www.bdbikes.com</a>

#### Specialty foods – typical size 2,500 square feet

La Conner Fruit & Produce Market	La Conner	<a href="http://www.insidelaconner.com">www.insidelaconner.com</a>
Aldrich's Market	Pt Townsend	<a href="http://www.aldrichs.com">www.aldrichs.com</a>
Island Angle Chocolates	Langley	<a href="http://www.islandangelchocolates.com">www.islandangelchocolates.com</a>
Langley Grocery	Langley	
Pioneer Coffee Roasting Co	Cle Elum	<a href="http://www.pioneercoffeeeco.com">www.pioneercoffeeeco.com</a>
The Store in Anacortes	Anacortes	<a href="http://www.thestoreinanacortes.com">www.thestoreinanacortes.com</a>

#### Bed-and-Breakfast – typical size 250 square feet per unit

Katie's Kottage	Pt Townsend	<a href="http://www.katieskottage.info">www.katieskottage.info</a>
Iron Horse Inn Bed & Breakfast	Cle Elum	<a href="http://www.ironhorseinnbb.com">www.ironhorseinnbb.com</a>
Autumn Leaves Bed & Breakfast	Anacortes	<a href="http://www.autumn-leaves.com">www.autumn-leaves.com</a>
Katie's Inn	La Conner	<a href="http://www.katiesinn.com">www.katiesinn.com</a>

#### Boutique hotels

Hotel Planter	La Conner	<a href="http://www.hotelplanter.com">www.hotelplanter.com</a>
La Conner Channel Lodge	La Conner	<a href="http://www.laconnerlodging.com">www.laconnerlodging.com</a>

## 2: Community gathering place

### Four Seas Ice Cream

**Community profile** – the store is located in Centerville, a tourist community just west of Hyannis on Cape Cod. The area has retained much of its colonial charm, providing one of the most beautiful and historic stretches along Old King's Highway, Route 6A. In the summer, visitors flock to Craigville Beach, one of the most famous on the south shore of

Cape Cod.

**Market niche** - Four Seas specializes in making gourmet ice cream in 30 unique flavors. Along with the classics, Four Seas also offers a variety of eclectic flavors, including peach, cantaloupe and coconut.



Four Seas' longevity and its accommodation of customer interests have established it as the premier place to get ice cream on the Cape. The innovative business has even gained recognition on the Food Network. Four Seas also sells sandwiches, ranging from lobster to chicken salad.

**Market segments** - national television recognition has brought people from all across the United States to Centerville as part of their Cape Cod experience for Four Seas' ice cream.

Nonetheless, Four Seas maintains a loyal local base, some of whom have been frequenting the business since its opening in 1934. Four Seas' works hard to get customer input on their product, which helps to build, and keep, local support.

### Similar Washington retailers

#### Bakery – typical size 2,500 square feet

Sweet Haven Baking Company	La Conner	<a href="http://www.laconnerchamber.com">www.laconnerchamber.com</a>
La Vie En Rose Bakery	Anacortes	<a href="http://www.laviebakery.com">www.laviebakery.com</a>

#### Unique dining – typical size 2,500 square feet

Calico Cupboard Café & Bakery	La Conner	<a href="http://www.calicocupboardcafe.com">www.calicocupboardcafe.com</a>
El Gitano	La Conner	<a href="http://www.elgitano.com">www.elgitano.com</a>
Water Street Brewing & Ale House	Port Townsend	<a href="http://www.waterstreetbrewing.com">www.waterstreetbrewing.com</a>
Seed's Bistro & Bar	La Conner	<a href="http://www.seedsbistro.com">www.seedsbistro.com</a>
Teddy Bears BBQ	Duvall	<a href="http://www.teddybearbbq.com">www.teddybearbbq.com</a>

#### Wine shop – typical size 800 square feet

Hellams Vineyard	La Conner	<a href="http://www.hellamsvineyard.com">www.hellamsvineyard.com</a>
Compass Wines	Anacortes	<a href="http://www.compasswines.com">www.compasswines.com</a>

### 3: Local heritage and arts

#### Wooden You Know Toys

**Community profile** – the store is located in Maplewood, New Jersey with a population of 25,000, and 1,629,000 within a 10-mile radius just 6 miles from Newark. In its early days, Maplewood became known for its orchards and related industries, including cider mills and distilleries of rum, but also honey and some livestock.



The Township of Maplewood has been investing in streetscape changes to develop a strong neighborhood-commercial area along Springfield Avenue. These physical improvements encourage pedestrian activity with special stamping and imprinting on sidewalks, flower planters decorating the street corners, and a friendly commercial district with a variety of unique boutiques and cafés that bring both locals and new visitors to the community.

**Market niche** - Wooden You Know is an independent, family-owned toy store selling games, puzzles, blocks, and trains to wooden toys, books, music, arts and crafts, and dolls. What makes the store different is that they do not carry many of the items that are staples at large toy retailers; none of the toys are made by mass-merchandising companies and all are geared toward open-ended and educational play.

Whenever possible, Wooden You Know chooses European manufactured products because of the higher safety standards imposed and the quality of product. They also seek out small, independent US manufacturers and support those that use renewable resources and promote fair trade. This dedication to educational play has allowed Wooden You Know to co-exist with a nearby toy retailer and has created a niche for Wooden You Know in the community.

**Market segment** - the age of children that the toys at Wooden You Know are made for range from infants to 10 years old. The typical customer is a parent or grandparent of a young child who is committed to giving their child an educational play time. Almost all of the business done by Wooden You Know is local. Shoppers are usually from Maplewood or other surrounding communities.

### Similar Washington retailers

#### **Art galleries and studios – typical size 600 square feet**

Ancestral Spirits Gallery	Pt Townsend	<a href="http://www.ancestralspirits.com">www.ancestralspirits.com</a>
Belltower Art	Pt Townsend	<a href="http://www.belltowerart.com">www.belltowerart.com</a>
Forest Gems, Inc	Pt Townsend	<a href="http://www.forestgemsgallery.com">www.forestgemsgallery.com</a>
Courtyard Gallery	La Conner	<a href="http://www.aclassactgallery.com">www.aclassactgallery.com</a>
Two Moons	La Conner	<a href="http://www.twomoonsgallery.com">www.twomoonsgallery.com</a>

### **4: Shopper entertainment/education/learning Stumbeano's Coffee Company**

**Community profile** – the store is located in Fergus Falls, Minnesota with a population of 13,471, and 20,297 within a 10-mile radius in west central Minnesota, approximately 175 miles northwest of the Twin Cities. The community is surrounded by Minnesota lake country, with around 1,000 lakes in the county.



The city's slogan of "Find Us, Lose Yourself" alludes to the plentiful recreational options among the natural amenities within close proximity. The city of Fergus Falls is home to Minnesota State Community & Tech College as well as several health care facilities such as Lake Region Healthcare Corporation, the Fergus Falls Regional Treatment Center and the Fergus Falls Medical group.

**Market niche** - Stumbeano's Coffee Company is an independent coffee-roasting business located within The Market on Union Avenue. Selling specialty-grade, freshly roasted coffees from unique parts of the world, coffee is seen as a culinary good at Stumbeano's, marketing coffee in the same manner as wine.

Moreover, Stumbeano's believes in connecting the coffee grower with the coffee drinker-the mountain with the mug. The emphasis on this connection is Stumbeano's niche, priding itself on educating their customer to identify where coffee comes from as well as the differences in flavor that results from the various regions.

The store labels each of the coffee bags, explaining each coffee's growing region-oftentimes noting the farmer who produced it- and a description of specific flavors, color and aroma distinct to that type. It is Stumbeano's hope that the coffee knowledge gained will translate into "quality without exception" for every coffee drinker.

**Market segment** - Stumbeano's Coffee Company typically serves about a 50-mile radius of Fergus Falls. This is to ensure quality and freshness of the products. There are 2 types of typical customers: the 18 to 34 range and 50 years old and older.

### Similar Washington retailers

#### **Kitchen accessories – typical size 800 square feet**

Olive Shoppe/Ginger Grater	La Conner	<a href="http://www.oliveshoppe.com">www.oliveshoppe.com</a>
Aspen Grove Home & Gift	Winthrop	<a href="http://www.aspengrovegifts.com">www.aspengrovegifts.com</a>
Epicure	Anacortes	<a href="http://www.epicureinanacortes.com">www.epicureinanacortes.com</a>

#### **Quilting, fabrics, and yarns – typical size 800-1,000 square feet**

Quilter's Garden	Duvall	<a href="http://www.duvallquiltshop.com">www.duvallquiltshop.com</a>
Tangled Threads Quilt Shop	Lynden	<a href="http://www.tangledthreadsquilts.com">www.tangledthreadsquilts.com</a>
Wild & Wooly	Poulsbo	<a href="http://www.wildandwooly.com">www.wildandwooly.com</a>
Ana-Cross Stitch	Anacortes	<a href="http://www.anacrossstitch.com">www.anacrossstitch.com</a>

#### **Book store – typical size 1,250-2,500 square feet**

Next Chapter Bookstore & Coffeehouse	La Conner	<a href="http://www.nextchapter.com">www.nextchapter.com</a>
Duvall Books	Duvall	<a href="http://www.duvallbooks.com">www.duvallbooks.com</a>
Main Street Books	Monroe	<a href="http://www.mainstreetbooksmonroe.com">www.mainstreetbooksmonroe.com</a>
Baker Street Books	Black Diamond	<a href="http://www.bakerstreetbooks.net">www.bakerstreetbooks.net</a>

**Wild bird seed and related – typical size 800-1,000 square feet**

Whidbey Wild Birds Unlimited	Oak Harbor	<a href="http://www.betterbirdwatching.com">www.betterbirdwatching.com</a>
<b>Photography – typical size 400 square feet</b>		
Lee Mann Photography	La Conner	<a href="http://www.leemannphotography.com">www.leemannphotography.com</a>
Dream City Photography	Pt Townsend	<a href="http://www.dreamcityphotography.com">www.dreamcityphotography.com</a>
Suzanne Fogarty Photography	La Conner	<a href="http://www.suzannefogarty.com">www.suzannefogarty.com</a>

**5: Neighborhood serving****Walkers Variety**

**Community profile** – the store is located in Holden, Missouri with a population of 2,510, and 8,546 within a 10 mile radius just over 50 miles southwest of Kansas City. Holden has experienced consistent growth in recent years, yet still maintains the attraction of a small town atmosphere.

The tree-lined downtown is a hub for activities, including the annual Holden Fall Fiesta, a festival in late September filled with entertainment, vendors, and a variety of games and rides to attract visitors and residents to downtown.



**Market niche** - with modern amenities and an old time feel, Walker's Variety is a full line variety store, modeled after the traditional five-and-dime stores, located in the heart of Holden, Missouri.

Selling everything from electronics to fabric, house wares to pet supplies, small appliances to school and office supplies, and even a huge toy department filled with all types of toys not found in the major department stores, Walker's Variety is a one-stop

shop where customers are often amazed at how many different products a small downtown store can offer.

Moreover, customers can find an alternative shopping option at Walkers, where- above and beyond the wide selection of products- wood floors and friendly, familiar faces provide them a comfortable, pleasant shopping experience.

**Market segment** - Walker's Variety appeals to a wide variety of customers. There are products for all age groups. The products often appeal to younger age groups and the reasonable prices are a draw for any range of income. Families are often shopping at Walker's Variety, especially since they are able to purchase a bit of something for everyone.

**Similar Washington retailers****Specialty stores – typical size 1,250 square feet**

Step Outside	La Conner	<a href="http://www.insidelaconner.com">www.insidelaconner.com</a>
Indigo Plum	Poulsbo	<a href="http://www.poulsbochamber.com">www.poulsbochamber.com</a>
Organic Matters	La Conner	<a href="http://www.organic-matters.com">www.organic-matters.com</a>

**Office services including FedEx – typical size 1,250 square feet**

Ruby's Printing, Scrapbooking & Things LLC	Cle Elum	<a href="http://www.rubystore.com">www.rubystore.com</a>
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Regal Office Supply	Lynden	<a href="http://www.regalofficesupply.com">www.regalofficesupply.com</a>
<b>Flower and gift shop – typical size 800-1,000 square feet</b>		
La Conner Escape Gift Shop	La Conner	<a href="http://www.insidelaconner.com">www.insidelaconner.com</a>
Whidbey Island Soap Company	Langley	<a href="http://www.whidbeyislandsoap.com">www.whidbeyislandsoap.com</a>
Cle Elum Floral/Roslyn Floral	Cle Elum	<a href="http://www.cleelumfloral.com">www.cleelumfloral.com</a>
<b>Jewelry – typical size 1,000 square feet</b>		
Lind's Jewelry	Langley	<a href="http://www.lindsjewelry.com">www.lindsjewelry.com</a>
Wayward Son	Langley	<a href="http://www.nwculture.com/Langley/WaywardSon">www.nwculture.com/Langley/WaywardSon</a>
Sachi Fine Jewelry	Snohomish	<a href="http://www.sachijewelry.com">www.sachijewelry.com</a>
<b>Women's specialty apparel – typical size 1,250 square feet</b>		
Bickies Cotton Casuals	La Conner	<a href="http://www.bickies.com">www.bickies.com</a>
Cottons	La Conner	<a href="http://www.cottonslaconner.com">www.cottonslaconner.com</a>
Janet's Clothing & Embellishments	La Conner	<a href="http://www.skagitriverboutique.com">www.skagitriverboutique.com</a>
<b>Children's apparel – typical size 1,250 square feet</b>		
Childhood Bliss	La Conner	<a href="http://www.childhoodbliss.com">www.childhoodbliss.com</a>
Possum's Boutique	Poulsbo	<a href="http://www.poulsbochamber.com">www.poulsbochamber.com</a>
<b>Shoes – typical size 1,250 square feet</b>		
Step Outside	La Conner	<a href="http://www.insidelaconner.com">www.insidelaconner.com</a>
Indigo Plum	Poulsbo	<a href="http://www.poulsbochamber.com">www.poulsbochamber.com</a>
<b>Pets – typical size 3,000 square feet</b>		
MudBay	Olympia	<a href="http://www.mudbay.us">www.mudbay.us</a>
<b>Exercise and workout – typical size 1,250 square feet</b>		
Anytime Fitness	Cle Elum	<a href="http://www.anytimefitness.com">www.anytimefitness.com</a>
The Yoga Garden	Duvall	<a href="http://www.loveyogagarden.com">www.loveyogagarden.com</a>
Core Kinetics Pilates	Anacortes	<a href="http://www.corekineticsbellingham.com">www.corekineticsbellingham.com</a>

## Appendix C – Arts Commission

**Ordinance No. \_\_\_\_**

### **An Ordinance creating a Snoqualmie Arts Commission**

**Whereas**, the City of Snoqualmie is interested in maintaining and promoting public art in possession of the city or sited on public property, and

**Whereas**, there is an interest in acquiring and placing public art, and

**Whereas**, there is a need for a group to support and work cooperatively with artists, arts organizations and art educators, and

**Whereas**, there is a need for a board to advise the city in matters pertaining to public arts and culture,

**Now, Therefore**, be it ordained by the City Council of the City of Snoqualmie that a Snoqualmie Arts Commission be created with the following rules and guidelines:

#### **Mission statement:**

The Snoqualmie Arts Commission supports excellence, vitality, diversity and accessibility of the arts as essential to the quality of life for all Snoqualmie residents by fostering a community cultural vision through the acquisition, placement, and maintenance of public art and by promoting participation, innovation, and partnerships in all the performing, visual, and literary arts.

#### **Commission structure - membership**

The Commission is an advisory body with no less than 5 and no more than 7 appointed Commissioners. A majority of members will be Snoqualmie residents. In addition to the above members, the Commission may include 1 non-voting member who is a student in the Snoqualmie School District at the time of appointment and throughout the term of his/her office. The Commission will elect commission officers, which will include a chairperson, vice chairperson, and secretary who will serve for at least 1 year. It will be a working commission.

#### **Appointment**

The Mayor shall appoint the Commissioners per RCW Chapter 35A12.

#### **Commission terms**

Initially, all Commissioners will be appointed to terms ending December 31, 2009. 2 members will then be appointed for a 3-year term, 2 members will be appointed for a 2-year term, and the remaining member(s) will be appointed for a 1-year term. These commission terms will be determined by lottery. Commissioners may then be re-appointed for additional 3-year consecutive terms on a rotational basis with the exclusion of the high school student-member. The student member will serve a fixed term of 1 year.

## **Commission responsibilities**

The Commission will be responsible for the following:

- a. Developing strong relationships within the City of Snoqualmie, including the Mayor, City Council Members and City departmental representatives, serving as a consultative resource on matters of aesthetic and artist importance.
- b. Represent the city in art matters in cooperative arrangements with other government agencies and private organizations, as authorized.
- c. Identify and recommend potential locations for public art, prescribe procedures for the selection, acquisition and display of such art, and oversee the process of selection and placement of public art.
- d. Work cooperatively with other area arts organizations in assimilating information about arts activities and events
- e. Encourage education, innovation and community participation in visual, literary, and performing arts.
- f. Actively working to promote fund raising and coordination of donations for public art projects.
- g. Maintain an inventory of public art and provide advice for its oversight and maintenance.

## **Meetings**

All Commission meetings will be open to the public and notice of the meetings will comply with the Washington Open Public Meetings Act. The Commission will hold regular meetings at least monthly. The Commission will keep minutes of its regular public meetings and records of all official actions that will be made available to the public upon approval of the minutes by the Commission. A majority of all the members of the Commission will constitute a quorum at a regular or special meeting of the Commission.

## **Procedures**

The Commission will establish its own procedures and rules for the transaction of its business. The rules of the Commission will provide that The Commission may appoint subcommittees in order to meet those functions and responsibilities of the Commission. Subcommittee members need not be on the Commission. Any subcommittee appointed by the Commission will be advisory to the Commission only.

## **Operational support**

The Arts Commission operational budget will be a sub-category of the Economic Development Administrator and Parks Department's budget. The Economic Administrator and Parks Department will also be able to provide limited administrative and staff support for the Commission.

## **Creation of Municipal Arts Fund**

In addition to an operational budget there will be established a special fund entitled "The Municipal Arts Fund" into which all funds will be deposited that are appropriated by or received by the city from whatever source for the purpose of acquisition of or otherwise

providing for the advancement of visual, literary, and performing arts within the city, including federal, state, and municipal funds, or funds from private individuals or agencies or any other funds which the city may receive or come into possession of from time to time.

### **Annual plan**

The Commission will develop an annual plan describing the projects to be initiated by the Commission funded through the Municipal Arts Fund. The plan will be transmitted to the Mayor who will present the plan to the Council. The Council will review the plan to be approved for spending authority as part of the normal budget process each year.

### **Authority to accept donations**

The city may receive offers of donations of artwork or funds for public art. Potential donors will be referred to the Commission to discuss the nature of the gift and for review and approval. After review, the Commission will recommend consideration or rejection of the offer and make a site recommendation if applicable. All financial gifts, bequests, and artwork donations accepted by the Commission are subject to the approval by Council.

### **Art work placement**

No work of art financed or installed either wholly or in part with the Municipal Art Funds or grants procured by the city shall be installed on privately owned property without a written agreement between the city and the owner specifying the proprietary interests in the work of art, and specifying other provisions deemed necessary or desirable by the City Attorney. In addition, such written agreements shall specify that the private property owner shall assure:

- 1) That the installation of the work of art will be done in a manner which will protect the work of art and the public;
- 2) That the work of art will be maintained in good condition; and
- 3) That insurance and indemnification will be provided as is appropriate.

## **Snoqualmie Arts Festival Booth Artisan Information**

Spam mail is a nuisance; however, if you install a spam blocker, we may not be able to get through and you will not receive information from us. It may help if you add the Snoqualmie Arts Festival to your email address book.

Be sure to mark our deadline dates on your calendar and give us a call if you don't hear from us. We hire security to walk the Festival grounds on Friday night and early Saturday morning hours, however, even in Snoqualmie there are thieves and dishonest people around that even the best security could not stop. Vendors will also have vehicle ID tags and limited set-up times.

**How to apply: We accept Internet applications only. There is a \$25 application fee.**

To apply, go to the City of Snoqualmie/Arts Commission website <http://www.ci.snoqualmie.wa.us> to submit the online application form with your images in JPEG format (1024 x 768 pixels). If your submission is not to our specifications, we will reject it and you must submit another \$25 application fee to re-apply.

### **Screening Process: Deadline Tuesday, March \_\_, 2010**

The screening process includes the projection of 3 images on a large screen. Your works are evaluated on originality, quality, and marketability; therefore high quality, clear representations can determine if you are accepted into our show. This may be your only representation of your work.

Each applicant must provide us with 3 high quality images: 2 of your product and 1 booth image with your work attractively displayed. We will accept and jury **1 primary media per application.**

### **Notification**

Notification of acceptance or non-acceptance will be **e-mailed** to you by **March \_\_, 2010.**

### **Booth Fees for accepted Booth Artisans due by April 30, 2010**

Booth fees for all accepted artists are: \$250 for each 10' x 10' space.

### **Cancellation Policy**

No refunds after **May 7, 2009.**

### **Booth location notification: May 19 via E-mail**

You will be notified of your booth location by **e-mail** on May 19. Booth locations are assigned on a first-come/first-served basis determined by when we receive your booth payment.

### **Credit Cards**

We will accept Visa or MasterCard for payment of your booth fees and commissions.

## **Booth Appearance**

Your 10x10 foot fireproof booth must be designed to withstand wind and inclement weather. Exhibitors must maintain sufficient quantities of merchandise throughout the weekend. All booths will be viewed during the weekend to ensure that screening standards have been upheld.

**Sorry, no pets are allowed.**

## **Commission / Tally Sheets / Tax Reporting**

Our commission format is 10% of all sales. We use daily Tally sheet totals. We will also allow the use of cash registers for recording sales. Collection and reporting of Washington State Sales Tax are your responsibility. UBI (Unified Business Code) is required by Washington State. Booth Fees cannot be accepted without a UBI #. For more information call 800-647-7706.

Web site: <http://dor.wa.gov/>

## **Insurance**

The Snoqualmie Arts Commission expects booth artisans to carry their own insurance. You do not need to send us a copy of your policy.

## **Security**

The Art Commission maintains good security; however, we are not responsible for loss or damage.

## **Awards**

Each year the Snoqualmie Arts Commission will recognize outstanding Booth Artisans. This year the Snoqualmie Arts Commission will match funds with 3 sponsors for \$\_\_\_\_ in cash awards: \$\_\_\_\_ for Best of the Festival and \$1,000 for the Creativity Award.

In addition, the Snoqualmie Arts Commission will also award \$1,000 for the booth that receives the most votes in the Peoples Choice Award.

## Snoqualmie Arts Festival Calendar

Typical schedule - 2009

<i>Date</i>	<i>Event</i>	<i>Public</i>	<i>Both exhibitors</i>	<i>Food</i>	<i>Artists</i>	<i>Volunteers</i>
19 February	Grants deadline	X				
24 February	Entertainment deadline	X				
3 March	Booth artisan deadline		X			
26 March	Food vendor deadline			X		
26 July	Fine art intake				X	
31 July	Art at the Port opening	X			X	X
1 August	Art Dash	X				X
1 August	Concert	X				X
6 August	Check-in 5 pm		X	X		
8 August	Festival 10 am – 6 pm	X				X
9 August	Art pick-up 5 pm				X	

## Snoqualmie Arts Festival Membership

*Your membership will help us make the arts a vital year-round part of Snoqualmie. The Snoqualmie Arts Commission is a not for profit 501(c)(3) organization. Your membership is tax deductible.*

Name	
Address	
City, State, Zip	
Phone	
E-mail	

### Annual Membership Levels

- \$1,000 Patron
- \$500 Benefactor
- \$100 Partner
- \$40 Family
- \$25 Individual
- \_\_\_\_\_ other

Check enclosed for:	
Please charge my VISA or MC:	
Credit Card Number:	
Expiration Date:	
Amount:	
Signature:	

*Please contact me about other Festival opportunities.*

Mail to:

*Snoqualmie Arts Commission  
c/o Office of Economic Administrator  
City of Snoqualmie  
PO Box 987  
Snoqualmie, Washington 98065  
425-888-5337*

# **Giving Guidelines**

## **Giving Philosophy**

The Snoqualmie Arts Commission strives to impact the whole community through its range of giving by advancing arts education, increasing participation in the arts in the community, and better linking the arts community to the community at large. The Commission endeavors, over time, to fund a well-balanced group of grant requests and projects, some self-initiated, that involve a diverse group of people and diverse art activities. Giving includes grants and scholarships.

## **General Giving Guidelines**

- In the case of capital items, 2 estimates are required. Organizations should check with the giving committee regarding additional information prior to submission of the request.
- In requests involving matching funds, organizations should check with the giving committee regarding additional information prior to submission of the request.
- In requests of more than \$2,500, a scoping meeting with the giving committee may be required.
- Grants are awarded for 1 year from the date of issuance.
- A Follow-up Report detailing the use of the grant funds is required.

## **Giving Calendar**

Grant Application Deadline: **February 19, 2009**

Deadline to notify grant applicants: **April 14, 2009**

Grant funds available beginning **May 21, 2009**

## **Giving Application**

Applicants are asked to describe their project, its cost, its purpose and its benefit to the community on an application form available on the City of Snoqualmie website at [www.ci.snoqualmie.wa.us](http://www.ci.snoqualmie.wa.us). Organizations will be asked to define their mission, goals and yearly budget. Individuals will be asked to describe their class, schooling, program or project and how it relates to the Commission's grant priorities.

## **Giving Committee**

Contact \_\_\_\_\_: \_\_\_\_\_@\_\_\_\_\_ or 425-888-5337.

## **Giving Priorities**

The Commission will give highest priority to grant requests that will bring additional art to the Snoqualmie community and provide educational opportunities through readings, concerts, performances, exhibits, installations and other events and activities that enhance the cultural richness of the community.

Also receiving high priority are grant requests that broaden arts education, participation and awareness efforts involving all media currently being undertaken by community organizations and the Snoqualmie School District.

Successful projects display some or all of the following characteristics:

- Target Snoqualmie residents and tourists as participants and/or audiences.

- Provide creative opportunities for Snoqualmie artists.
- Foster successful collaborations that benefit arts organizations and artists.
- Invest in capital items that will allow direct artistic use by many people over a long-term period.
- Involve matching funds
- Have a link to the Snoqualmie Arts festival, such as an exhibit or performance.
- Are initiated by tax-exempt organizations registered under Section 501(c)(3) of the Internal Revenue Code.

**Note:** Grants are not limited to 501(c)(3) organizations. Groups and individuals with projects, program or tuition requests that are in line with the Commission's Giving Philosophy may apply. These requests face strict disclosure and record-keeping requirements.

(The Snoqualmie Arts Commission gives low priority to grant requests that provide basic maintenance and operation funds.)

Typical types of requests that may be funded include:

- Funds for commissioned art at public venues
- Youth education classes and projects
- Funding for cultural arts series
- Tuition for special arts classes and art institutes



## **Historic Downtown Snoqualmie Sculpture Walk**

### **What is the Historic Snoqualmie Sculpture Walk and why is it needed?**

The Snoqualmie Sculpture Walk will be an annual show of outdoor sculptures placed around historic downtown Snoqualmie to promote art, education, and diversity. Residents and visitors alike will be able to enjoy the presence of these sculptures and a walking tour they can participate in. Sculpture exhibitions will be invited from artists residing in Washington, Oregon, Idaho, Alaska, and British Columbia.

Snoqualmie is an historic community that derives inspiration from its extensive and varied history and natural setting. The Historic Downtown Snoqualmie Sculpture Walk will support and strengthen this by providing an opportunity for residents to view their historical assets and for visitors to enjoy the destination.

### **How will the Historic Downtown Snoqualmie Sculpture Walk operate?**

- Entries must be for existing works of art
- Images will be submitted as slides, photos, or web pages
- All sculptures must be durable and suitable for outdoor installation
- The artist is responsible for delivery to Snoqualmie
- A jury selects the sculptures
- If necessary, Snoqualmie will provide footings and arrange specific attachment details with the artist, as well as provide machinery for installation if needed
- Sculptures are on loan to Snoqualmie for one year and will be insured by the city
- The Arts Commission and downtown merchants will promote sales of which 25% of sale proceeds will go to the Snoqualmie Arts Commission
- There is no entry fee
- The artist, City of Snoqualmie, and the Arts Commission will sign a contract
- An installation ceremony will occur, involving members of the community and the participating artists. The celebration will generally include music, food, and other festivities including the official first 'walk' of the new installation.

### **What will be the costs of the Historic Downtown Snoqualmie Sculpture Walk?**

The proposed budget for 2009 will be \$10,000 which will include event expenses, professional services, postage, and printing as well as the use of machinery and equipment to install new exhibits. This cost will occur annually when the exhibits change. Other indirect or absorbed costs will include Public Works labor time to install sculptures, and volunteer time by the Arts Commission members for the selection of sculpture and planning of the installation event.

### **How will the Historic Downtown Snoqualmie Sculpture Exhibit benefit the city?**

The Historic Downtown Snoqualmie Sculpture Walk will provide another source of art appreciation, education, and enjoyment for residents and visitors alike. It will generate editorial and photo opportunities through regional publications including the Seattle Times newspaper weekend and travel sections.

Snoqualmie has been described as an authentic, picturesque, charming, and quaint historical destination. The presence of visual art in the historic downtown will add to the overall appearance, feeling, and experience that people have regardless if they have lived in the city for 50 years or just visited for the weekend.

Historic Downtown Snoqualmie is a walk-able community. Art and history enthusiasts can walk the entire historic downtown district within a matter of minutes passing by museums, restaurants, coffee bars, antiques, and other retail stores and activities. The Historic Downtown Snoqualmie Sculpture Walk is another option along the same route as the historic tour.

Cultural tourism is a growing trend in vacation and travel planning. Many people plan their vacations or even short trips around cultural activities, art opportunities (whether performing, visual, or literary), and heritage experiences. The Historic Downtown Snoqualmie Sculpture Walk will be an additional component of Historic Downtown Snoqualmie's attraction and commitment to excellence, diversity, and access to the arts.

### **Mission Statement of the Snoqualmie Arts Commission**

The Snoqualmie Arts Commission fosters the excellence, vitality, diversity, and accessibility of the arts as a fundamental resource for the quality of life in this community. The Commission's is to achieve in Snoqualmie, a public arts program that is unequaled by any other town of its size in the Pacific Northwest.

The Snoqualmie Arts Commission is a responsive and accountable public agency, guided by active citizen involvement, which multiplies Snoqualmie's core investment of funds by promoting participation, innovation, partnerships and regional perspective.



**2009**

**First Annual**

**Historic Downtown Snoqualmie Sculpture Walk  
Exhibition Prospectus**

**Introduction**

The Snoqualmie Arts Commission is proud to announce its inaugural Historic Downtown Snoqualmie Sculpture Walk Exhibition. The exhibit expands a strong community tradition of promoting the arts through arts events and public art projects. Sculptures will be placed in visible public locations including streets, parks, etc. throughout historic downtown Snoqualmie. The Snoqualmie Arts Commission will promote the sale of the sculptures, and may buy 1 piece each year for the city's permanent collection of public artworks.

**PLEASE JOIN US IN THIS EXCITING NEW ADVENTURE AND SUBMIT YOUR  
ENTRY FORM FOR CONSIDERATION.**

**Calendar**

Entry deadline	
Jury selection	
Artist notification	
Installation	
Exhibit closes and sculptures removed	

**Criteria**

- This exhibit is open to all residents of Washington, Oregon, Idaho, Alaska and British Columbia Canada
- Entries must be for existing works of art and for sale.
- Digital images should be submitted - contact the Arts Commission if unable to do so.
- All sculptures must be of durable materials and suitable for outdoor installation.
- A qualified jury will select the sculptures. Selection criteria will be based on established art commission jury considerations for public art.
- The artist is responsible for delivery and shipping insurance to Snoqualmie. The City of Snoqualmie will provide limited insurance during the time that the sculpture is in its possession.
- Depending on the final number of sculptures chosen, at least a \$100 stipend will be paid to the successful artists.
- If necessary, Snoqualmie will provide footings and assist the artist with installation; including the use of city machinery.
- Sculptures are on loan to the City of Snoqualmie for 12 months, but may be removed earlier if sold.
- The Arts Commission and local downtown merchants will promote the exhibit and sale of the work for a 25% commission.
- There is no entry fee.
- The artist and the Snoqualmie Arts Commission will sign a contract.

Submit your completed entry form with picture and supplemental information to:

**C-12**

*Appendix C: Arts Commission & Festivals  
Snoqualmie Arts Commission*

Snoqualmie Arts Commission  
c/o Economic Development Administrator  
City of Snoqualmie  
PO Box 987  
Snoqualmie, Washington 98065

Entries must be **received** no later than 5PM, \_\_\_\_\_, 2009. Please contact Bob Cole at 425-888-5337 or [RCcole@ci.snoqualmie.wa.us](mailto:RCcole@ci.snoqualmie.wa.us) if you have any questions.

SAMPLE

**2009**

**Historic Downtown Snoqualmie Sculpture Walk  
Exhibit Entry Form**

Name	
Address	
Phone	
E-mail	

Please submit digital images. If unable to do so, please contact the Arts Commission. Please label photos and slides clearly, and include a list if you use slides. Please show several views of each piece.

If you want your materials returned, you must include a return envelope with postage. Images of accepted sculptures will be retained for the duration of the exhibit. Include Resume, Biography or Artist Statement, or letter of introduction, something to let us know more about you and your work.

All submissions must be received no later than 5 PM \_\_\_\_, 2009.

**Please contact Bob Cole at 425-888-5337 or [RCcole@ci.snoqualmie.wa.us](mailto:RCcole@ci.snoqualmie.wa.us) if you have any questions.**

Entry #1 Title	
Dimensions	
Price	
Medium	
Installation requirements	
Submitting digital photos	
Other	

Entry #2 Title	
Dimensions	
Price	
Medium	
Installation requirements	
Submitting digital photos	
Other	

Entry #3 Title	
Dimensions	
Price	
Medium	
Installation requirements	
Submitting digital photos	
Other	

**Snoqualmie Arts Commission  
Request for Proposals  
Sahara Pizza (Snoqualmie Bowling Alley) Mural  
Snoqualmie, Washington**

The Snoqualmie Arts Commission is issuing a call for proposals from artists for an outside mural commission on a building in historic downtown Snoqualmie.

**Project description**

Sahara Pizza (Snoqualmie Bowling Alley) is a 1-story building located at 7940 Railroad Avenue in historic downtown Snoqualmie.

The Snoqualmie Arts Commission is sponsoring this artwork development to provide a focal point to the Railroad Avenue entry into the historic downtown district.

The mural is to be placed on the north wall, which is approximately 30 feet tall by 100 feet long. The building is highly visible to traffic bound for the historic downtown area on Railroad Avenue/SR-202, and needs a design that is either vertical or horizontal or a combination. The design does not have to cover the entire wall. The selected proposal must:

- Include the text "Historic Downtown Snoqualmie" somewhere prominent within the design
- Be in keeping with the historic nature of the downtown district
- Show artistic quality and originality
- Be of durable design and maintenance

Photos of the Sahara Pizza (Snoqualmie Bowling Alley) will be available on the City of Snoqualmie/Arts Commission website  
<http://www.ci.snoqualmie.wa.us>

**Budget**

\$10,000 including artist's time, materials, mural installation, and any necessary insurance or permits

**Selection Process**

Based on proposals received, a Selection Jury will recommend a preferred design or designs to the Arts Commission. The jury will include representative(s) from the City of Snoqualmie, Snoqualmie Historical Preservation Commission, Parks Department, and other members selected by the Arts Commission. The Arts Commission will make a final recommendation to the City of Snoqualmie. Upon approval, a contract will be awarded.

**Timeline - 2009**

	Submission of proposals
	Selection Jury makes recommendations
	Work begins
	Mural is completed

## **Submission Requirements – please clearly label all materials**

- Letter of interest
- Current Resume
- Up to 10 images of relevant work. Images should be either digital (JPEG, 300 dpi) or hard copy photos, with detail listing of location, date and description if necessary. No slides will be accepted
- Design proposal, including drawings, materials to be used, and any other information relevant to the project
- Up to 3 references
- Self addressed stamped envelope if you want material back

Every effort will be made to insure the safe handling of submitted materials. However, the City of Snoqualmie and the Snoqualmie Arts Commission will not be responsible for any loss or damage.

***Please send submissions to:***

***Snoqualmie Arts Commission  
c/o Office of Economic Administrator  
City of Snoqualmie  
PO Box 987  
Snoqualmie, Washington 98065  
Attn: Sahara Pizza (Snoqualmie Bowling Alley) Mural Project***

Current and historic photos of the Sahara Pizza (Snoqualmie Bowling Alley) as well as more information about the downtown's history will be available on the City of Snoqualmie/Arts Commission website <http://www.ci.snoqualmie.wa.us>

For questions about submissions, or to request copies of the photographs, please contact:

***Please contact Bob Cole at 425-888-5337 or [RCcole@ci.snoqualmie.wa.us](mailto:RCcole@ci.snoqualmie.wa.us) if you have any questions.***

## **Eligibility**

The project is open to Northwest artists age 18 and over, regardless of race, color, religion, national origin, gender, age, marital status, or physical or mental disability. Artist teams are eligible to apply. City of Snoqualmie and Snoqualmie Arts Commission members, as well as selection jury panelists and their immediate families are not eligible for participation.

**Snoqualmie Arts Commission  
Request for Proposals  
Tokul Road Roundabout  
Snoqualmie, Washington**

The Snoqualmie Arts Commission is issuing a call for proposals from artists for an outside artwork commission for the center median of a new roundabout on Tokul Road and SR-202.

**Project description**

The City of Snoqualmie will soon initiate construction of the roundabout as part of the overall improvement to traffic and roadway improvements between Snoqualmie Falls/Salish Lodge and the historic downtown district.

The Snoqualmie Arts Commission is sponsoring this artwork development to provide a focal point to the roundabout road development and the north entrance to the historic downtown district.

The artwork is to be placed in the center of the roundabout – a 60-foot diameter raised circle surrounded by concrete retaining wall and surface paving buffer strip. The roundabout median is highly visible to SR-202 motorists, Snoqualmie Falls and Salish Lodge visitors, and historic downtown business district customers and tourists. The ultimate design should provide a vertical organizing artwork or element with appropriate landscape or other complimentary setting. The design must cover and improve the entire median circle and can include water elements, kinetic artwork pieces, and lighting (so long as lighting elements do not distract traffic). The selected proposal must:

- Be in keeping with the parkway setting of the roundabout median
- Show artistic quality and originality
- Be of durable design, construction, and maintenance

Photos of the site will be available on the City of Snoqualmie/Arts Commission website  
<http://www.ci.snoqualmie.wa.us>

**Budget**

\$15,000 including artist's time, materials, artwork installation, and any necessary insurance or permits

**Selection Process**

Based on proposals received, a Selection Jury will recommend a preferred design or designs to the Arts Commission. The jury will include representative(s) from the City of Snoqualmie, Snoqualmie Parks and Public Works Departments, and other members selected by the Arts Commission. The Arts Commission will make a final recommendation to the City of Snoqualmie. Upon approval, a contract will be awarded.

## Timeline - 2009

	Submission of proposals
	Selection Jury makes recommendations
	Work begins
	Artwork is completed and installed

## Submission Requirements – please clearly label all materials

- Letter of interest
- Current Resume
- Up to 10 images of relevant work. Images should be either digital (JPEG, 300 dpi) or hard copy photos, with detail listing of location, date and description if necessary. No slides will be accepted
- Design proposal, including drawings, materials to be used and any other information relevant to the project
- Up to 3 references
- Self addressed stamped envelope if you want material back

Every effort will be made to insure the safe handling of submitted materials. However, the City of Snoqualmie and the Snoqualmie Arts Commission will not be responsible for any loss or damage.

### *Please send submissions to:*

***Snoqualmie Arts Commission  
c/o Office of Economic Administrator  
City of Snoqualmie  
PO Box 987  
Snoqualmie, Washington 98065  
Attn: Tokul Road Roundabout Artwork***

Photos and site plans of the roundabout will be available on the City of Snoqualmie/Arts Commission website <http://www.ci.snoqualmie.wa.us>

For questions about submissions, or to request copies of the photographs, please contact:

**Please contact Bob Cole at 425-888-5337 or [RCcole@ci.snoqualmie.wa.us](mailto:RCcole@ci.snoqualmie.wa.us) if you have any questions.**

## Eligibility

The project is open to Northwest artists age 18 and over, regardless of race, color, religion, national origin, gender, age, marital status, or physical or mental disability. Artist teams are eligible to apply. City of Snoqualmie and Snoqualmie Arts Commission members, as well as selection jury panelists and their immediate families are not eligible for participation.

**Snoqualmie Arts Commission  
Request for Proposals  
Railroad Park Children's Playground Sculptures  
Snoqualmie, Washington**

The Snoqualmie Arts Commission is issuing a call for proposals from artists for an outside artwork commission for a children's playground in the north end of Railroad Park on Railroad Avenue adjacent to the historic Snoqualmie Valley Railroad & Northwest Railway Museum Depot.

**Project description**

The City of Snoqualmie will redevelop Railroad Park to provide new paving, a train platform/special events shelter, ornamental garden, new passenger loading railroad siding for the historic steam train, and other improvements as part of the overall strategy for the historic downtown district.

The Snoqualmie Arts Commission is sponsoring this artwork development to provide a focal point and creative children's playground at the north entry into Railroad Park from the north public parking lot.

The artwork is to be placed at the north pedestrian entry into Railroad Park from the public parking lot located across Falls Avenue. The park entry will be highly visible from the parking lot, park, and traffic on Railroad Avenue/SR-202. The entryway will be paved and bordered with an ornamental garden of native plants, an existing cedar log display and shelter, and the north end of the proposed new train platform/special events shelter.

The design should incorporate visual representations of the historical steam train's aesthetics and impact on the town as well as being interesting, safe, and interactive for children's play. The design can include kinetic artwork pieces and lighting (so long as lighting elements do not distract traffic). The selected proposal must:

- Be in keeping with the formal setting of the revitalized Railroad Park and Historic Burlington Northern Depot and Stream Train
- Show artistic quality and originality
- Be of durable design, construction, and maintenance

Photos of the site will be available on the City of Snoqualmie/Arts Commission website  
<http://www.ci.snoqualmie.wa.us>

**Budget**

\$25,000-50,000 including artist's time, materials, artwork installation, and any necessary insurance or permits

**Selection Process**

Based on proposals received, a Selection Jury will recommend a preferred design or designs to the Arts Commission. The jury will include representative(s) from the City of Snoqualmie, Snoqualmie Parks and Public Works Departments, and other members selected by the Arts Commission. The Arts Commission will make a final recommendation to the City of Snoqualmie. Upon approval, a contract will be awarded.

## Timeline - 2009

	Submission of proposals
	Selection Jury makes recommendations
	Work begins
	Artwork is completed and installed

## Submission Requirements – please clearly label all materials

- Letter of interest
- Current Resume
- Up to 10 images of relevant work. Images should be either digital (JPEG, 300 dpi) or hard copy photos, with detail listing of location, date and description if necessary. No slides will be accepted
- Design proposal, including drawings, materials to be used and any other information relevant to the project
- Up to 3 references
- Self addressed stamped envelope if you want material back

Every effort will be made to insure the safe handling of submitted materials. However, the City of Snoqualmie and the Snoqualmie Arts Commission will not be responsible for any loss or damage.

### *Please send submissions to:*

***Snoqualmie Arts Commission  
c/o Office of Economic Administrator  
City of Snoqualmie  
PO Box 987  
Snoqualmie, Washington 98065  
Attn: Railroad Avenue Children's Playground***

Photos and site plans of the roundabout will be available on the City of Snoqualmie/Arts Commission website <http://www.ci.snoqualmie.wa.us>

For questions about submissions, or to request copies of the photographs, please contact:

**Please contact Bob Cole at 425-888-5337 or [RCcole@ci.snoqualmie.wa.us](mailto:RCcole@ci.snoqualmie.wa.us) if you have any questions.**

## Eligibility

The project is open to Northwest artists age 18 and over, regardless of race, color, religion, national origin, gender, age, marital status, or physical or mental disability. Artist teams are eligible to apply. City of Snoqualmie and Snoqualmie Arts Commission members, as well as selection jury panelists and their immediate families are not eligible for participation.

# By-laws of the Farmers' Market Association

## Bylaws

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SAMPLE

# Guiding Principles of the Farmers' Market Association

1. Prioritize, in all decision-making, the interests of local, sustainable agriculture
2. Provide an accessible, profitable venue for small-scale businesses that produce and distribute their products locally.
3. Present a diversity of the highest quality local vendors and handmade products in a vibrant marketplace.
4. Encourage environmentally, economically, and socially sustainable practices in organizational and vendor operations
5. Foster member involvement in the organization
6. Create an environment for our community to gather and participate in local culture and commerce.

## By-laws of the Farmers' Market Association

### Article 1: Purpose and Powers

#### Section 1.1: Name

The name of the corporation shall be Snoqualmie Farmers Market Association, a non-profit Corporation organized by the citizens of King County.

#### Section 1.2: Object

The object of this corporation shall be for the mutual benefit of the members of the corporation to provide for management and promotion of the Snoqualmie Farmers Market; to provide a forum from which local growers, food processors, and crafters can offer their products to the public; to educate the public about agricultural products and concerns; to study the needs of the members and promote the general welfare of the corporation, and to do all things legally necessary and proper to the conduct and furtherance of the business of the Snoqualmie Farmers Market. The Snoqualmie Farmers Market is committed to an agriculturally based market and, as such, reserves 50% of all stalls for farmers.

#### Section 1.3: Mission Statement

The Snoqualmie Farmers Market supports local sustainable agriculture by connecting the public with local farmers, artisans, and other producers in an economically viable marketplace.

#### Section 1.4: Government

The government and the management of the funds, properties and affairs of the corporation shall be vested in the Market, comprised of paid and honorary members of the corporation.

## Article 2: Membership

#### Section 2.1: Qualifications

Membership is open to the public of King County at large without regard to race, creed, color, religion, gender, sexual orientation, or age.

#### Section 2.2: Membership Classification

The members will be classified as follows:

##### A. VENDOR MEMBERS WILL HAVE VOTING PRIVILEGES 1: Producers

**a. Farmers**

Farmers are persons from King County who raise produce (vegetables, fruits) herbs, flowers or nursery crops from seed or plants and care for, cultivate and harvest the crops. This also includes beekeepers, egg farmers, fish or shellfish growers, and poultry and livestock producers.

**b. Processors**

Processed Food Vendors are vendors offering fresh food product that they have processed themselves into the product being offered for sale at the market. These products are prepackaged.

**c. Re-Sellers**

Eastern Washington Produce Resellers are vendor selling fruits and vegetables from Eastern Washington that locally can not be grown reliable in quantity; limited to not more than two stalls.

**d. Seafood Vendors**

**e. Eastern Washington Providers**

**2: Others**

**a. Crafters**

Crafters are persons from King County who craft with their own hands the products they offer for sale at the Farmers' Market.

**b. Prepared Food Vendor**

Prepared Food Vendors are vendors offering fresh food products that they have processed themselves into products being offered for sale at the market.

**c. Service Provider and all other miscellaneous**

Service Providers and all other Miscellaneous are vendors offering special services and other non-food items to customers at the Market (i.e. Massage, face painting, plant fertilizer, etc.).

**3. Limitations:**

The Board has the power to limit the number of vendor members.

**B. GENERAL MEMBERS WILL NOT HAVE VOTING PRIVILEGES.**

**1. Honorary Members:**

Persons who have rendered notable service to the Snoqualmie Farmers' Market Association, to agricultural interests in general and who may, by unanimous vote of the members present at any regular or duly called meeting, shall be elected to honorary membership. Honorary members shall pay no dues to the Snoqualmie Farmers' Market.

**2. Supporter Members:**

Sponsors from businesses and corporations who paid annual dues.

**3. Patron and Friend of the Market Members:**

Interested persons willing to support the Market and have paid annual dues.

**Section 2.3: Suspension or Termination**

A. The Market Director is empowered to expel members who do not abide by the rules of the market as defined in the Snoqualmie Farmers Market Handbook. The decision of the Market Director to expel a member may be reversed by a majority vote of the Board of Directors at any meeting of the corporation.

B. Failure to pay membership fees will result in membership termination.

**Section 2.4: Length of Membership**

Membership is renewable annually on January 31 of each year.

**Section 2.5: General Membership Applications**

Prospective general members must fill out an application form and pay dues. Applications are accepted year around.

### **Section 2.6: Vendor Membership Applications**

Prospective vendor members must fill out an application form and pay dues. This application will be reviewed and accepted or rejected by a majority vote of the Board by the end of February. In case of rejected application, any dues paid will be returned or refunded.

## **Article 3: Dues**

### **Section 3.1: Application for Membership**

Dues are payable at the time of application for membership. Upon payment of dues and approval by the Board, applicant is considered a member in good standing and will receive meeting notices.

### **Section 3.2: Amount of Dues**

Annual dues shall be such as determined by the Board of Directors. Dues shall be delinquent after January 31, at which time delinquent members shall be suspended by the Board.

## **Article 4: Meetings of Members**

### **Section 4.1: Annual Meeting**

The annual meeting of the members of this Association shall be held in the County of King, State of Washington, within sixty (60) days of the close of the Market season of each year.

### **Section 4.2: Special Meetings**

Special meeting of the members of the Association may be called at any time by order of the Board of Directors.

### **Section 4.3: Notice of Meetings**

Verbal, written, or printed notice of every regular and special meeting of members shall be transmitted to the last recorded address and shall be deemed delivered when deposited in the U.S. Mail of each vendor member not less than 10 days before such meeting. Such notice shall state the object or objects thereof and the time and place of the meeting. During the months the Market is open, a posting of the meeting will be posted. No business shall be transacted at special meetings other than that referred to in the meeting notice. Any person shall have the privilege of attending the meetings of the corporation.

### **Section 4.4: Voting Members**

All vendors shall be entitled to a vote at any annual, regular, or special meeting of the corporation. A family or partnership which has paid for one membership shall be considered a unit with one vote. Proxies will not be recognized at any meeting of the corporation. A simple majority vote will decide all actions.

### **Section 4.5: Quorum**

The quorum for the annual meeting shall be 40% of the voting membership actually present; provided, however, elections to the Board shall not be postponed for lack of a quorum.

### **Section 4.6: Order of Business**

A. The order of business for meetings shall be as follows:

1. Call to order
2. Action on Minutes
3. Treasurer's Report
4. Receiving Communications
5. Reports of Officers

6. Reports of Committees
7. Unfinished Business
8. New Business
9. Any Other Business

B. The order of business may be altered or suspended at any meeting by a majority vote of the members present. The usual parliamentary rules shall govern all debates, when not in conflict with these bylaws (using Robert's Rules of Order Revised).

## **Article 5: Directors and Officers**

### **Section 5.1: Number and Qualification of Directors**

The Association shall have a Board of Directors of nine (9) members with at least 51% elected from farmer members. One position of the 9 regular board seats will be reserved for a craft vendor member. If no crafters run for a board position, the next candidate with the most votes, regardless of his or her vendor category, will be awarded the position, provided the Farmer majority of 51% has been met.

### **Section 5.2: Election of Directors**

Directors shall be elected biannually at the annual meeting. Four (4) Board members of the 9 will be voted on even years and 5 of the 9 will be voted on odd years.

### **Section 5.3: Election of Officers**

The Board of Directors shall meet immediately after each annual election and shall elect, by ballot, a President, Vice President, Secretary, and Treasurer, each of whom shall hold office until the election and qualification of his or her successor unless earlier removed by death, resignation, or for cause. Vacancies in such offices shall be filled by an election of the members of the Board of Directors.

### **Section 5.4: Special Board Positions**

In addition to the 9-member board, two Special Board Positions may be filled, if a need has been clearly identified for specific skills that would benefit the Board of Directors or the Farmers Market as a whole. These Special Board Positions are for 1-year terms.

A. A nominating committee shall be formed to seek out and recruit individuals for these positions. The committee shall consist of board members who are not seeking re-election for the upcoming term and participants from the general membership. If appropriate candidates are found, they will be presented to the general membership. The membership will vote for or against the candidates, not between candidates.

B. If in filling one or both Special Board Positions, there is no longer a farmer majority then special farmer veto rules apply.

### **Section 5.5: Special Farmer Veto Rules**

The special farmer veto rules apply only, when due to filling the Special Board Positions a farmer majority no longer exists. Any motion may be vetoed by a simple majority of farmer board members. If there are insufficient farmer board members present to constitute a simple majority, any individual farmer may table a motion until the next regularly scheduled board meeting. Motions may be tabled for one meeting only.

#### **Section 5.4: Vacancies**

Whenever a vacancy occurs in the Board of Directors, other than from the expiration of a term of office, the remaining Director shall appoint a member to fill the vacancy until the next annual meeting of the members.

#### **Section 5.5: Board Meetings**

In addition to the meetings mentioned above, regular meetings of the Board of Directors shall be held quarterly, or at such other times and at such places as the Board and/or President may determine.

#### **Section 5.6: Special Meetings**

A special meeting of the Board of Directors shall be held whenever called for by the President or by a majority of the Directors. Any and all business may be transacted at a special meeting. Each call for a special meeting shall be written or through oral contact.

#### **Section 5.7: Notice of Emergency Board Meetings**

Oral or written notice of each meeting of the Board of Directors shall be given to each Director by or under the supervision of the Secretary of the Association not less than 48 hours prior to the time of the meeting, but such notice may be waived by all the Directors, and appearance at a meeting shall constitute a waiver of notice thereof.

#### **Section 5.8: Compensation**

The compensation, if any, of the members of the Board of Directors shall be determined by the members of the Association at any annual or special meeting of the Association.

#### **Section 5.9: Quorum**

A quorum will be reached when 51% of the Board members are present.

#### **Section 5.10: Removal of Board Members**

Fifty-one percent (51%) of the Board of Directors, at a board meeting, can suspend a Board member until the next special meeting where the general membership votes. The suspended Board member has the right to be present and heard at the meeting at which his or her removal is considered.

#### **Section 5.11: Removal of a Non-Performing Board Member**

The Board can remove, by simple majority of those present, a board member who misses 2 consecutive board meetings.

### **Article 6: Duties of Directors**

#### **Section 6.1: Management of Business**

A. The Board of Directors shall have general supervision and control of the business and the affairs of the Association and shall make all rules and regulations not inconsistent with law or with these bylaws for the management of the business and the guidance of the members, officers, employees, and agents of the association. A majority vote of members of the Association can override decisions made by the Board.

B. The Board shall have installed an accounting system which shall be adequate to the requirements of the business and it shall be its duty to require proper records to be kept of all business transactions.

C. The Board shall have the power to employ, or contract with a Market Director and decide her/his duties and fix her/his compensation.

### **Section 6.2: Fiscal Review**

At least once in each year, the Treasurer shall secure the services of a competent and disinterested public auditor or accountant, who shall make an accurate review of the books and accounts of the Association and render a report in writing thereon, which report shall be submitted to the members of the Association in a newsletter. This report shall include at least: (1) a balance sheet showing the true assets and liabilities of the Association; (2) an operation statement for the fiscal period under review which shall show the revenues, costs of services, and include a statement of all expenses for the period under review.

### **Section 6.3: Financial Management**

The Board of Director shall have the power to select one or more banks to act as depositories of the funds of the Association and to determine the manner of receiving, depositing, and disbursing the funds of the Association and the form of checks and the person or persons by whom they shall be signed, with the power to change such banks and the person or persons signing such checks and the form thereof at will.

## **Article 7: Duties of Officers**

### **Section 7.1: Duties of President**

The President shall: (1) Preside over all meetings of the Association and the Board of Directors; (2) call all meetings of the Board of Directors; (3) perform all acts and duties usually performed by an executive and presiding officer; and (4) sign all papers of the Association as she/he may be authorized or directed to sign by the Board of Directors. The President shall perform such other duties as may be prescribed by the Board of Directors.

### **Section 7.2: Duties of the Vice President**

In the absence or disability of the President, the Vice President shall perform the duties of the President and shall chair the long-range planning committee.

### **Section 7.3: Duties of the Secretary**

The Secretary shall: (1) take all minutes of all Annual, Special, and Board meetings; (2) co-sign all papers of the Association as she/he may be authorized or directed to co-sign by the Board of Directors.

### **Section 7.4: Duties of the Treasurer**

The Treasurer will make periodic inspections of the books and records of the financial transactions of the association. The Treasurer will present a summary of the financial standings of the Association to the Board of Directors at regular meetings. The Treasurer will ensure that the services of an outside auditor or accountant are secured for annual impartial inspections of the financial records.

## **Article 8: Committees**

### **Section 8.1: Formation of Committees**

The Board of Directors may, in its discretion, appoint such committees as may be necessary.

### **Section 8.2: Executive Committee**

The Board of Directors may designate an Executive Committee to exercise interim or other stated authority of the Board except as to matters involving long-range policies or unusually large expenditures. The committee must consist of at least 4 Board of Directors including the President, Secretary, and

Treasurer. Any action by the Executive Committee shall require the affirmative vote of at least 3 of its members and must be reported to, and ratified by, the Board of Directors at their next meeting. The Executive Committee shall not operate to relieve the Board of general supervisory responsibilities in the management of the Market.

## **Article 9: Capitalization Fund**

This Association shall establish and maintain a revolving fund for the purpose of acquiring and maintaining adequate capital to finance its business.

## **Article 10: Fiscal Year**

The fiscal year of this Association shall commence on the first day of January each year and shall end of the last day of December.

## **Article 11: Amendments**

If notice of the character of the amendment proposed has been given 30 days prior to the date at which the amendment will be considered, these bylaws may be altered or amended at any regular or special meeting of the members by the affirmation vote of a majority of members present.

## **Article 12: Notices**

### **Section 12.1: Form; Delivery**

Whenever, under the provisions of law, the Articles of Incorporation, or these Bylaws, notice is required to be given to any Director or member such notice may be given in writing, by mail, addressed to such Director or member at his or her post office address as it appears on the records of the corporation. Such notice shall be deemed to be given at the time it is deposited in the United States mail, postage prepaid. Notices may also be given personally, or by telephone or telegram.

### **Section 12.2: Waiver**

Whenever any notice is required to be given under the provisions of law, the Articles of Incorporation, or these Bylaws, a written waiver thereof, signed by the person or persons entitled to said notice and filed with the records of the meeting, whether before or after the time stated therein, shall be deemed to be the equivalent to such notice. In addition, any member who attends a meeting without protesting at the commencement of such meeting the lack of notice thereof to him or her, shall be conclusively deemed to have waived notice of such meeting.

## **Article 13: Corporate Finances**

### **Section 13.1: Deposit of Funds**

All funds of the corporation not otherwise employed shall be deposited in such banks or trust companies as the Board shall determine.

### **Section 13.2: Checks**

All checks, drafts, notes, and evidences of indebtedness of the corporation shall be signed by the Treasurer, or in his or her absence, by the President plus one other Board-approved person.

## Article 14: Compensation; Contracts

### Section 14.1: Compensation

Any director or officer or employee or contractor of the corporation is authorized to receive reasonable compensation from the corporation for services rendered to the corporation when authorized by the Board. No director of the corporation may receive compensation merely for acting as a member of the Board; provided, however, directors may be reimbursed for their actual expenses incurred while serving the corporation or carrying out their duties.

### Section 14.2: Contracts with Directors and Officers

No director or officer of the corporation shall be interested, directly or indirectly in any contract relating to the operations conducted by it, nor in any contract for furnishing services or supplies to it, unless such contract shall be authorized by the Board of Directors and unless the fact of such interest shall have been disclosed or known to the Board at the meeting at which such contract is so authorized. The interested director shall not vote on any such contract, but his or her presence shall be counted for purpose of determining the existence of a quorum.

## Article 15: Corporate Seal

The corporate seal of the corporation shall be circular in form and bear the words and figures "Snoqualmie Farmers Market Association, 2009". The form of such seal shall be subject to alteration by the Board.

Adopted this \_\_\_\_\_ day of \_\_\_\_\_, 19\_\_\_\_, by affirmative vote of the Board of Directors of the Snoqualmie Farmers' Market Association

-----  
President

-----  
Secretary

### **CERTIFICATION**

I certify that the foregoing document consisting of \_\_\_\_\_ pages was duly adopted by the Board of Directors of the **SNOQUALMIE FARMERS MARKET ASSOCIATION** at a proper meeting duly called for such purpose and at which a quorum was presented.

Dated: \_\_\_\_\_

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Secretary

# Farmers' Market Vendor Handbook

## Policies & Procedures

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## Section 1: Farmers' Market Season & Fee Schedule

### 1.1: Season

The exact dates of the Market season will be determined on a yearly basis.

### 1.2: Membership Fees

- A. Vendor Membership
- B. Annual Membership fees will be assessed yearly. If for some reason an application is denied, the annual membership fee will be returned. Additional fees may be required for special sales categories such as live plants and eggs.
- C. Application Fee
- D. All applications must be submitted with a non-refundable fee. Applications must be postmarked by January 31<sup>st</sup> or hand delivered to the Market Manager by January 31<sup>st</sup>. Applications after this date will be assessed a \$50 fee.
- E. General Membership
  - 1. Annual membership fee for Supporter membership (see Section 2.2) is \$100.00
  - 2. Annual membership for a Patron membership (see Section 2.2) is \$25.00.

### 1.3: Stall Canopy, Parking

- A. Full stalls are 10' X 10'; half stalls are 5' X 10'.
- B. Parking spots are assigned, where available.

### 1.4: Stall Fee Schedule Percent of Daily Sales

- A. Farmers, Crafters - one stall or less 6%
- B. Farmers - more than one stall 7%
- C. Processors, Seafood, Other - one stall or less 7%
- D. Processors, Seafood, Other - more than one stall 8%
- E. Contract Vendors, Service Providers 9%
- F. Contract Vendors 10%
- G. Half Stall - % based on above categories.

Note: The daily stall fee is either: the current minimal stall fee of \$26, or the percent of gross revenue (less any sales tax collected), whichever is greater.

### 1.5: Product and Service Orders

Vendors, who take product or service orders at the Market, must report these as part of their gross sales.

### 1.6: Stall Payment

- A. Stall rental fees shall be paid at the end of each Market day.
- B. When making payment, vendors shall submit a form provided by the Market Manager. This form will include their category or subcategories (Farmer, Crafter, Contract Vendor), their business name; their day's exact gross sales (less any sales tax collected), their stall fee or commission due the Market and stall size. Manager will collect the amount due. Vendors should make payment with checks made payable to: Snoqualmie Farmer's Market Association.
- C. Any fees delinquent beyond a one business-week will disqualify a vendor from selling at the Market until such fees are brought current. Vendors with stall fees outstanding as of December 31 will receive no seniority points for the season just completed and will not be considered for a permanent stall assignment for the following season.
- D. Pick-up of CSA shares and other orders at Market
  - 1. Pre-ordered, pre-paid, pre-packaged orders, including CSA shares, may be picked up at the Market exempt from Market fees.

2. "Pick-your-own" CSA shares, credit accounts and other pick-ups where items are selected from displayed product must be reported in day's gross sales.

#### **1.7: Educational/Non-Profit Community Groups**

Educational/non-profit community groups may be granted space on a revolving basis.

- A. Only 1 community group per day will be granted space. The Market Manager will schedule them on a first-come, first-assigned basis.
- B. Community groups must comply with the same rules as regular Market members.
- C. Community groups will be notified in advance by the Market Manager of Market procedures, rules and hours.
- D. Community groups are not allowed to merchandise, but may accept donations.

#### **1.8: Entertainers**

Entertainers may be granted free space as directed by the Market Manager (see Sect.10).

### **Section 2: Membership & Product Guidelines**

#### **2.1: Vendor Members**

All vendor members in good standing (who have paid this year's dues and who reside in Lewis County) have voting privileges.

##### **A. MEMBER CATEGORIES**

###### **1. FARMERS**

- a. Farmers are persons who raise produce (vegetables, fruits), herbs, flowers or nursery crops from seed or plants and care for, cultivate and harvest the crops offered for sale at the Market. Also in this category are beekeepers, egg farmers, shellfish growers, poultry and livestock producers and farmers who produce minimally-processed "value added" items made entirely of their own raw product (such as garlic braids, dried mushrooms, apple chips, dried flower arrangements, etc); which must be approved by the Board but are not juried. The location of the farm and residence must be within Lewis County.
- b. Farmers wishing to add any handcrafted items and/or processed farm items which are NOT made **entirely** of their own raw product (such as jam, lotions, herbal oils, and other products that contain off-farm ingredients) must make **at least 80%** of their gross annual SNOQUALMIE FARMERS' MARKET sales from their "A" category products. The other 20% may come from a **combination** of processed & handcrafted items, must be reported separately, and will not be included in sales point tally. All processed farm items must be made from scratch by producers' own hands and be Board approved. All handcrafted items must be juried according to Craft category rules.
- c. Wild Mushroom Collectors: Wild mushrooms may be sold at the Market. To do so, a vendor must receive specific authorization from the Board. Such authorization will be specific for, and must be obtained for, each variety of mushrooms to be sold. Vendors selling wild mushrooms must meet all requirements of the Lewis County Environmental Health Department and the Washington State Department of Agriculture.

- d. Plant growers must be in possession of plants for at least 60 days prior to sale at the Market. Plant receipts may be requested at any time by the Market Manager to verify length of possession.
- e. Seafood vendors who wish to sell product they did not raise, grow or catch will be given special oversight by the Board and are subject to Board approval.
- f. Eastern Washington Farmers: Two farmer vendors from Eastern Washington may be admitted to the market each season. These farmers will be allowed to sell only stonefruit that cannot be produced in reliable quantity or quality in Lewis County. The market manager will maintain a current listing of these acceptable crops. To avoid potential conflicts, a check box will be included on the farmer vendor application to determine if local farmers may be providing items historically provided by Eastern Washington farmers. If a local farmer does apply to sell said products, the board, in conjunction with the farm committee, will gather information to determine whether the thresholds for "reliable quantity and quality" appear to have been met. If so, the Eastern Washington farmers will be notified at the time of their application acceptance of the changes in the list of allowable crops. Eastern Washington farm vendors are not eligible for seniority points, are placed at the membership committee's discretion, and are NOT permitted to sell any products grown by other farmers.

## **2. FARMER/PROCESSORS**

- a. A Farmer/Processor shall be a farmer with processed farm products, the majority (measured by value, volume or weight) of which ingredients have been grown or raised by the farmer, not subject to the 20% restriction described in the Farmer category, section B, above. Prospective Farmer/Processors must first discuss their plans with the Market Manager, describe their products, facilities, licensing status, etc. on application, include a sample of the proposed products, and meet Board approval. The location of the farm, residence, and processing facilities must be within Lewis County.
- b. Farmers/Processors wishing to add any handcrafted items which do not include farm product must make at least 80% of their gross annual SNOQUALMIE FARMERS' MARKET sales from their "A" category products. The other 20% may come from handcrafted items, must be reported separately, and will not be included in sales point tally. All handcrafted items must be Board approved and juried according to Craft category rules.

## **3. CRAFTERS**

Crafters are persons who craft with their own hands the products they offer for sale at the Market. To qualify as a crafter, a majority of the tools and equipment used by the crafter to produce the products must require skills, personal handling, and/or guidance by the crafter. A crafter, to qualify for and maintain Market membership must be successfully juried. Crafters must reside in and craft the majority of their product in Lewis County.

## **4. PROCESSORS**

- a. Processed Food Vendors are vendors offering fresh food product that they have processed themselves into the product being offered for sale at the market. These products are prepackaged. Upon approval of the board, these vendors may also offer items that they

- do not process. Such non-processed items are specifically limited so as not to compete with locally handmade processed items.
- b. Concessionaires are Prepared Food Vendors are vendors offering fresh food products that they have processed themselves into products being offered for sale at the market. These products are ready-to-eat and intended for consumption at the Market. Upon approval of the board, these vendors may also offer packaged foods and items that they do not process. Such non-processed items are specifically limited so as not to compete with locally handmade processed items.
- c. Processors (both Processed Food Vendors and Concessionaires) are not eligible for seniority points and are placed at the membership committee's discretion.

**5. SERVICE PROVIDER AND ALL OTHER MISCELLANEOUS**

- a. Service Providers and all other Miscellaneous are vendors offering special services and other non-food items to customers at the Market (i.e. Massage, face painting, plant fertilizer, etc.) For service for sale on site.
- b. Service Providers and Miscellaneous vendors are not eligible for seniority points and are placed at the membership committee's discretion.

**6: NONPROFIT-MANAGED FARMS**

It is widely recognized that farming is a complex and risk inherit enterprise that presents considerable barriers to entry, especially for persons with non-farm backgrounds. Further, it is sometimes the case that having gained an initial foothold in the farming business further progress can be exceptionally difficult for those with limited skills or training and / or capital. It is in part due to these conditions that an increasing number of nonprofit entities are creating programs that support new and existing farmers to some degree as a buffer against the harsher financial and operational realities of farming for a living, thereby making it more likely such farms will succeed in the longer term.

In recognition that certain farms otherwise eligible to participate in the SNOQUALMIE FARMERS' MARKET may be owned or managed by registered not for profit organizations, and that such arrangements may be beneficial to local agriculture generally, the SNOQUALMIE FARMERS' MARKET sets forth the following policies:

1. Farms whose ownership or management is primarily under the direction of a nonprofit organization may be approved, on a case-by-case basis by Board approval, for membership in the SNOQUALMIE FARMERS' MARKET provided that:

- a. Said farms comply with all other existing Market guidelines applicable to farms selling in any Markets operated by the SNOQUALMIE FARMERS' MARKET (geographic location, product type, reselling, and etc.) Nonprofit farms will offer for sale only those products grown on the subject farm - no pooling of product from other farms, local or otherwise, will be allowed. Reselling product originating from farms other than the subject farm is strictly prohibited.
- b. That the nonprofit entity offering the support is a registered 501(C)3 organization.

- c. That the operation of nonprofit managed farms will not occur to the detriment, either through unfair competition or some other means, to the for profit farms in the Market.
- d. Up to 5% of the stall spaces reserved for farmers may be allocated to nonprofit managed or owned farms.

At the time of application all farms owned, managed, or both by registered nonprofit organizations will provide the SNOQUALMIE FARMERS' MARKET with copies of the non-profit's 501(C)3 documentation and any written management agreements negotiated by the parties. All nonprofit affiliated farms will be subject to on farm inspections consistent with Market policies.

## **B. REQUIREMENTS**

- 1. All vendors must meet all state, county and local requirements. Prior to selling at the Market, processors will supply a copy to the Market Manager of all necessary permits and business licenses. These documents must be visibly displayed at the vendor stall daily. The production facility must be located in Lewis County.
- 2. Prospective contract vendors shall first discuss their plans with the Market Manager and then apply in writing to the Board. The application shall describe product, facilities (as applicable), licensing status, etc.
- 3. Vendor Application Approval Criteria  
Before approval of all submitted applications, the following criteria must be met. The Membership Committee will verify these criteria.
  - a. Applicant must reside in Lewis County.
  - b. Applicant has no outstanding/delinquent fee from previous season.
  - c. In previous season(s), applicant has abided by the Rules & Policies of the Snoqualmie Farmers Market Association, which are stated in the Handbook and Bylaws (not applicable to new applicants).
  - d. New Farmer applications must submit to Section 2.1.A4.
  - e. Applicants must have a valid and current business license.
  - f. NO COMMERCIAL ITEMS, NO IMPORTED ITEMS, AND NO SECOND HAND ITEMS SHALL BE SOLD BY ANY VENDOR AT THE MARKET.
  - g. NO FRANCHISES ALLOWED AT THE MARKET.

### **2.2: General Members**

General Members do not have voting privileges.

- A. Honorary Member  
Comprised of persons who have rendered notable service to the Snoqualmie Farmer's Market Association, to agricultural interests in general and who may, by unanimous vote of the members present at any regular or duly called meeting, be elected to honorary membership. Honorary members shall pay no dues to the Market.
- B. Supporter Member  
Comprised of business and corporate sponsors who are interested in furthering the Market's goals and mission.
- C. Patron of the Market Member  
Comprised of any and all persons who are interested in furthering the Market goals and mission.

### **2.3: Agents**

An employee may sell a vendor member's produce or product.

#### **2.4: Reselling**

No person may resell an item that is currently being grown by vendors in the market and offered for sale in any given week by vendors in the market (i.e. tomatoes, garlic and all agricultural products). Exceptions and appeals may be made to the Board at its next regular meeting. A maximum 25% of total space may be used to sell "resell items". Sales from resell items are not included in sales point calculation. All resell sales must be recorded at the end of the market day on stall slip. The vendor must provide the name, address and phone number of all farms that he/she represents to the Market Manager at the beginning of the season or no later than one week before the market day in which the reselling will occur.

#### **2.2: General Members**

General Members do not have voting privileges.

A. Honorary Member

Comprised of persons who have rendered notable service to the Snoqualmie Farmer's Market Association, to agricultural interests in general and who may, by unanimous vote of the members present at any regular or duly called meeting, be elected to honorary membership. Honorary members shall pay no dues to the Market.

B. Supporter Member

Comprised of business and corporate sponsors who are interested in furthering the Market's goals and mission.

C. Patron of the Market Member

Comprised of any and all persons who are interested in furthering the Market goals and mission.

### **Section 3: Committee Functions & Responsibilities**

#### **3.1: Purpose of Committees**

Committees of the Board serve two principal purposes; (1) to present ideas and suggest possible solutions of governing the Market to the Board of Directors and; (2) to enhance the communication between the Board and Market Manager who would implement such policies as the Board directs.

A. Committee minutes are to be kept and turned in at the next scheduled Board Meeting for Board review.

B. Those committees requiring funding must submit budget proposals to the Budget Committee by mid-February.

#### **3.2: Education and Festivals (1pt)**

A. Will increase public awareness by educating the public regarding local agriculture issues through educational programs and workshops.

B. Will network with community groups to avoid duplication of programs.

C. Will Advise, implement, and make recommendations to the Board concerning Market celebrations and other events involving or having an impact on the Market.

D. Will be in charge of Entertainment, within the context of Festivals.

E. Will report monthly with Market Manager to allow coordination with Advertising Committee.

#### **3.3: Site (1pt.)**

A. Develops, for Board consideration, recommendations and budget estimates for maintenance, repairs and improvements/additions to Market facilities.

B. Supervises Market maintenance, repairs and improvements as directed by the Board.

- C. Advises and assists vendors who desire to install temporary displays, modified stall tables, temporary enclosures, etc.

**3.4: Long Range Planning (1pt.)**

- A. Developing and maintaining a mission statement.
- B. Review and update business plan for the Market, which will describe long range goals regarding market location, management structure, capital improvement budget and community relations.
- C. Developing and maintaining short range plan (extending through current lease expiration) that addresses Market options in facilities, location, timing and negotiations.
- D. Members to this committee are appointed by the Board of Directors.

**3.5: Craft (1pt.)**

- A. Advises the Board and makes recommendations relating to the Markets craft jury process and procedures.
- B. Recruits jurors and supervises the jury process as directed by the Board.

**3.6: Membership (1pt.)**

- A. Providing for Board consideration draft policies/decisions/action that, in the committee's view, are required to ensure an optimal mix of vendors and products at the Market.
- B. In conjunction with the Site Committee, by early February, develop annual Market map/floor plan delineating general stall assignment by vendor category and half/full booths. This plan will provide optimal product mix throughout the market and be submitted to the Board for approval.
- C. Maintain a current, accurate annual membership list and act for the Market to acknowledge births, illness, deaths and other events within the Market vendor community.

**3.7: Budget (1/2 pt.)**

- A. Prior to the Spring General Membership Meeting, develop the Market's annual budget and submit to the Board for approval.
- B. Perform analyses and projections of Market finances and make periodic reports and recommendations to the Board.
- C. The treasurer is appointed chairperson of the budget committee.

**3.8: Policy & Bylaws (1/2 pt.)**

- A. Works with the Board and other committees to annually review the Market's Vendor Handbook of policies and procedures, Articles of Incorporation and Bylaws. Draft proposed revisions and rationale for changes for Board and /or membership consideration and approval at the Spring General Membership meeting.
- B. Acts as "custodian" of Vendor's Handbook, provides annually updated handbook to the Board for approval prior to the Spring General Membership meeting.
- C. Provides immediate notice of interim changes in the Handbook to the membership

**3.9: Advertising (Chaired by the Market Manager) (1pt.)**

- A. Develops, for Board consideration annual advertising schedule and theme for consistent and effective marketing to Lewis County and surrounding area.
- B. Develops an itemized advertising budget to be submitted to the Budget Committee and approved by the Board of Directors.
- B. Investigates media options and deadlines to assist in implementing the schedule.

- C. Provides weekly updates between Advertising Committee and Market Manager regarding newspaper and radio ads for that week's Market.
- D. Coordinates on a monthly basis with the Festival Committee for advertising. (See Section 1.2, E).
- E. Prepares and conducts customer survey periodically to evaluate the effectiveness of the advertising program.
- F. Establishes program for, and manages the merchandising of, products designed to promote the Market.

**3.10: Newsletter (1pt.)**

- A. Publish at least 2 newsletters that will be circulated or distributed to the SNOQUALMIE FARMERS' MARKET customer mailing list and vendors.
- B. Notify membership of submission deadlines for each issue.
- C. The editor reserves the right to edit any submissions.
- D. Articles may be submitted to Market Manager or Committee Chair.
- E. Advertising space may be offered to vendors. Committee will create advertising scale to be approved by the Board.

**3.11: Staff (1/2 pt.)**

- A. Formulate and implement a plan for hiring new staff, when needed, upon approval of the Board. After submission of candidates, from the committee to the Board, the final interviews and hiring will be done by the Board.
- B. Formulate a Job Description and Evaluation Criteria, to be submitted to the Board for approval.
- C. Staff evaluations will occur bi-annually

**3.12: Fundraising (1pt.)**

- A. Considers and implements ways to access the community to raise funds to build our Capital Improvements Fund. All plans must be approved by the Board.

**3.13: Farm Committee (1/2 pt.)**

- A. Reviews farmer related issues and makes recommendations to the board.
- B. Develops farmer leadership by recruiting farmers to serve on the board.
- C. Recruits farmers to vend in the market.
- D. Researches new crops that could be included in the market mix.
- E. Makes recommendations to the board regarding farm site visits.

**3.14: Ad Hoc/Single Tasks**

On an as needed basis to be determined by the Board. Points assigned by the Board based on the amount of work required.

## **Section 4: Regulatory Policies**

**4.0: General**

The policies outlined in this handbook apply to all markets governed by the Snoqualmie Farmers Market Association. The Policy & Bylaws Committee will draft all new policies and revisions of current policies, with input from other appropriate committees. The committee will submit said drafts to the Board for consideration and final approval. When the Policy & Bylaws Committee deems it appropriate, the Market Manager will solicit written input from the membership to be taken into consideration by the Board before the draft policy is voted on. In all cases the membership will be notified of new policy language within two weeks of its adoption. (For information regarding Bylaws creation and adoption, see Article XI of SNOQUALMIE FARMERS' MARKET Bylaws.)

#### **4.1: Alcohol/Drugs**

No alcohol or drugs are permitted on the premises. If the Market Manager believes a vendor is intoxicated or under the influence of drugs, they have the authority to ask the vendor to leave the market immediately.

#### **4.2: Behavior**

All vendor members, their children and staff, whether at the market site, board meetings, committee meetings or market functions, will behave toward Market customers, Market members, staff and volunteers in a professional manner which fosters a sense of Market community and camaraderie, a spirit of cooperative involvement and which promotes the Market as a whole to the community of counties it represents and serves. Any problems relating to behavior; see Section 5.1 - Enforcement of Market Policies.

#### **4.3: Discrimination**

Members of the Market, Market employees and other persons selling at the Market or participating in Market functions, whether dealing with customers of the Market or with other Market members, shall not discriminate against any individual in regard to selling of products, hiring, promotion, discipline, or any other matters because of age, gender, race, creed, color, national origin, sexual orientation, or the presence of any physical, mental or sensory disability.

#### **4.4: Firearms/Fireworks**

No firearms or fireworks permitted on the premises.

#### **4.5: Health Practices**

All vendors must adhere to sanitary procedures as outlined by the Lewis County Environmental Health Department. Any vendor found selling contaminated foodstuffs or produce shall be suspended from selling operations until satisfactory clearance has been obtained from the Lewis County Environmental Health Department. The Health Department will make unannounced inspections at the Market. Three Health Department violations in one Market year will result in a vendor review by the Board Executive Committee, and may result in the vendor's membership being terminated or not renewed.

#### **4.6: Insurance**

It is recommended that each vendor have their own product liability insurance.

#### **4.7: Logo Use**

Members wishing to use the Snoqualmie Farmer's Market logo must apply in writing to the Board of Directors.

#### **4.8: Labeling**

- A. Use of the word "organic" is restricted to those who have in fact, been so certified by the Department of Agriculture. All vendors are required to advertise truthfully and to respond to customers' questions in a like manner. Under State law, organic growers selling less than \$5000 annually are not required to be certified to label their product "organic".
- B. Eastern Washington Produce resellers must display a sign indicating product coming from Eastern Washington.

#### **4.9: Pets**

Pets are not permitted on the premises. Aid dogs are exempt from this rule.

#### **4.10: Political/Religious Activities**

The Market is not a forum for political or religious activities. Permits will not be issued to persons or organizations wishing to campaign or proselytize.

#### **4.11: Poultry/Livestock**

Poultry and livestock must be kept in cages. The cages will be kept clean and clean fresh water will be made available to animals throughout the market day.

#### **4.12: Pricing**

Pricing of goods sold at the Market is solely the responsibility of the individual vendor. "Dumping" is strongly discouraged. We suggest, for good community and vendor relationship, that produce not be priced below 80% of the prevailing Snoqualmie area retail price.

#### **4.13: Quality**

The Market strives to provide a place where fresh and wholesome products are sold. The Market Manager has the responsibility to cooperate with regulatory agencies in order to maintain quality control at the Market.

#### **4.14: Radio/Cassette Players**

No sound that can be heard outside an individual vendor's stall will be allowed.

#### **4.15: Skateboards/Roller Blades/Bicycles.**

No skateboards, roller blades or bicycle riding will be allowed on the premises.

#### **4.16: Sexual Harassment**

Sexual harassment is a practice that violates federal equal employment opportunity laws and violates the principles of the Snoqualmie Farmers Market. Therefore:

- A. It is the policy of the Snoqualmie Farmers Market to comply with the spirit and intent of federal equal employment opportunity laws and rules.
- B. Vendors and staff will be afforded a work environment free from sexual harassment.
- C. All vendors and staff shall project the necessary attitudes and behavior to ensure that sexual harassment does not occur.
- D. Vendors observing or having knowledge of incidents or practices within the Market, which are harassment, as defined within this section shall report their observations to the Manager or file a grievance with the Board.
- E. The Market will not tolerate instances where a vendor or staff is retaliated upon in any way for complaining of sexual harassment. Confidentiality will be maintained whenever possible.
- F. Violators of this policy shall be subject to disciplinary action in accordance with SNOQUALMIE FARMERS' MARKET policy.

The following acts are considered sexual harassment:

- A. Promise of employment or continued employment made implicitly or explicitly predicated on sexual activity as a condition of employment.
- B. Implicit or explicit coercive sexual behavior to control, influence or affect any employee, contractor, customer, potential customer or vendor.
- C. Deliberate or unsolicited verbal comments, gestures or physical contacts of a sexual nature which are unwelcome or interfere with work performance or create an intimidating, hostile or offensive work environment. Sexual harassment exists when the behavior is repeated or unsolicited and is unwelcome.

#### **4.17: Tobacco**

Smoking and tobacco chewing are not allowed within the vendor stalls or spaces.

#### **4.18: Hawking**

To ensure that the experience of shoppers at the Farmers' Market is relaxing and enjoyable; and to ensure that all Market vendors have equal and uninhibited access to customers, hawking by vendors of their or other vendors' product is strictly prohibited. Behaviors which for the purposes of this policy fall under the description of hawking include, but are not restricted to:

Actively soliciting market customers with samples of product within the public areas adjacent to Market stalls or pop up canopies.

Yelling at, or raising of the voice towards potential customers not in the vendor's booth for the purposes of soliciting a sale

Impeding in any way the free motion of Market customers so as to offer them samples or solicit them to buy products

Any type of aggressive or animated behavior conducted outside a vendor's stall that is intended to gain the attention of potential customers.

Any behavior conducted outside the vendor's stall that redirects or blocks customer access to the adjacent stalls of other vendors.

Any behavior the Market Manager deems is inconsistent with the intent of this policy. The Market Manager's interpretation of this policy has no appeal on the day the infraction is issued, but may be appealed to the board of directors before the next scheduled meeting.

It is not the intent of this policy to limit a vendor's opportunity to offer market customers samples of products produced by the vendor within the vendor's designated stall space, so long as this activity does not conflict with the intent of this policy.

### **Section 5: Complaints/Appeals & Disciplinary Procedures**

#### **5.1: Enforcement of Market Policies**

##### **A. Market Site**

The Market Manager will determine if any vendor is failing to adhere to the policies set forth herein. Such failure will result as follows:

1. 1st offense - verbal warning
2. 2nd offense - written warning
3. 3rd offense - expulsion from the market for that day\*\*.
4. 4th offense - expulsion from the market for remainder of the season\*\*.

\*\*The vendor is responsible for packing his/her product and belongings when asked to leave the market. If the vendor does not pack, the Market Manager has the authority to appoint others to help pack the vendor's products and belongings. The Market Association will not be held liable for any damage caused during such packing. The vendor is legally responsible for any damage that might occur while being escorted out of the Market.

##### **B. All Other Market Gatherings (Off-Site)**

The Market Manager, President or Chairperson (chair of the event) will determine if any vendor or participant is failing to adhere to the policies set forth here. Such failure will result in:

1. 1st offense - verbal warning
2. 2nd offense - expulsion from event, documented in writing via the minutes and written notice to offender, written by the person in charge.
3. 3rd offense - expulsion from events for remainder of the season, documented in writing via the minutes and written notice to offender, written by the person in charge.

C. Appeals can be handled as directed in 5.3,

#### **5.2: Product Challenge**

It is the intent of the Market to offer customers fresh, high quality goods and farm direct products. Products, deemed inconsistent with Market guidelines, may be challenged by any vendor, the Market Manager or Board Member. A challenge must be submitted writing to the Market Manager before action will be taken. The Challenge Process will be as follows:

- A. Vendor will receive written notice of the challenge.
- B. Vendor will be required to respond, in writing, to the challenge before the following Market day.
- C. Challenge to be resolved within one week of vendor response to the satisfaction of the Market Manager and 2 Board Members chosen by lottery.
- D. The disciplinary process will be:
  1. 1st offense - written warning
  2. 2nd offense - one week suspension
  3. 3rd offense - forfeiture of space (s) for the remainder of the season. In order to participate in the following year's Market, suspended vendors must make application to the Market's Board of Directors prior to the following season.

#### **5.3: Member, Staff, and Board Rights**

Should a vendor member, market staff person, or a Board member feel his/her rights as a member of the Farmer's Market have been violated, or feel that another vendor, the Market Manager, market staff person or Board member has acted outside of the authority of their position or in a way which has harmed the Farmer's Market as a whole, the following steps should be taken:

- A. The appeal or complaint must be in writing and include: a clear and specific description of the problem; the name (s) of the person (s) involved, including the person bringing the appeal; and a description of the way (s) in which the aggrieved person has attempted to resolve the problem, if applicable.
- B. Copies of the written appeal/complaint should be sent to the Board of Directors and to all persons involved in the matter.

#### **5.4: Appeal**

The President of the Board will acknowledge receipt of the appeal and recommend, within 14 days, a course of action for dealing with it. The course of action may include, but is not limited to:

- A. Mediation between the affected parties.
- B. Setting up a committee of the Board to hear the appeal from all sides and recommend a course of action to the Board.
- C. Determining that the appeal should be dealt with through other channels.

### **5.5: Unresolved Matters**

If, after completion of the course of action, the matter remains unresolved, the President shall schedule a meeting of the Board within 10 days.

### **5.6: Final Authority**

The Board of Directors has final authority in deciding on the outcome of any appeal that is not resolved through mediation.

## **Section 6: Stall Assignments**

A stall assignment questionnaire will be distributed to all vendors qualifying for a reserve stall.

### **6.1: Priority Stall Assignments**

- A. Farmers: Since this is a farmer's market, the Market's mission is to support local sustainable agriculture, and farmers offer perishable product that attract regular weekly customers, they are given priority in stall assignments, and 45% of all stalls are reserved for farmers, including seasonal farmers.
- B. Farmer/Processors: To facilitate the valuable contribution made by farmer/processors 10% of stalls are reserved for farmer processors.
- C. Crafters: In recognition of the fact that crafters are an essential part of the Farmer's Market and add variety and beauty to the market displays, up to 20% of the stalls may be reserved for crafters.
- D. Processors: 23% of all stalls may be reserved for Processors
- E. Service providers: 1 booth may be reserved for the most senior service provider, who is providing a service for sale on site.
- F. Non-profits and educational groups: 1 booth may be reserved for non-profit organizations to offer educational material and do outreach to the public.

### **6.2: Stall Assignment Criteria (Crafters see Section 7)**

Stall assignment is based on vendor seniority. Points are awarded according to the system described below.

- A. At the end of each season, The Market Manager will develop a list, separated by membership category, of each member's seniority by points.
- B. Points will apply separately to the stalls that are assigned to each category of membership.
- C. Farmer members are eligible for a reserve stall, and choose a stall based on their points accumulation. The number of reserve stalls is limited, so placement is made on a seniority basis.
- D. The minimum criteria for a reserve stall is to have sold for a minimum of 8 weeks the previous year and to have paid annual dues.
- E. The minimum criteria for a farmer's double stall is the following: for any period of time in the previous year that one's average daily gross sales were over \$1000, that farmer may apply for a double stall. The assignment of double stalls will be made by the Membership Committee and is based on availability in the season, and highest gross sales.
- F. Point System
  - 1. ACTIVE MEMBERS ACCRUE POINTS.
  - 2. Participation in the Market: 0.18 points for each sales day in the Market.
  - 3. Sales in the Market: 1 point for each \$5000 of gross revenue in the Market during the previous year (e.g. sales of \$500 earn 0.1 points; sales of \$2000 earn 0.4 points; etc.).
  - 4. Participation on the Board: 1 point for sitting on the Board and attending at least 80% of the meetings the previous year.

5. Participation on Committees; A maximum of 1.5 points for serving on a committee (or committees) and attending at least 80% of the meetings the previous year (see committee list, Section 1 for point awards for each committee). Committee chairs will have the discretion to award full, partial or no points based on an individual's contribution to the committee.
6. All accumulated points (See Section 6.2 E1) will be forfeited if a vendor is not active for 2 consecutive years. For farmers "active" is defined as being present at 15 or more sales days in the Market's previous year. Crafters are defined as "active" if they are present 8 days in the market's previous year.
7. Transfer of Membership/Points: Membership and Seniority points may be transferred with the approval of the Board of Directors. They may only be transferred to a family member, or to a legitimate business partner who has actively participated in the business at the Farmer's Market site. The definition/ requirement to be a "Legitimate/Active Business Partner" is to have names of partners on Market Application and names on the Business License. Points cannot be transferred between categories.

#### **6.3: General**

By early February, the Membership and Site Committees will devise a market map/floor plan delineating general stall assignments and size by vendor category. This plan will provide optimal product mix throughout the market and will be submitted to the Board for approval.

#### **6.4: Roll Call**

Senior vendors with reserve stalls who desire more space may go on roll call, and have priority over new vendors. Senior vendors may contact the Market Manager on a weekly basis, or may notify the Market Manager at any point during the season to be put on roll call for the remainder of the season. Double booth assignments will be made at the discretion of the Market Manager and the Membership Committee, taking into consideration the needs of the requesting vendor and the impact of such assignments on the Market as a whole.

- A. All vendors without reserve stalls will be placed on a Roll Call List according to their category.
- B. Stall assignments will be filled within each category first (contract vendors to contract vendor stalls, farmers to farmer stalls, etc.) Any stalls still available will be scheduled according to the order described below:
  1. Farmers with at least 80% of their daily sales being produce and having 4 or more seniority points at the start of the current season, in order of seniority. Such vendors shall be required to have sufficient produce, in the judgment of the Market Manager to provide a reasonable display for the market day.
  2. Other farmers and processors having 4 or more seniority points at the start of the current season, in order of seniority.
  3. Crafters having 4 or more seniority points at the start of the current season, in order of seniority.
  4. All other vendors, at markets discretion.
  5. Ties between senior vendors will be broken by the date of this year's first sale. Ties between new vendors will be broken by their date of application.

## **6.5: New Members**

Newly approved vendor members will be placed on Roll Call in order of date of their paid-up membership.

## **Section 7: Craft Vendor Jurying**

### **7.1: Craft Jury**

To assure quality crafts at the Market, all new craft vendors will be juried. The jury process is a set of criteria for determining eligibility to sell at the market. Work should be made by hand or with the appropriate tools, showing imagination, skill and the mark of the craft person's individuality. All works should be expertly executed without technical faults. Prospective craft persons not accepted at the jury session may reapply at a later session. Limitations may apply when determining the acceptance of a crafter, based on markets' current needs.

### **7.2: Jury Date**

Jurying date for prospective craft vendors will be established by the Craft Committee and will be reported to the Board.

### **7.3: Items Not Acceptable for Jurying**

Items made from kits, commercially available plans or transfers and items that are mechanically mass-produced are not acceptable.

### **7.4: Jury Process and Guidelines**

- A. Yearly jurying will not occur for returning craft vendors. To be able to return as a craft vendor each year, every craft vendor must show an average daily sales of \$125 or more. Craft vendors who show an average daily sales of less than \$125 must re-submit their work to the jurying process. The craft vendor will retain any accrued points.
- B. Any qualifying returning crafters with new items they wish to sell must jury new items.
- C. The new prospective craft person will be juried by bringing a representative sampling of their work, in person, accompanied by a craft application. Samples of work must be limited to 3 items per craft, including any new items. In the event that more craft vendors are needed for the market, a special jury session can be scheduled by the Craft Committee.
- D. Returning craft vendors will have seniority based on their previous market points. All successfully juried new craft vendors will be placed on the roll call list according to their jury score. Ties will be broken by the date of application.
- E. The craft jury will be comprised of a minimum of 3 jurors, chosen from the community. Jurors or their families may not be market members. They will be chosen by the Craft Committee and must be approved by the Board. A non-crafter market member will be present during the jurying process to answer questions. Jury Scoring:
  1. Market Enhancement (how the item will complement other vendors and overall Market environment).
  2. Originality of Design
  3. Quality of Execution
  4. Artist Involvement (what percentage of an item is actually made or extensively altered by the artist).
- F. Craft vendors may sell only those items that have been approved by the jury at the Market.
- G. Craft vendors are subject to the conditions of Section 11 (Vendor Inspection).

### **7.5: Jury Set-up and Scoring**

- A. A score cutoff point will be determined by the Market Manager and a non-crafter Board member. Jury scores will be tallied by this team.
- B. A list of Crafters who pass jury will be submitted to the Board for approval.
- C. Notification of the jury decision will be mailed to all applicants within 3 weeks of the jury date.
- D. Each applicant will receive a score and be rated on each topic on a scale of 1 to 5 (1 = strongly disagree that item meets criteria of 11.4 E, 5 = strongly agree).
- E. Each juror will independently view and rate entries.

### **7.6: Craft Booth Assignments**

- A. Crafters scheduled for the following market day who desire more or less space must call the Market Manager by the Wednesday before the scheduled market day. All Crafters scheduled must arrive at the market site by 9:00 a.m. Roll Call crafters need to call the Market Manager the Wednesday before the market if they wish to participate the following market day.
- B. Scheduled vendors have priority consideration for additional booth space based on accumulated market points.
- C. Weekly, 4 full stalls will be reserved for the top 4 vendors (based on seniority) participating on any given market day.
- D. Crafters with lower seniority are assigned space based on seniority and availability of space. Attendance is open to all crafters on a roll call basis per Section 6.4.

## **Section 8: Set-Up – Loading & Unloading**

### **8.1: Failure to Show (Reserved and Scheduled vendors)**

A reserved space which is not claimed before 9:00 a.m. may be reassigned to another vendor for that day. If a vendor with a reserved space does not plan to attend, they are required to notify the Market Manager the Wednesday before the Market. Vendors may cancel up to 10% of their vending days identified on the Final Schedule without incurring additional penalty if cancellations are made by the end of the day Wednesday prior to the scheduled vending day. If a cancellation is made after that Wednesday, then a late Cancellation Penalty will be incurred. Cancellations after the initial 10% of vending days identified on the Final Schedule will incur an additional Commitment Fee. This Commitment Fee must be paid by the vendor before the next vending day. This system applies to all Markets.

Saturday Market:

Late Cancellation Penalty \$20/Commitment Fee is equivalent to Daily Stall Fee

Wednesday Market:

Late Cancellation Penalty \$15/Commitment Fee is equivalent to Daily Stall Fee.

#### A. Opt-Out Policy

If a vendor wishes to cancel their commitment to vend for the remainder of the season, a 30-day notice must be submitted in writing to the Market Manager. The vendor will be responsible for the stall fees, equivalent to 4 vending days, whether the vendor chooses to vend, or not during the 30 day period.

### **8.2: Roll Call**

Any stalls remaining unscheduled by Friday will be made available for roll call. All vendors wanting roll call status will be required to call the Market Manager the Wednesday before the Market. If space is available they will be notified by phone on Friday. Roll call vendors must show up prior to 9:00 a.m. to receive stall assignment from the Market Manager. No stall assignments will be given after 9:30 a.m. See Section 6.4 for stall assignments.

### **8.3: Set-Up**

On Market days, time prior to market opening is available for stall set-up by vendors. During this period, vendors may enter the market area for the purpose of readying their stall space for the day's sales. Except for sales to other vendors, no sales are allowed during set-up time. Due to insurance liability, vendors are required to remain completely set up in their stalls until market closing at 3 p.m. Any vendor leaving the market before 3pm will be assessed a \$50 fine, which is due before vending on the next market day.

### **8.4: Canopy and Table Set-Up/Take down**

- A. Based on stall grouping, small teams of vendors will be assigned by the Market Manager to complete assigned tasks. All vendors are responsible for complete take down of canopies, market tables and other market property each market day.
- B. All vendors are required to participate in a rotating set-up schedule to be assigned by the Market Manager.
- C. After the set-up schedule is established, any new vendors will be assigned to participate in the set-up team on their second market day.
- D. Any vendor who cannot attend to takedown or set-up, or who is physically unable to participate; must provide an employee or volunteer in their place.
- E. Any vendor who does not abide by these rules will be subject to the following disciplinary process:
  1. 1st offense - \$50.00 fine, payable before next market day and a make-up day.
  2. 2nd offense - loss of stall for one week.
  3. 3rd offense - loss of stall for remainder of season.
- F. All vendors erecting canopies at the Snoqualmie Farmers Market sites (during normal periods of market operations, including the set up and break down periods) are required to have their canopies sufficiently and safely anchored to the ground from the time their canopy is put up to the time it is taken down. THE MARKET REQUIRES A MINIMUM OF 24 POUND WEIGHTS ON EACH OF THE FOUR CORNERS OF A CANOPY. Any vendor who fails to properly anchor their canopy will not be allowed to sell at the farmers market on that market day. If there are any insurance costs arising from a canopy, and it is found by the board of directors that there was negligence on the part of the vendor, any insurance costs (i.e. deductible payments) shall be passed on to the vendor.

### **8.5: Signs**

All vendors must have a sign at their Market site. The sign must have the business name, location and may include the business logo. Additional signs are permitted as long as they do not interfere with neighboring stalls and are in good taste.

### **8.6: Vendor Displays**

Table displays, temporary displays in front of stalls and signs must not block accessibility to adjoining stalls. Display and selling techniques must not impair

other vendor's ability to sell. If a vendor feels their ability is compromised by a neighboring vendor display or selling techniques, they may verbally complain to the Market Manager, who will mediate a solution acceptable to both parties. If the complaint is not satisfied, the vendor may make a written appeal to the Board (see Section 9).

#### **8.7: Stall Clean Up**

Each vendor is responsible for cleaning their stall area (including tables and canopies) and removing their own boxes and garbage from the Market site. If this is not done to the satisfaction of the Market Manager, after an initial warning a vendor may be fined \$30.00 per instance, and may be excluded from participation in the Market. All vendors utilizing heat must have fire extinguishers in their booths.

### **Section 9: Processor Application/Acceptance Guidelines**

#### **9.1: General**

The Market Manager will review each applicant to decide if the following criteria are met. If so, the application will be forwarded to the Board for its approval.

#### **9.2: Criteria**

- A. Salability - The product should do well in a farmers' market setting.
- B. Compatibility - The product should be unique, and /or fill a niche in the Market's product mix.
- C. Stability - The applying vendor should have a business sense and an entrepreneurial outlook and be able to produce enough product to meet demand.
- D. Commitment - The prospective vendor should be willing to commit to specific Market days.
- E. Production - The prospective vendor should have a substantial "hands - on" contribution to the making of the product.
- F. Health Department Compliance — New and returning Processors should be in good standing with the Lewis County Health Department. Applicants with previous violations will be reviewed by the Board and membership may be denied.

### **Section 10: Entertainment Application/Acceptance Guidelines**

#### **10.1: General**

Prospective performers must register with the Market Manager on their first visit to the Market. Performers will check in with the Market Manager each Saturday they wish to perform to receive their location assignments. Busking will only be allowed at a fixed number of busking stations, determined by the Market Manager. The Market Manager may, at their discretion, remove or create new busking stations as they see fit to preserve customer access to Market vendors or to otherwise promote easy customer flow within the Market. Under no circumstances may entertainers perform without the permission of the Market Director. Entertainers will not be charged a fee for the privilege of performing at the Market.

#### **10.2: Purpose of Entertainers.**

Entertainers are guests of the Market Association, invited to perform by the Market to add color and variety to the Market atmosphere and to enhance the sales environment for Market vendors. Entertainers are not vendors and may not participate in Market governance. Entertainers are permitted in the Market

so long as they do not interfere with the commerce for which the Market is established and so long as they do not violate these rules.

### **10.3: Types of Entertainment**

Types of entertainment that will be accepted within the Market include: acoustic (non-electric), percussion and vocal musicians; children's puppet theater, clowns, improv performers, jugglers and magicians. Amplified music may be accepted in certain circumstances at the discretion of the Market Manager.

**10.3.1** Performers cannot ask for money but may place a donation basket in one location. No passing of the hat or basket is permitted.

**10.3.2.** Entertainers will be limited to 30 minutes per location and may not exceed a total playing time of 2.5 hours per Market day. The Market Manager can direct an entertainer to reduce their volume, relocate to another part of the Market, or in other ways modify their performance if in the Managers opinion such modification is needed to protect a vendors customer access, to preserve a comfortable listening environment for Market patrons, preserve the flow of customers throughout the Market, or to protect the public's safety. Playing from the curb is prohibited, or from Market owned benches and tables. Entertainers must bring their own props (chairs, etc.).

### **10.3.3: Contracted Entertainment.**

The Market may from time to time, with the approval of the Board of Directors, place certain entertainers on contract with the Market. Contracted performers will be exempted from time and location restrictions according to the terms of their contract with the Market.

### **10.4: Violation of Rules.**

The Manager may bar an entertainer from performing at the Market for violation of these Rules for a length of time determined by the Manager.

**10.5:** Amplified groups or groups of more than 3 members may be restricted to selected locations within the Market at the discretion of the Market Manager.

## **Section 11: Vendor Inspections**

### **11.1: Purpose of Inspection**

The purpose of inspections is to assure that products sold at the Market are vendor produced as required in the Bylaws (Section 2.2 A. 1,2,3) and that the vendor lives and works within the geographical boundaries established by the Bylaws. Inspectors will note production capabilities of the facilities they visit. If a discrepancy is apparent, the Market Manager may deny the vendor access to the Market. This decision may be appealed to the Board for final resolution.

- 11.2:**
  - A. The Board and/or Market Manager may request inspection of a vendor.
  - B. Vendor membership in the Market requires the vendor to submit to inspection.
  
- 11.3:**
  - C. The Market Manager has responsibility for vendor inspections, as needed in accordance with this policy.
  - D. The Market Manager may delegate authority to 2 knowledgeable vendor members to assist in inspections.

#### **11.4: Inspection Process and Guidelines**

- A. The Market Manager will keep a record of inspections.
- B. Vendors with a change of address, change of items, or change of other circumstances, must inform the Manager of such changes. Inspections may be required in these instances.
- C. Vendors may be inspected when complaints have been received by the Market Manager.
- D. If the inspection team cannot verify that a vendor produces their own product, membership may be denied by the Manager. The vendor may appeal to the Board of Directors.

## Farmers' Market Stall Schedule

The information provided on this form allows the Snoqualmie Farmers Market to make decisions about the number of vendors that can be accepted to the Market each season and to create accurate season-long schedules to accommodate more than 100 different vendors.

Please carefully consider the dates that you request to most accurately reflect the days that you intend to vend. Your requests will be considered seriously. Then the schedule will be created utilizing the seniority system. This information is also used by the Membership Committee to place vendors on site.

Please note that vendors may be assigned different placements during different times of the season to accommodate changes in the weather.

### Membership: Please Select Your Membership Category:

- Farmer Vendor  Arts & Craft Vendor
- Contract Vendor includes:  Eastern Washington Produce  Prepared Food  Processor  Service Provider

DATE:  
NAME:  
COMPANY:

Vendors are assigned schedules based on seniority. First year vendors often receive just a few scheduled days and must rely upon the Roll Call System as defined in the Snoqualmie Farmers' Market Handbook. Last year, most new vendors received all the days they requested. The Roll Call System is a good way to add additional vending days; often, in this way, new members are able to vend a significant number of days during the season.

The Market Manager will distribute a Final Schedule (based on the dates vendors submit on the Stall Schedule) to vendors the week prior to the season opening.

### Commitment to Vend

Vendors may cancel up to 10% of their vending days identified on the Final Schedule without incurring additional penalty if cancellations are made by the end of the day Wednesday prior to the scheduled vending day. If a cancellation is made after that Wednesday, then a Late Cancellation Penalty will be incurred.

Cancellations after the initial 10% of vending days identified on the Final Schedule will incur an additional Commitment Fee. This Commitment Fee must be paid by the vendor before the next vending day. This system applies to both Markets. The schedules for the Saturday and Wednesday Markets are considered entirely separate from one another.

### Opt-Out Policy

If a vendor wishes to cancel his/her commitment to vend for the remainder of the season, a 30-day notice must be submitted in writing to the Market Director. The vendor will be responsible for the stall fees, equivalent to 4 vending days, whether the vendor chooses to vend or not during the 30 day period.

If a vendor requests 20 vending days for the Saturday market and the Market Director schedules that vendor for 20 days during the season, the vendor may cancel up to two days and not receive any financial penalty if the cancellations are prior to the end of the day Wednesday before the scheduled vending day.

On the third cancellation (no matter at what time the Market is notified) the vendor is responsible for paying the Commitment Fee that is equal to the daily stall fee. If the cancellation is made after Wednesday, prior to the scheduled vending day, the vendor will owe the Late Cancellation Penalty in addition.

**Saturday Market: Late Cancellation Penalty \$20/Commitment Fee is equivalent to the Daily Stall Fee**

**Wednesday Market: Late Cancellation Penalty \$15/Commitment Fee is equivalent to the Daily Stall Fee**

Vendors are welcome to work cooperatively with the Market Manager throughout the season to add vending days as changes in the Stall Schedule allow. This will be handled on a seniority basis.

### **Stall Schedule**

**Please check the Market(s) that you will be participating in.**

Please circle the vending dates below that you are requesting for the Final Stall Schedule(s). Members need to be prepared to vend all days requested. Please carefully review the Final Stall Schedule, once it is distributed in March, to make sure there are no errors. If you join mid-season, after the Final Stall Schedule is distributed, you will be held accountable for the days you submit on the Stall Schedule form and that there is room in the Market.

### **Saturday Market**

**Season: April 4 through December 19**

**Time: 10am to 3 pm**

April 4 11 18 25

May 2 9 16 23 30

June 6 13 20 27

July 4 11 18 25

August 1 8 15 22 29

September 5 12 19 26

October 3 10 17 24 31

November 7 14 21 28

December 5 12 19

### **Wednesday Market**

**Season: June 3 through September 30**

**Time: 12 to 5pm**

June 3 10 17 24

July 1 8 15 22 29

August 5 12 22 29

September 2 9 16 23 30

### **Commitment to Vend**

I understand that I will be obligated to vend for the days that I submit on this application that appear on the Final Stall Schedule. I will be allowed to cancel

up to 10% of those days without incurring a Commitment Penalty if I follow the cancellation rules described in the Snoqualmie Farmers' Market Handbook. Otherwise, I will be obligated to pay the daily stall fee for every day that I do not attend.

DATE:
NAME:

### **Double Stalls:**

Farm vendors who averaged more than \$1000 in gross sales during any one period in the previous year are eligible to apply for a double stall.

**Are you requesting a double stall? \_ Yes \_ No**

If you said yes, please provide the dates you are requesting a double stall.

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### **Half Stalls:**

Due to space constraints first year vendors are frequently scheduled for half stalls, which are most often 5'x10'. As space allows these vendors are moved to full spaces.

#### **NOTE:**

The Snoqualmie Farmers' Market Membership Committee strongly considers frequency and consistency of vending days along with seniority points and market mix when assigning vending locations. Often times, vendors who start the Market in early April receive better vending locations, at least during certain parts of the season.

## Vendor Categories

The Snoqualmie Farmers Market is a membership organization. Full members, in good standing (who have paid current dues and who reside in Whatcom or Skagit counties), have voting privileges. Below is a description of the membership categories. Please refer to the Snoqualmie Farmers Market Handbook for a complete description of membership categories and the requirements of each.

### **Farmer Member**

Farmers are persons who raise produce (vegetables, fruits), herbs, flowers or nursery crops from seed or plants and care for, cultivate and harvest the crops offered for sale at the Market. Also in this category are beekeepers, egg farmers, shellfish growers, poultry and livestock producers and farmers who process their own raw product into ?value added? items; which are not juried. The location of the farm and residence must be within Whatcom or Skagit counties. A farmer vendor can sell crafted items (that have been successfully juried), made from raw materials not produced themselves, totaling no more than 20% of yearly gross sales.

### **Food Processor**

Processed Food Vendors are vendors offering fresh food product that they have processed themselves into the product being offered for sale at the market. These products are prepackaged and meant to be *taken home*. Upon approval of the board, these vendors may also offer items that they do not process. Such non-processed items are specifically limited so as not to compete with locally handmade processed items.

### **Concessionaire**

Concessionaires are vendors offering fresh food products that they have processed themselves into products being offered for sale at the market. These products are *ready-to-eat* and intended for consumption at the Market. Upon approval of the board, these vendors may also offer packaged foods and items that they do not process. Such non-processed items are specifically limited so as not to compete with locally handmade processed items.

### **Craft Member**

Crafters are persons who craft with their own hands the products they offer for sale at the Market. To qualify as a crafter, a majority of the tools and equipment used by the crafter to produce the products must require skills, personal handling, and/or guidance by the crafter. A crafter, to qualify for and maintain Market membership must be successfully juried.

### **Contract Vendor Member**

**Eastern Washington Produce Reseller** - vendor selling fruits and vegetables from Eastern Washington that locally can not be grown reliable in quantity; limited to not more than two stalls.

**Fresh Seafood Vendors** - vendors offering fresh seafood caught in area waters.

**Prepared Food Vendors** - vendors offering fresh food products that they have processed themselves into products being offered for sale at the market. These products are *ready-to-eat*, they may also sell packaged food. Upon approval of the board, these vendors may also offer items that they do not process. Such non-processed items are specifically limited so as not to compete with locally handmade processed items.

**Processed Food Vendors** - vendors offering fresh food product they have processed themselves into the product being offered for sale at the market. These products are prepackaged. Upon approval of the board, these vendors may also offer items that they do not process. Such non-processed items are specifically limited so as not to compete with locally handmade processed items.

**Service Providers and others** - vendors offering special services and other non-food items to customers at the Market (i.e. Massage, face painting, plant fertilizer, etc.).

#### **Partial Membership?**

Snoqualmie Farmers Market is pleased to offer a trial membership for first time vendors. New vendors can try out the Market for three days during the season and pay only half of the membership fee. If you enjoy being a vendor during those three days, and then decide you would like to expand your involvement with the Market, we will welcome you to join as a full voting member. Applicants must reside in Whatcom or Skagit Counties.

The Market offers a wonderful opportunity to explore starting a business without committing to the significant overhead of permanent commercial selling space. You can determine what types of products people are interested in buying and find out how to appropriately price items to sell most effectively. You can learn from other vendors about what sells and what doesn't and get to know what the public is willing to spend their money on. This practice works: The Snoqualmie Farmers Market is proud to have been the launching site for many successful businesses and we look forward to working with you to have a great first market experience.

#### **Are you a Busker?**

#### **Performing (Busking) at the Market**

Thank you for your interest in performing at the Snoqualmie Farmers Market. The Farmers Market welcomes buskers to play/perform at the Market. Music and other types of entertainment typically enhance the Market atmosphere and contribute to the festivities. It is important, however, to ensure that all buskers adhere to the Market policies as outlined in the Snoqualmie Farmers Market Handbook. Please see the Handbook excerpt below that pertains to performers.

#### **Snoqualmie Farmers Market - Handbook, Section 10 ENTERTAINMENT APPLICATION ACCEPTANCE GUIDELINES**

10.1: Prospective performers must register with the Market Manager on their first visit to the Market. Performers will check in with the Market Manager each Saturday to receive their location assignments. Performers will not be charged a space fee.

10.2: Types of entertainment that will be accepted within the Market include: acoustic (non-electric), percussion and vocal musicians; children's puppet theater, clowns, improv performers, jugglers and magicians.

10.3.1: Performers cannot ask for money but may place a donation basket in one location; it cannot be passed around.

10.3.2: Entertainers will be limited to one hour per location. The Market Manager has the discretion to limit or extend the playing time of entertainers. Playing from the curb is prohibited, or from Market owned benches and tables. Entertainers must bring their own props (chairs, etc.).

10.5.1: Any performing group with over three (3) members or amplification must be located in designated areas only and not circulate throughout the Market.

## **Membership Dues and Stall Fees**

The Snoqualmie Farmers Market is a membership organization. Vendors pay annual dues to join the organization. In addition to the annual dues, members pay fees for usage of electricity if needed.

### **Annual Dues:**

#### **Saturday Market:**

Membership Fee: \$70  
Set-up and clean-up fee: \$30

#### **Wednesday Market:**

Membership Fee: \$40  
Electrical fees for SCALES per season: \$5  
Electrical fees for APPLIANCES per season: \$25

### **Annual Electrical fees:**

#### **Saturday**

\$5 electrical fee for scales  
\$25 electrical fee for appliances

#### **Wednesday**

\$5 electrical fee for scales  
\$25 electrical fee for appliances

\*There is a \$50 late fee for all applications received after January 31st. This does not apply to folks whom only want to vend in November and December\*

### **Daily stall fees**

Daily stall fees are charged at the end of each Market Day.

#### **Saturday Market**

A stall fee of \$26 or a percentage category commission based on gross sales (less sales tax), whichever is greater, is due after each market day. Please see the Snoqualmie Farmers Market Handbook for more information about category definitions. There is no daily surcharge.

#### **Wednesday Market**

A stall fee of \$20 or a percentage category commission based on gross sales (less sales tax), whichever is greater, is due after each market day. Please see the Snoqualmie Farmers Market Handbook for more information about category definitions. There is no daily surcharge.

### **Snoqualmie Farmers Market Membership Category Definitions as defined in the Snoqualmie Farmers' Market Handbook:**

Farmers, Crafters - one stall or less 6%  
Farmers - more than one stall 7%  
Processors, Seafood, Other - one stall or less 7%  
Processors, Seafood, Other - more than one stall 8%  
Contract Vendors, Service Providers 9%  
Contract Vendors 10%  
Half Stall - % based on above categories.

## Not for Profits

Thank you for your interest in the Snoqualmie Farmers Market. The Farmers Market welcomes not-for-profit organizations to participate in the Market when space is available. It is important to know that the Market is often jam-packed with vendors and it can be difficult to accommodate special guests. The Market will, however, accept reservations from not-for-profits for one Saturday during the season. If you are interested in a reservation for a day, please e-mail the Market Manager at, [market@Snoqualmiefarmers.org](mailto:market@Snoqualmiefarmers.org). We try to fit not-for-profit organizations in to the Wednesday market as well on a space available basis.

In addition to reserving a day during the season, the Market will work hard to fit in not-for-profit organizations as space is available. Often the Farmers Market does not know if a not-for-profit can fit until the morning of the Market, after a regular vendor has canceled. The Market welcomes not-for-profit organizations to come to the Market any Saturday between 7 am and 9 am to see if there is a booth space available on that day. There are often vendors standing by for space and waiting too. If there is space we will be sure to work to fit you in. We fit not-for-profit organizations in on a first come first served basis. At the beginning of the season in April, it is usually easier for us to accommodate guests of the market. It also might be easier starting in October towards the end of the season. We understand that this system may make it challenging for scheduling volunteers, however, it's one we need to stick with considering that we only have limited site space.

Not-for-profit organizations are encouraged to let the Market Manager know what dates are most desirable and they will include your requests on a master scheduling list. Therefore, if space definitely becomes available before the preferred Market day you will receive a call during the week prior to the Market day.

The Market charges not-for-profit organizations a \$5 fee that is payable at the end of the Market day. Not-for-profit organizations are not allowed to sell anything (donations may be accepted). Not-for-profits must bring their own canopies. Canopies must match the specifications of the Market canopies: 10 x 10, white, Easy Up or Caravan brands. All canopies must be anchored or tied down at all times (wind is a major problem). The not-for-profit organization needs to bring everything else needed to participate in the Market, table, chairs, etc.

Thanks for thinking of the Market and considering it as a public outreach opportunity for your organization.

## Appendix F: RFP – King Street Parking Lot

# King Street Parcel Design/Develop Competition City of Snoqualmie, Washington

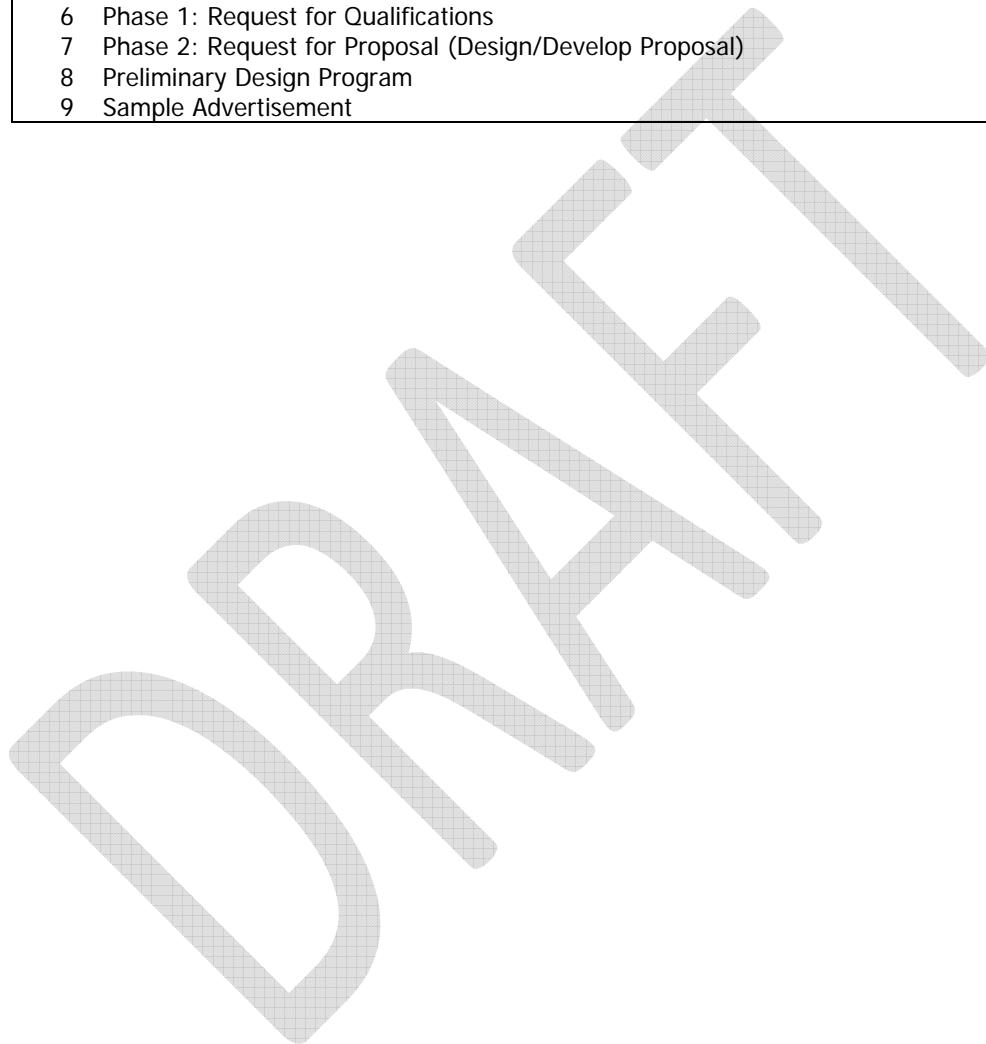


May 2009



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## Schedule

- 1 Advertisement  
RFQ: Design/Develop Teams (advertise)
- 2 RFQ: Design/Develop Teams available
- 3 RFQ: Design/Develop Teams response due
- 4 Technical evaluation of responses RFQ: Design/Develop Teams
- 5 Interview potential Design/Develop Teams\*
- 6 Selection of Design/Develop Teams to compete\*
- 7 Notification of Design/Develop Teams
- 8 RFP: Pre-Competition briefing\*
- 9 Question/Answer period 1
- 10 Mid-course concept review
- 11 Question/Answer period 2
- 12 Mid-course concept review
- 13 Question/Answer period 3
- 14 RFP: Design/Develop proposals due
- 15 Technical evaluation of proposals
- 16 Public exhibition
- 17 Presentation by Design/Develop Teams\*
- 18 Jury deliberations\*
- 19 Jury recommendations to City Council\*

\* Indicates Jury involvement in such tasks.



## Introduction

The City of Snoqualmie is conducting a design/develop competition for vacant City owned real property located on the northeast corner of the intersection of Railroad Avenue SE and SE King Street that occupies the prime retail corner in downtown Snoqualmie.

The property consists of ? (19,880 square feet) comprised of 2 tax lots and undeveloped street right-of-way. The east half of the vacated right of way of Falls Avenue and a portion of Sandy Cove Park (\_\_\_\_\_ square feet) to the east of the property will be made available for the construction of public on-street parking by the successful proposer. The construction of the public on-street parking and the extension of this portion of Falls Avenue will be counted towards meeting the successful proposer's on-site parking requirements.

Proposals for the purchase and development of the site will be evaluated through a Design/Develop Competition, ~~including the price offered and conceptual site and building plans~~ in accordance with the Design Criteria to be published in the phase 2 Request for Proposals (RFP). The property will be sold by a Purchase and Sale Agreement contingent on the contents of the selected proposal.

## Goals

It is the intent of this Design/Development Competition to deliver a mixed use development of a high level of design and technical quality that will compliment the historic qualities and revitalization underway of the downtown business district. Accordingly, the City of Snoqualmie has identified the following goals to be achieved by this project:

- Attract a high quality mixed use development that will capitalize on the site's visibility on SR-202/Railroad Avenue and maximize the market potentials and economic benefits available from residents of Snoqualmie and Snoqualmie Ridge, as well as tourists interested in Snoqualmie Valley attractions.
- Develop a high quality and appropriate design and tenant use mix that will compliment the site's relationship with the downtown historic commercial district, national landmark Snoqualmie Valley Railroad Road & Northwest Railway Depot and Museum, Railroad Park, and with the Snoqualmie River and Sandy Cove Park.
- Incorporate site amenities into the design and development that will compliment the pedestrian, sidewalk, and streetscape opportunities identified for Railroad, King, and Falls Avenues as important multipurpose outdoor spaces per the recently completed Downtown Snoqualmie Master Plan and the EDA Infrastructure Project on King Street, and Falls and Railroad Avenues.

## Competition Overview

### Phase 1: Request for Qualifications (RFQ)

Design/Develop (D/D) Teams will be requested to submit qualifications and a statement of design intent for the King Street Parcel.

Each D/D Team response to the Request for Qualifications (RFQ) must propose a consolidated approach by a team of highly qualified and innovative individuals representing design, development, and marketing.

Detailed criteria for qualification of the D/D Team will be established and the D/D Team must qualify under those terms to be eligible for submitting in Phase 2. Based on the RFQ responses, a maximum of 3 teams will be invited to participate in Phase 2: Request for Proposals (RFP).

### Phase 2: Request for Proposals (RFP)

Each D/D Team response to the RFP must propose a Design/Develop business offer that will result in the delivery of a project of exceptional design, maximum marketability and economic impact on the downtown, and technical quality.

The proposal must also be in accordance with the design guidelines, market and economic objectives, and fixed price that will be issued at the commencement of Phase 2. Design and construction of all site improvements on the King Street Parcel and adjoining extension of on-street parking and access on Falls Avenue will be included.

Each team will have a maximum of 90 days to prepare their proposal and each team submitting a full and complete proposal in accordance with the published Competition Regulations will be paid an honorarium. No other compensation will be paid to the members of other teams.

Upon receipt by the City, each Proposal will undergo a technical and design evaluation to assure full compliance with all mandatory and minimum design performance criteria, and market and economic objectives. Questions arising from the evaluation will be submitted to each D/D Team for clarification, and the D/D Team will have an opportunity to explain their concept to the Jury.

The Jury will consider the technical evaluation findings and subsequent clarifications, team presentations, and all submitted materials in conjunction with design evaluations formulated within the Jury. The Jury will select the most appropriate proposal for Contract Award. The Jury will then make their recommendation to the City Council, who will have final authority in making the Contract Award.

The Jury comprised of design professionals, city staff, and qualified citizens, will be a key component of the competition process. The Jury will be responsible for selecting the D/D Teams, participating in the briefing of competitors, and selecting a D/D Team Proposal to recommend to the City Council for Contract Award.

**The Jury is also charged with the responsibility of recommending termination of the competition process if they jointly determine that the product of any phase does not meet the quality standard set by the City.**

## Design/Develop Competition Regulations

The following constitutes the rules and regulations that will govern the conduct of the D/D Competition for the King Street Parcel. Agreement by any D/D Team or member thereof to participate in any facet, event or element of the D/D Competition requires compliance with each and every procedure listed herein.

Information related to Phase 1 and Phase 2 is included for information only and is subject to change at the sole discretion of the City prior to the time Phase 1 and Phase 2 documents are published.

D/D Teams selected to participate in Phase 2: D/D RFP will be required, as part of their participation, to execute agreement with the City accepting in totality the Competition Rules and Regulations set forth in the following:

- Request for Qualifications (RFQ),
- the Request for Proposals (RFP), and
- all attachments thereto.

### Phase 1: Request for Qualifications (RFQ)

#### **1. Advertisement/Solicitation of Request for Qualifications**

The City will advertise in major metropolitan areas of Washington the availability of RFQ packets setting forth the process and regulations regarding the composition of D/D Teams. D/D Teams or components thereof, may receive this RFQ packet upon written request to the Competition Coordinator at the official competition address.

#### **2. Distribute RFQ Packets**

RFQ packets will be distributed in response to written, facsimile, or e-mail requests. Telephone requests will not be honored.

#### **3. Questions regarding RFQ**

Questions regarding the information contained in the RFQ must be submitted to the Competition Coordinator at the official competition address by 3:00 p.m., PDT, on the day set forth in the official schedule. All questions must be submitted in writing and received by the specified time and date. No verbal questions will be accepted. All questions received will be answered and copies of all questions and answers will be sent simultaneously to all parties requesting RFQ packets. Anonymity of the source of specific questions will be maintained in the written responses.

#### **4. Receive Statements of Qualifications for D/D Teams**

Responses to the RFQ shall propose a D/D Team comprised of a design, development, and marketing component.

The D/D Team will be required to qualify in accordance with criteria established in the RFQ, including experience, financial capability, and ability of undertaking a project of the scale and magnitude of the King Street Parcel.

All responses to the RFQ must be received at the official competition address no later than 3:00 p.m., PDT, on the day set forth in the official schedule. Faxed submittals will not be accepted. On behalf of the City, the Competition Coordinator will receive and record responses to the RFQ, forwarding to the Jury those submissions that meet the mandatory submission requirements.

## **5. Late submissions**

A Statement of Qualifications will be considered late if received at any time after 3:00 p.m., PDT, on the day set forth in the official schedule. Statements of Qualifications received after the specified time will not be considered and will be returned unopened to the sender.

## **6. Number of copies**

10 copies of the Statement of D/D Team Qualifications must be submitted in accordance with all requirements set forth in the RFQ.

## **7. Public display**

The required board from each D/D Submittal may be put on public display. If displayed, public comments will be recorded and made available to the Jury during their evaluation of the D/D Team Submittals.

## **8. Evaluate Statements of Qualifications**

The Competition Coordinator will conduct technical evaluations of the responses to the RFQ. Each element of the response will be noted strong, average, or weak, and such ratings will be forwarded to the Jury.

## **9. Determine Phase 2 Competitors**

Through an evaluation and interview process, the Jury will select a maximum of 3 D/D Teams to participate in Phase 2: RFP. The Jury may recommend to City Council that the competition process be terminated if the Jury determines that:

- the quality of the proposed D/D Teams is not sufficient to deliver a King Street Parcel project of outstanding design and functional quality, or
- that a minimum number of qualified D/D Teams is not available to satisfy the intent of the competition.

## **10. Notification and agreements**

Selected D/D Teams will be notified by the Competition Coordinator and will enter into an agreement with the City to participate in Phase 2: RFP competition.

## **Phase 2: Request for Proposals (RFP)**

### **11. Competition period**

Each participating D/D Team will have a period of 90 days to prepare and submit its proposal in accordance with the RFP. Upon submittal of a proposal in full conformance to these regulations, each D/D Team will be paid an honorarium of \$ \_\_\_\_\_ to help defray some of the costs of the RFP competition.

### **12. Briefing of participating D/D Teams**

The D/D Teams will meet with the Jury and the Competition Coordinator in a single public session prior to the commencement of Phase 2 to review the official RFP. The session will review the design guidelines, market and economic objectives, submission requirements, and site information. Representatives of each of the D/D Teams will attend this joint session.

The Competition Coordinator and the Jury will respond to questions by participating teams. The briefing will include a site visit and presentation by the Jury and other officials and advisors to the project

### **13. Questions and answer periods:**

During the first 74 days of Phase 2, the participating D/D Teams will be able to submit written questions and requests for additional information on 2 occasions. All questions received will be answered and copies of all questions and answers will be sent

simultaneously to all participating D/D Teams. Anonymity of the source of questions will be maintained in the written responses.

#### **14. Midcourse concept reviews**

Each D/D Team will be invited to 1 concept review. The concept review is a working session between the D/D Team and the Jury. The D/D Team may utilize the time to their best advantage.

All parties participating in the concept review will hold all information in confidence. However, program issues arising out of the concept review that affect all teams will be documented in written form by the Competition Coordinator and distributed to all participating D/D Teams in the same manner as questions and answers.

#### **15. Receive proposals**

All required material including forms, drawings, and models shall be delivered to the designated location on or before 3:00 p.m., PST, on the date specified in the Competition Schedule.

An authorized representative or agent of each D/D Team shall include a signed certification that the Team will design and construct a mixed use project on the King Street Parcel meeting all requirements identified in the design criteria documents issued in the RFP. The Competition Coordinator will forward to the Jury each proposal received by the submission due date for evaluation.

#### **16. Late submissions**

A proposal will be considered late if received at any time after 3:00 p.m., PST, on the day set forth in the official schedule. Proposals received after the specified time will not be considered and will be returned unopened to the sender.

#### **17. Modification of proposals**

Any proposal received prior to the date and time specified above for receipt of proposals may be modified by written notice of the proposing Team. To be considered, however, the City must receive the written proposal by the date and time specified above regarding Late Submissions. Each proposal not modified by the submission deadline shall be considered an irrevocable offer to design, develop, and market the King Street Parcel at the price and in accordance with the terms and conditions specified in the proposal.

This irrevocable offer shall be in effect for 6 months from the submission date and time specified above. Each proposal shall clearly and unambiguously state that the offer contained in the proposal shall be irrevocable for this 6-month period and shall not be modified in any respect without the written consent of the City.

Upon award of the D/D contract, the irrevocable offers of all unsuccessful Phase 2 proposing Teams shall be deemed automatically withdrawn and of no further force or effect.

#### **18. Technical evaluation of proposals**

Upon receipt, the Jury will evaluate only those proposals found in the sole and exclusive judgment of the City to be in full compliance with all specified mandatory criteria, and only those proposals will be eligible for further consideration. **If the proposal is not in compliance, the D/D Team shall forfeit the honorarium.**

Clarification issues identified during the technical analysis will be composed as written questions and submitted to the appropriate D/D Team. The D/D Team will respond in written form - verbal responses to the questions will not be permitted.

Based on the written clarifications received from the D/D Teams, the Competition Coordinator will complete its analysis and a written evaluation of each proposal will be submitted to the Jury along with the respective proposals.

#### **19. Public review and comment period**

While the Competition Coordinator is completing the review and analysis, some or all drawings, renderings, models, and other materials submitted by each D/D Team may be made available for public review and comment. The public will be afforded an opportunity to submit written comments to the City and any such comments received will be forwarded to the Jury.

#### **20. Presentation by D/D Teams**

Each D/D Team participating in Phase 2 will be given an opportunity to present its proposal to the Jury. Clarification questions regarding the proposal may be directed to the D/D Team but no modification to the proposal as submitted will be allowed as a result of this interchange.

#### **21. Jury evaluation and selection**

The Jury will receive the proposals and technical evaluations, satisfying itself of the accuracy of all materials presented. Along with these materials, the Competition Coordinator will also forward to the Jury any and all written comments received during any public review and comment period. The Jury will be present for the Presentation of Proposals and will be given the opportunity to ask questions and receive answers from the D/D Teams to clarify their respective proposals.

Upon review, analysis, and discussion of the proposals, the technical evaluations, any public comments received, and the D/D Team presentations, the Jury will rank the proposals and recommend to the City Council the proposal that best meets the criteria established in the RFP.

#### **22. Report of the Jury**

The Jury will prepare a written report that will state its reasons for the selection of its preferred D/D proposal. Such report will be submitted to the City as the final record to the Jury's decision and recommendation of the preferred D/D proposal. Should the Jury find that no proposal fulfills the design and technical criteria, it shall recommend to the City that the competition process be terminated without selecting a D/D Team.

#### **23. City Council review and decision**

The City Council shall review the Jury Report, and recommendations from the Competition Coordinator to ascertain the appropriateness of the Jury selection. The City shall then decide whether to accept the Jury Report, thereupon selecting the recommended D/D Team and directing the Competition Coordinator to proceed with contract award and execution.

**The City reserves the right to reject the recommendation of the Jury and terminate the process without incurring any liability to any member of the D/D Team if the City deems the Team recommended by the Jury does not qualify or is inappropriate to undertake the Design/Development proposed.**

#### **24. Contract awards and execution**

Upon selection, the candidate D/D Team will meet with representatives of the City to review the winning proposal and to re-confirm the proposal conforms to all project criteria published by the City.

**In the event the City is unable for any reason to enter into an agreement with the successful D/D Team by the dates specified in the Competition Schedule, the**

**City reserves the right to thereupon terminate discussions with that D/D Team without incurring any liability to any member of any D/D Team.**

## General information

### **25. Competition address**

\_\_\_\_\_, Competition Coordinator  
King Street Parcel  
PO Box 987, 8020 Railroad Avenue SE  
Snoqualmie, WA 98065

### **26. Eligibility requirements**

The D/D Teams must conform to Washington State and local requirements for licensing. Such licensing must be in place at all times during this D/D Competition.

### **27. Jury**

At any meeting of the Jury, a quorum of 3 members must be present to make a determination in accordance with the Competition Regulations. A determination made by a quorum shall constitute an official position by the Jury and determinations of the Jury shall be subject to a majority vote of those Jury members present.

### **28. Communications**

Communications regarding any phase or issue of this D/D Competition shall be made through the Competition Coordinator in accordance with the Competition Regulations. Discussion of this Competition with any elected official, any City employee, Jury member, or others may result in disqualification of individuals, teams or related groups from the D/D Competition.

## Jury Biographies

Juror 1:

Juror 2:

Juror 3:

Juror 4:

Juror 5:

## Phase 1: Request for Qualifications (RFQ)

### Overview

**The material listed in this section is included for information only and to generally describe the expectations of this Phase of the D/D Competition. Final requirements and criteria will be published in the official Phase 1: RFQ document.**

The City will charge the Jury to select a maximum of 3 teams to compete for the Design/Develop contract for the King Street Parcel. The D/D Teams are to be composed of design, development, and marketing components necessary for the successful development of the King Street Parcel in accordance with the design criteria, market and economic objectives of this competition.

Each D/D Team should select and organize its team members to ensure the delivery of a project that is not only technically correct but also offer enhanced standards of design quality, market and economic benefit for the downtown district.

Criteria similar to the following will be used in evaluating responses to this RFQ and selecting the D/D Teams to be invited to participate in Phase 2 of the competition process.

### Evaluation criteria: Design/Develop Team

#### Architects Qualifications

The goal of the qualification process is to establish an extraordinary level of design capability within the D/D Teams, confirming the commitment of the City to create a project of excellent design and technical quality.

The Submittals from design architects who wish to be considered on D/D Teams should demonstrate a high degree of design capability and be of a concise, understandable nature. In cases where the design architect (individual) is part of a larger firm, the relationship and project commitment of the individual should be addressed.

Examples of work submitted should graphically address building design, relationship of buildings to their context and site development, as well as an understanding of architecture as a part of, and initiator of urban development in historic downtown districts.

Each architect submission shall consist of 2 pieces:

- bound document, 8-1/2" x 11" (vertical) format, consisting only of the specific material requested; and
- 30" x 40" (horizontal) board indicating design intent as defined in the following list of requirements. The board may be put on public display.

One copy of each piece shall be submitted and all submissions become property of the City and will not be returned.

#### Architects Experience

Project experience involving the following:

- Retail and commercial buildings
- Mixed use buildings and projects
- Historical preservation and retrofit projects
- Public open spaces and streetscapes

Demonstrated excellence in comparable projects related to the following:

- Overall architectural and urban design quality including ability to create positive community identity, street level pedestrian environments, integration of art into architecture, and waterfront/park design compatibility,
- Experience in managing projects of similar scale and complexity.
- Project production with a high quality of materials and construction techniques.

**Developer Experience**

Project experience involving the following:

- Retail and commercial buildings
- Mixed use development projects
- Public open spaces

Success of comparable undertakings related to the following:

- Economic success creating high quality development, marketing and sales record, favorable financing experience, and track record.
- Overall architectural and urban design quality including ability to create positive community identity, street level pedestrian environments, integration of art into architecture, and waterfront/park compatible architecture.
- Experience in managing and maintaining projects of similar scale and complexity constructed by the D/D Team.

**Developer Organization and Management Approach**

- Clear lines of responsibility within the D/D Team's organization demonstrating effectiveness and responsiveness.
- Availability of a full-time representative of the D/D Team throughout the duration of the project.

**Qualifications of Other Key Personnel**

- Qualifications and specific project experience of other designated design professionals assigned to this project in projects requiring context sensitivities evidenced by overall architectural and urban design quality in previous projects.
- Qualifications and experience of other key persons and entities assigned to this project that are associated with the developer.

The form and content of each response to the RFQ will contain the following or similar information tabulated in specific separate sections. All materials shall be provided in an 8 - 1/2" x 11" format bound vertically (11" side). 10 copies of the response must be submitted.

## Specific requirements: Statement of Qualifications

### **1. Cover letter**

Indicate contact person for the D/D Team.

### **2. Table of contents**

Provide an index to the D/D Team submittal.

### **3. Executive summary**

Provide a synopsis of the submittal.

### **4. D/D Team members**

Provide name and address of each firm comprising the D/D Team, including all subcontractors and their specialty.

### **5. Statement of Qualifications**

The D/D Team qualifications must include submittals from the design and development components of the team.

## Architect specific requirements: Bound document

### **6. Registration (one page)**

Indicate name, address, telephone number, and e-mail of architect or firm.

### **7. Projects**

Submit qualifications of the design architect for this specific project. Include a maximum of 5 examples of projects executed by the design architect that demonstrate an innovative approach to solving design program requirements, and, when possible, collaboration between design professionals and developer entities. Projects do not have to be constructed to be a part of this section.

### **8. Participants**

Submit names and qualifications of key individuals who will be assigned to this project. Provide personal resumes and the projected degree of individual involvement in the project. Indicate the individual degree of responsibility in the projects listed. Provide 3 references for each participant. Where possible, include clients and individual related projects submitted. For each reference, list the person's name, address, telephone number, and e-mail.

The submittal shall address design capabilities of the design architect only. Joint venture or other relationships with other architect/engineer firms that enhance an architect's professional capability (construction documents or construction administration) may be formed.

### **9. Intentions**

Submit a one-page (8 1/2" x 11") statement listing and discussing the issues the architect needs to explore in the design of the King Street Parcel. In addition, submit an 8 1/2" x 11" color reduction of the 30" x 40" board bound in this section of the submittal as well as a digital jpeg image of the board. Include this digital image on a disk in a separate business-sized envelope attached to the inside back cover of the document.

## **10. Specific requirements: Board**

Submit one 30" x 40" board, drawing or graphic piece of horizontal format, mounted on rigid stock. The board should convey the intentions of the architect in approaching the design of the King Street Parcel. It may include, for example, conceptual ideas for the building, site analysis diagrams, past work relative to a project of this scale and complexity, or any other method by which the architect chooses to display design intent, philosophy, and capability.

## **Developer specific requirements**

### **11. Business form**

Indicate name, address, telephone number, and e-mail of firm, method of business operation or incorporation, and annual financial report or statements attesting to the firm's ability to undertake a project of this magnitude.

### **12. Projects**

Include a maximum of 5 examples of projects developed by the firm or company that demonstrate the design, marketing and economic objectives for this King Street Parcel.

### **13. Participants**

Submit names and qualifications of key individuals who will be assigned to this project. Provide personal resumes and the projected degree of individual involvement in the project. Indicate the individual degree of responsibility in the projects listed. Provide 3 references for each participant. Where possible, include clients and individual related projects submitted. For each reference, list the person's name, address, telephone number, and e-mail.

### **14. Proposal for project management**

Include planning, coordination, scheduling, tracking, and monitoring of construction – and marketing and lease-up of key or proposed anchor tenants and activities.

### **15. Quality control techniques and operations**

Include methods and examples as utilized on prior projects to ensure finished development quality and lease-up – including any related public infrastructure or other improvements on public properties.

### **16. Role of key team members**

Include a team organization chart, discuss the role and commitment level of key team members, and describe the on-going role of design and marketing professionals during the construction phase of this project.

### **17. Insurance coverage**

Include type and coverage limits for general liability, worker's compensation, automobile, and professional liability including errors and omissions as required by the RFQ document.

### **18. Bonding capacity**

Include letter from a bonding company attesting to the bonding capacity of the D/D Team.

### **19. Brochures and miscellaneous information material**

Include materials considered of interest to the Jury in this submission.

## Phase 2: Request for Proposal (RFP)

**The material contained herein is for information only and to generally describe the expectations of this Phase of the D/D Competition. Final requirements and criteria will be published in the official Phase 2: RFP document.**

### **Overview**

The City will charge the Jury with evaluating and determining the proposed project that best answers the design, marketing and economic goals to be set forth in the official project criteria. These documents will be prepared and released to the selected D/D Teams at the commencement of Phase 2: RFP. The documents will include building and urban design criteria, market and economic performance objectives, and fixed price parameters.

At the appropriate time and date, the following data, drawings, models, and documents shall be prepared and submitted by the D/D Team. Failure to provide all data, drawings, models, and documents specified in this or other sections of the Proposal Documents may cause the proposal to be rejected by the City and result in disqualification of the proposing Team.

Documents will be submitted in an 8 1/2 " x 11" loose-leaf 3-ring hard cover binder complete with tabs. 10 bound copies shall be submitted together with 3 sets of full-scale drawings and the model.

The proposing Team shall sign and include the Proposing Team Form and the Purchase Agreement included in each of these volumes. The D/D Team Form shall be included in the 10 bound volumes, but shall be submitted under separate cover.

The proposal submittal shall be generally organized in accordance with the following outline:

1. Table of contents
2. Required proposal and purchase price forms
3. Site master plan including parking, landscape, and pedestrian improvements
4. Building description including elevations, facades, and materials
5. Description of compliance with mandatory requirements
6. Description of degree to which minimum performance criteria are exceeded
7. Description of compliance with qualitative attributes
8. Proposed quality control program
9. Schedule of critical dates
10. Design documents in 8 1/2" x 11" format, unsigned and no identification of Team
11. Photographic record in digital format on disk of all graphic and model displays included as part of the proposal submittal
12. Supplemental Team qualifications
13. Other information at option of proposing Team

Each submittal shall also include an architectural model depicting the King Street Parcel project development including representation of the projects' relationships to adjacent downtown buildings and waterfront park adjoining the site. The models shall be built at specified scale and shall be appropriate for public display and photographic reproduction. The models shall also depict site landscaping, on-street parking, pedestrian, public open spaces and plazas, and other site improvements or features.

### **Evaluation of proposal**

Upon receiving the proposals from the D/D Teams an evaluation by the Competition Coordinator will ensue. The evaluation will be in accordance with criteria established and

published as part of the Phase 2: RFP. The 3 areas that the proposals will be evaluated will be Mandatory Criteria, Minimum Performance Criteria, and Qualitative Attributes.

The response to the criteria will be evaluated, scored, and ranked and the results submitted to the Jury in a written report from the Competition Coordinator to the Jury. The technical evaluation, in combination with public review and comment, will be considered by the Jury in their evaluation of the submitted material in each proposal. The Jury evaluation will also include the degree to which the proposed designs respond to the stated goals for the King Street Parcel.

#### **Mandatory criteria for proposal**

At the commencement of the Phase 2: RFP process a number of mandatory criteria will be established by the City that must be met by each D/D proposal. These criteria will be published in the RFP.

The mandatory criteria will include such items as the set dollar amount the City will accept in payment from the D/D Team for the sale of the King Street Parcel. The design requirement will specify minimum and maximum for the following criteria among others:

- Allowable land uses and activities will conform with the B1 zoning district and shall include anchoring use(s) of maximum market and economic benefit to the downtown district
- 100% site coverage
- 15 foot building setback from King Street and Falls Avenue right-of-way
- 10 foot building setback from the Bowling Alley property
- 35 foot building heights
- Parking requirements to be met on-street on the extension of Falls Avenue
- Loading requirements and areas to be from Falls Avenue and an interior corridor to be provided between the building and Bowling Alley, and from there by interior building hallways
- Streetscape improvements and furnishings palette shall match the proposals within the Downtown Design Manual and the EDA infrastructure project under construction
- Outdoor amenities including hardscape paving, street trees, tree grates, benches, flower pots and landscaping, water features, and artworks will be provided in the setbacks from King Street and Falls Avenue and on Railroad and Falls Avenue right-of-way

Each Phase 2 proposal must specifically discuss how the proposed project will comply with all identified criteria.

#### **Minimum criteria for proposal**

The minimum performance criteria will be available at the commencement of Phase 2: RFP. The minimum criteria will specify performance for the following criteria among others:

- Anchor tenant(s)
- Façade design standards
- Sign design standards
- Color and material palette
- Historical design standards and objectives

Each proposal must include a description of how the project will meet or exceed the quality established in the performance criteria.

### **Qualitative attributes for proposal**

As part of the Phase 2: RFP, certain qualitative attributes shall be established at the beginning that will be evaluated as part of the technical evaluation. Qualitative attributes may include:

- Relationship to the historic downtown district
- Relationship to the Snoqualmie Valley Railroad & Northwest Railway Depot & Museum, and the City's adjoining Railroad Park
- Relationship to the waterfront, Sandy Cove, and proposed Riverwalk behind the downtown district
- Relationship to the Bowling Alley property
- Pedestrian friendly design and activities
- Integration of setback amenities with special event use of King Street and Falls Avenue
- Overall outstanding design quality, or
- Other features that will help the City facilitate the development of this property as part of a downtown/waterfront district of outstanding design quality.

Each proposal must include a description of how the project will meet or exceed the quality established in the performance criteria.

## Preliminary design program

### **Site description**

The King Street Parcel consists of Tax Parcels 7849202955 and 7849202955, and 30 feet of right-of-way of an unnamed and undeveloped right of way to the north, to be vacated by the City. Improvements for on-street parking and access will also be accomplished by the successful developer on 60 feet of Falls Avenue right-of-way to the east of the parcel and fronting on Sandy Cove Park that will remain under City ownership. A parcel map is attached for purposes of locating the Property only. The King Street Parcel is generally level and flat, with a gravel surface, and is currently used for parking. The property was previously improved with 2 buildings.

### **Development Regulations**

The King Street Parcel is zoned Business Retail 1, and located in the Downtown Historic District Overlay Zone and Landmark District subject to the standards set forth in chapters 17.25 and 17.37 of the Snoqualmie Municipal Code (SMC).

The King Street Parcel is located within the FEMA 100 year Floodway subject to SMC 15.12 flood hazard regulations. The property is also located within the Snoqualmie River shoreline, subject to the City's shoreline regulations, SMC chapter 19.08 (a new Shoreline Master Program, including shoreline regulations, is under review by the Department of Ecology).

### **Environmental Disclosure**

One of the buildings formerly located on the King Street Parcel housed an auto dealership and garage. Petroleum contamination was discovered after the City acquired ownership. The City has conducted an environmental clean-up and received a "No Action" letter from the Department of Ecology.

## Design criteria

**The King Street corner is important as a key retail location for expanding the downtown core and supporting revitalization efforts. These design criteria provide direction for development of the site and building, as well as uses appropriate to the historic district and downtown revitalization goals.**

**Development of the King Street Parcel and adjoining Falls Avenue on-street public parking improvement is subject to the Downtown Historic District Design Manual and Sign Design Manual, which provide more specific direction for some aspects of site and building design.**

### **1: General**

At the intersection of King Street and SR 202/Railroad Avenue, the King Street property occupies a key location in Snoqualmie's historic downtown retail area. Site and building design shall be consistent with the Downtown Snoqualmie Master Plan and Downtown Design Manual.

- A new building(s) constructed on the site must be a cornerstone building of high quality design, materials and construction; one that reinforces and improves the downtown core, and strengthens the downtown as a place for both local and tourist shopping, dining and gathering.
- Site and building development should complement existing and proposed amenities, including the historic Snoqualmie Valley Railroad & Northwest Railway Depot & Museum, Railroad Park, the downtown historic district buildings and businesses, and Sandy Cove Park.
- A building or buildings developed on the site should not be viewed as a stand-alone project, but with consideration for how it can expand and fuse together the downtown retail district, serve as a catalyst for future development and revitalization, and provide a design

direction and branding for the historic community consistent with the Downtown Snoqualmie Master Plan and Downtown Design Manual.

#### **2: Scale, height, and massing**

- The project should design and construct a 2 to 3-story building with a minimum of **15,000 square feet** of ground floor retail tenant space. All ground floor retail tenant spaces shall have a minimum ceiling height of 13 feet.
- The building should establish a cornerstone architectural identity for the downtown as vehicles and pedestrians approach from either direction on Railroad Avenue/SR-202 and shall include a significant design treatment at the King Street corner.
- Building mass should be scaled to the pedestrian by being divided into storefront segments, with openings consistent with the historic buildings in the downtown and as portrayed in the Downtown Design Manual.
- Since this building will be surrounded by public streets and on-street parking and therefore have 4 visible sides, each with a different adjacent building and spatial context, scale and design of the building should be sensitive to each adjacent context. Building design should consider the vehicular view of the building, but emphasize design for the pedestrian experience.
- The building will also sit at the crossroads of key pedestrian links between the Snoqualmie River, historic Snoqualmie Valley Railroad & Northwest Railway Depot & Museum, Railroad Park, Sandy Cove Park, proposed Riverwalk behind the downtown, and downtown shopping. The massing should create and sculpt pedestrian plazas, respond to street edges and pedestrian ways, and reinforce the adjacent use experiences.

#### **3: Building frontage and storefronts**

Due to the key location of this site in the downtown and along Railroad Avenue/SR-202, the building storefronts are very important to creating a strong presentation for retailers and restaurants, and helping to activate adjacent retail spaces.

- As the focus of the building is to enhance street vitality to complement and expand the amenities and opportunities for retail activity in the downtown, street-facing facades shall consist only of contiguous storefronts.
- All storefronts shall be fully transparent, including clear glass in storefront windows and doors, and transom and clerestory windows above storefront windows and doors.
- King Street between Railroad and Falls Avenues provides an important east-west pedestrian link in the downtown, connecting Railroad Avenue shopping and tourist activities to Sandy Cove Park and to Falls Avenue businesses. King Street is also the special event space in the downtown bridging the east and west sides of the business district, and serving as the exhibition space for festivals and other community activities. Building facades, storefronts, uses and amenities oriented to King Street should be designed to enhance this pedestrian linkage and special event staging.
- Canopies or awnings should be used for all window or entry openings. The building should be designed to allow outdoor café seating, particularly along the Falls Avenue and King Street frontages and setbacks.
- Storefront entrances shall be recessed consistent with the historic building character.
- Building design should consider inclusion of small square footage storefront spaces (less than 1,000 square feet) on Railroad and Falls Avenues, and King Street to accommodate start-up businesses and maximize storefront activity.

#### **4: Uses and tenant spaces**

- Street level tenant spaces shall be designated for retail sales and/or restaurant uses only, with upper level retail, restaurant, hospitality or office uses. (If determined to be allowed by State law and FEMA, upper story may include transient or permanent residential uses.)
- Targeted retail tenants shall include those listed in the Downtown Snoqualmie Master Plan.

- Individual ground floor retail tenant spaces shall not exceed 2,500 square feet.
- Non-retail commercial uses, such as medical or dental offices, professional offices, dry cleaners, real estate offices, mortgage brokers, etc. shall not be allowed on the ground floor.

### **5: Materials**

- Building materials shall reflect the nature and presence of the building as a cornerstone project. Material and color treatments should reflect the essence of historic buildings in the downtown, as well as the northwest region in accordance with the Downtown Design Manual.
- The use of high quality brick, CMU, and/or stucco as the primary building material is encouraged, with the use of natural woods, brick and tile as accents.
- If awnings are used they should be constructed of ~~traditional canvas material~~ transparent glass or similar materials.
- Colors used on the building should reflect the historical palette of Snoqualmie.

### **Parking**

- Site design shall include an on-site parking lot which shall be open to the public. The parking lot size and design shall be consistent with the Cascade Design Collaborative (CDC) downtown street design plan. Parking will be provided on-street in accordance with the On-Street Parking Requirements on the extension of Falls Avenue east of the property and north of King Street as shown in the Downtown Snoqualmie Master Plan. The west side of King St. shall be reconstructed as necessary to provide on-street parking and sidewalk improvements consistent with the CDC design for King Street between Falls and Railroad Avenues.

### **Streetscape**

- The pedestrian and retail use experiences are very important at this key location. Site and building design should provide a variety of pedestrian features and amenities to help animate and energize street activity, from plazas and outdoor seating and display areas, to the public sidewalk and streetscape elements. Streetscape improvements within the public street rights-of-way adjacent the site and within the 18 foot setback from the right-of-way of King Street and Falls Avenue shall consist of an urban sidewalk treatment with hardscape paving, street trees, tree grates, ~~of a width and design consistent with Cascade Design Collaborative design for King St. intersection~~, benches, flower pots and landscaping, water features, and artworks, along with appropriate street lighting and accoutrements (garbage cans, benches, etc.) specified in the Downtown Design Manual and furnished in the EDA Infrastructure Project on Falls and Railroad Avenues, and King Street.

### **Signage**

- High quality, professionally designed and constructed signage shall be provided for all tenants. Signage shall be consistent with Sign Design Manual. Blade signs shall be provided for all retail tenants under the awnings and over the entry doorways.

### **Servicing**

- Service access for garbage and recycling shall be taken from Falls Avenue and a service corridor to be provided between this building and the Bowling Alley to the north, and preferably from within an interior building hallway or corridor, and should be integrated within the building architecture. Service access areas shall not be located adjacent to significant pedestrian ways, plazas, or entries.

### **Entries**

- All primary entrances to ground floor tenants shall be located within a storefront. To allow for maximum space and flexibility for retail storefronts along Railroad Avenue a ground floor entrance to a small lobby with an interior stairway or elevator to upper level tenants may be located on any but the Railroad Avenue facade. Exterior stairs for upper

level entries may be located only on the corridor access between the building and the Bowling Alley, and not on street-facing facades.

**Concept plan and sketches**

- The attached Concept Plan and elevation sketches illustrate the design direction provided by the above criteria.

**Timing of construction**

- A building permit for the mixed-use retail building(s) for the site shall be applied for within 9 months, and site and building construction shall commence within 12 months of purchase. Construction shall be complete (with certificate of occupancy) within 18 months of the start of construction.

**Other design criteria**

- **Code requirements** - the design must comply with all applicable City zoning requirements, local ordinances, and building codes, including appropriate fire resistance and protection, life safety and exiting requirements, energy conservation, and live, wind, and seismic loading.
- **Construction materials** - should be selected based on established building methods, local availability, and renewable resources that are compatible with the Downtown Design Manual and Sign Design Manual. Preference should be given to materials with low toxicity to both workers and occupants. "Least cost" should not be the primary determinant of material choice. Well-constructed buildings using high quality materials and methods result in pride of "ownership" and reduced long-term maintenance costs. Technology appropriate to the climate and the scale of the project will yield long-term energy savings.

## **Sample advertisement**

### **Design/Develop Competition for the King Street Parcel**

The City of Snoqualmie (the "City") is sponsoring a Design/Develop Competition for the design and development of the King Street Parcel. This competition is hereby requesting qualifications from teams interested in providing Design/Develop services for this project.

The City will implement a process for this project and will award a single sales and development contract agreement to a Design/Develop team for all design, development, and marketing services.

The Design/Develop Competition process will consist of the following 2 phases:

#### **Phase 1: Request for Qualifications (RFQ)**

Each response to the Request for Qualifications (RFQ) must propose a consolidated approach by a Design/Develop Team (D/D Team) of highly qualified and innovative individuals representing design, development, and marketing.

Detailed criteria for qualification of the Design/Develop Team will be established and the developer must qualify under those terms to be eligible for submitting in Phase 2. Based on the RFQ responses, a maximum of 3 teams will be invited to participate in Phase 2: Request for Proposals (RFP).

#### **Phase 2: Request for Proposals (RFP)**

Each response to the Request for Proposals (RFP) must propose a Design/Develop solution that will result in the successful development of the King Street Parcel of exceptional design, and most beneficial market and economic impact on the historic downtown district.

The proposal must be in accordance with the design guidelines, market and economic objectives, and fixed purchase price that will be issued at the commencement of Phase 2. Design and construction of all on and off-site site improvements will be included.

Each team will have a maximum of 90 days to prepare their proposal and each team submitting a full and complete proposal in accordance with the published Competition Regulations will be paid an honorarium.

Copies of the Request for Qualifications (RFQ) may be obtained by written request from:

\_\_\_\_\_, Competition Coordinator  
King Street Parcel  
PO Box 987, 8020 Railroad Avenue SE  
Snoqualmie, WA 98065

Statements of Qualifications are due at the official competition address no later than

Appendix H: RFP – Old City Hall Parcel

**Snoqualmie State Bank Parcel  
Design/Develop Competition  
City of Snoqualmie, Washington**

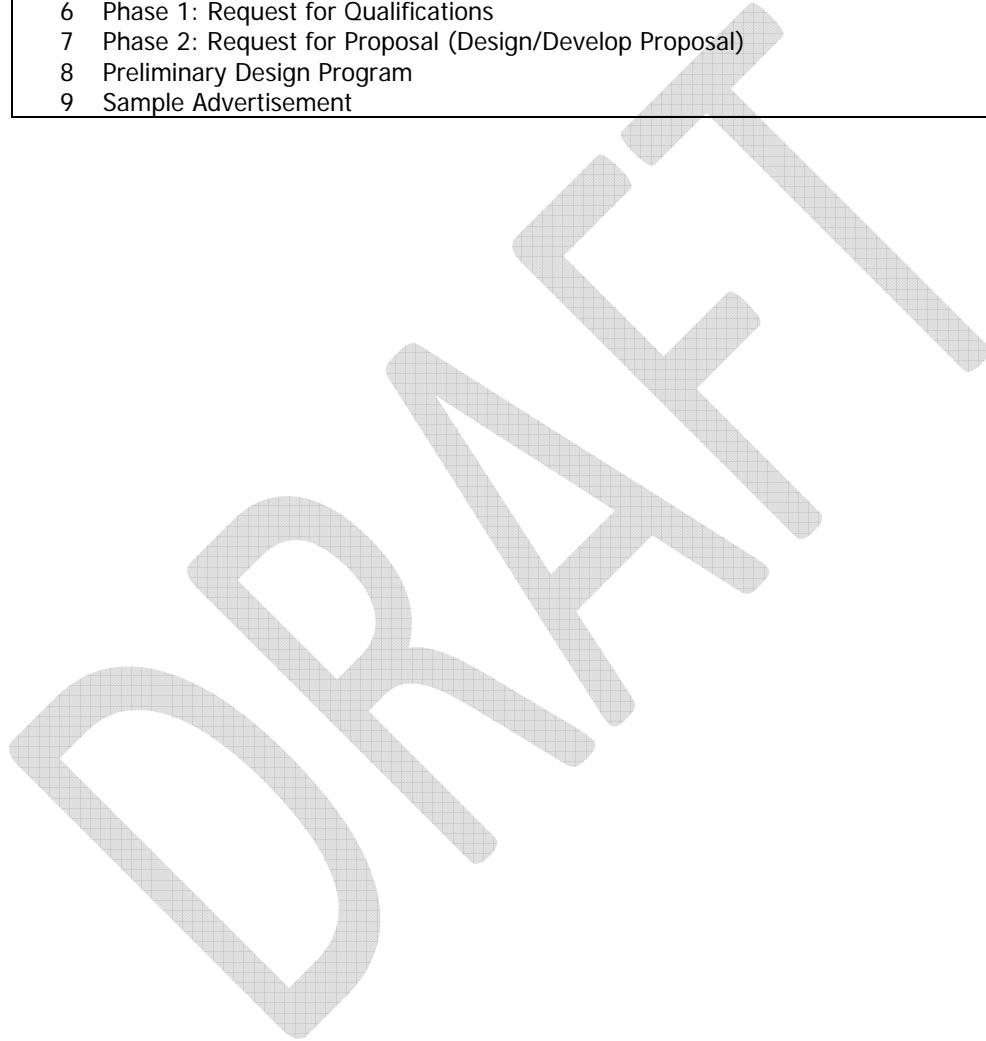


**May 2009**



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## Schedule

- 1 Advertisement  
RFQ: Design/Develop Teams (advertise)
- 2 RFQ: Design/Develop Teams available
- 3 RFQ: Design/Develop Teams response due
- 4 Technical evaluation of responses RFQ: Design/Develop Teams
- 5 Interview potential Design/Develop Teams\*
- 6 Selection of Design/Develop Teams to compete\*
- 7 Notification of Design/Develop Teams
- 8 RFP: Pre-Competition briefing\*
- 9 Question/Answer period 1
- 10 Mid-course concept review
- 11 Question/Answer period 2
- 12 Mid-course concept review
- 13 Question/Answer period 3
- 14 RFP: Design/Develop proposals due
- 15 Technical evaluation of proposals
- 16 Public exhibition
- 17 Presentation by Design/Develop Teams\*
- 18 Jury deliberations\*
- 19 Jury recommendations to City Council\*

\* Indicates Jury involvement in such tasks.



## Introduction

The City of Snoqualmie is conducting a design/develop competition for the City owned historic 1,320 square foot Snoqualmie State Bank building located on the southwest corner of River Street and Falls Avenue at 38767 SE River Street, which was recently used for the City of Snoqualmie Planning Department offices, and adjoining parking lot on the parcel located on the southeast corner of River Street and Railroad Avenue/SR-202 that occupies one of the prime retail corners in downtown Snoqualmie. The property consists of ? (\_\_\_\_ square feet) comprised of 2 tax lots.

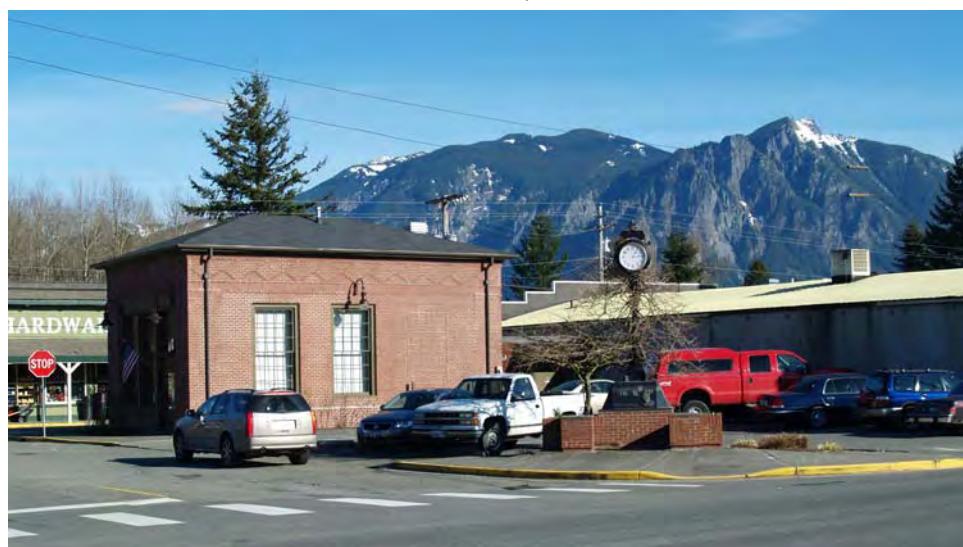
Proposals for the purchase and reuse of the historic Snoqualmie State Bank Building and redevelopment of the parking lot site will be evaluated through a Design/Develop Competition in accordance with the Design Criteria to be published in the phase 2 Request for Proposals (RFP). The property will be sold by a Purchase and Sale Agreement contingent on the accomplishment of the contents of the selected proposal.

### Snoqualmie State Bank Building History



The brick building was constructed on a vacant site in 1923 to house the State Bank of Snoqualmie, which had been founded in 1919 by WL Peters & Associates. The bank building is a rectangular 26-by 40-foot, tall one-story brick building with a hip roof, projecting eaves and Colonial Revival detailing.

The building has experienced only minor alterations since its construction, and is the only commercial structure in the city of this style. The building has large, wood double-hung windows with 12-over-12 and 12-over-16 pane glazing. There are 3 windows on the east elevation; 2 windows, and a brick filled space which repeats the pattern of the window openings, on the west elevation; and 3 windows, separated only by wooden pilasters, on the facade.





The entry door takes the place of the lower portion of the third window. There is an exterior brick chimney on the east facade. Decorative brick work with projecting diamond shapes and a double soldier course circles the building above the windows. Originally, the building's trim and window sash were painted a dark color – and are now painted white. Other changes include the conversion of interior gutters to exterior gutters, and installation of metal Colonial-style lanterns on the facade in the 1980s. A rectangular, 14 by 20 foot, low 1-story room extends from the rear (south) elevation. This originally housed the boiler room but has been used for offices for many years.

In the late 1920s, in addition to housing the bank, the building was used as meeting place by the Snoqualmie Town Council, and as the City Clerk's office. In 1929 the bank was purchased

and operated by C. Beadon Hall of Tolt, who also owned banks in Carnation, Duvall, North Bend, and Issaquah.

Hall was active in community affairs, particularly with the Methodist Church. He also platted some land adjacent to the City of Snoqualmie. Hall's banks survived the Depression and were consolidated as the Washington State Bank in 1943 - this building becoming the headquarters branch. The Washington State Bank was sold to Seattle First National Bank (Seafirst) in 1956. In 1976 Seafirst conveyed the building to the City of Snoqualmie, which used the building as its city hall, and recently as the Planning Department's offices.

## Goals

It is the intent of this Design/Development Competition to deliver a mixed use development of a high level of design and technical quality that will reuse the historic Snoqualmie State Bank building and redevelop the adjacent parking lot in a manner that complements the historic qualities and revitalization underway of the downtown business district. Accordingly, the City of Snoqualmie has identified the following goals to be achieved by this project:

- Attract a high quality mixed use development that will capitalize on the site's visibility on SR-202/Railroad Avenue and maximize the market potentials and economic benefits available from residents of Snoqualmie and Snoqualmie Ridge, as well as tourists interested in Snoqualmie Valley attractions.
- Develop a high quality and appropriate design and tenant use mix that will protect and preserve the historic character of the Snoqualmie State Bank building and redevelop the adjacent parking lot in a manner that will compliment the site's relationship with the historic downtown commercial district, national landmark Snoqualmie Valley Railroad Road & Northwest Railway Depot and Museum, Railroad Park, the Snoqualmie River, Sandy Cove Park, and the proposed Riverwalk behind the downtown district.
- Incorporate site amenities into the design and development that will compliment the pedestrian, sidewalk, and streetscape opportunities identified for Railroad, River, and Falls Avenues as important multipurpose outdoor spaces per the recently completed Downtown Snoqualmie Master Plan and the EDA Infrastructure Project on River Street, and Falls and Railroad Avenues.

## Competition Overview

### Phase 1: Request for Qualifications (RFQ)

Design/Develop (D/D) Teams will be requested to submit qualifications and a statement of design intent for the Snoqualmie State Bank Parcel.

Each D/D Team response to the Request for Qualifications (RFQ) must propose a consolidated approach by a team of highly qualified and innovative individuals representing design, development, and marketing.

Detailed criteria for qualification of the D/D Team will be established and the D/D Team must qualify under those terms to be eligible for submitting in Phase 2. Based on the RFQ responses, a maximum of 3 teams will be invited to participate in Phase 2: Request for Proposals (RFP).

### Phase 2: Request for Proposals (RFP)

Each D/D Team response to the RFP must propose a Design/Develop business offer that will result in the delivery of a project of exceptional design, maximum marketability and economic impact on the downtown, and technical quality.

The proposal must also be in accordance with the design guidelines, market and economic objectives, and fixed price that will be issued at the commencement of Phase 2. Design and construction of all building and site improvements on the Snoqualmie State Bank Parcel and adjoining extension of on-street parking and access on Falls Avenue will be included.

Each team will have a maximum of 90 days to prepare their proposal and each team submitting a full and complete proposal in accordance with the published Competition Regulations will be paid an honorarium. No other compensation will be paid to the members of other teams.

Upon receipt by the City, each Proposal will undergo a technical and design evaluation to assure full compliance with all mandatory and minimum design performance criteria, and market and economic objectives. Questions arising from the evaluation will be submitted to each D/D Team for clarification, and the D/D Team will have an opportunity to explain their concept to the Jury.

The Jury will consider the technical evaluation findings and subsequent clarifications, team presentations, and all submitted materials in conjunction with design evaluations formulated within the Jury. The Jury will select the most appropriate proposal for Contract Award. The Jury will then make their recommendation to the City Council, who will have final authority in making the Contract Award.

The Jury comprised of design professionals, city staff, and qualified citizens, will be a key component of the competition process. The Jury will be responsible for selecting the D/D Teams, participating in the briefing of competitors, and selecting a D/D Team Proposal to recommend to the City Council for Contract Award.

**The Jury is also charged with the responsibility of recommending termination of the competition process if they jointly determine that the product of any phase does not meet the quality standard set by the City.**

## Design/Develop Competition Regulations

The following constitutes the rules and regulations that will govern the conduct of the D/D Competition for the Snoqualmie State Bank Parcel. Agreement by any D/D Team or member thereof to participate in any facet, event or element of the D/D Competition requires compliance with each and every procedure listed herein.

Information related to Phase 1 and Phase 2 is included for information only and is subject to change at the sole discretion of the City prior to the time Phase 1 and Phase 2 documents are published.

D/D Teams selected to participate in Phase 2: D/D RFP will be required, as part of their participation, to execute agreement with the City accepting in totality the Competition Rules and Regulations set forth in the following:

- Request for Qualifications (RFQ),
- the Request for Proposals (RFP), and
- all attachments thereto.

### Phase 1: Request for Qualifications (RFQ)

#### **1. Advertisement/Solicitation of Request for Qualifications**

The City will advertise in major metropolitan areas of Washington the availability of RFQ packets setting forth the process and regulations regarding the composition of D/D Teams. D/D Teams or components thereof, may receive this RFQ packet upon written request to the Competition Coordinator at the official competition address.

#### **2. Distribute RFQ Packets**

RFQ packets will be distributed in response to written, facsimile, or e-mail requests. Telephone requests will not be honored.

#### **3. Questions regarding RFQ**

Questions regarding the information contained in the RFQ must be submitted to the Competition Coordinator at the official competition address by 3:00 p.m., PDT, on the day set forth in the official schedule. All questions must be submitted in writing and received by the specified time and date. No verbal questions will be accepted. All questions received will be answered and copies of all questions and answers will be sent simultaneously to all parties requesting RFQ packets. Anonymity of the source of specific questions will be maintained in the written responses.

#### **4. Receive Statements of Qualifications for D/D Teams**

Responses to the RFQ shall propose a D/D Team comprised of a design, development, and marketing component.

The D/D Team will be required to qualify in accordance with criteria established in the RFQ, including experience, financial capability, and ability of undertaking a project of the scale and magnitude of the Snoqualmie State Bank Parcel.

All responses to the RFQ must be received at the official competition address no later than 3:00 pm on the day set forth in the official schedule. Faxed submittals will not be accepted. On behalf of the City, the Competition Coordinator will receive and record responses to the RFQ, forwarding to the Jury those submissions that meet the mandatory submission requirements.

## **5. Late submissions**

A Statement of Qualifications will be considered late if received at any time after 3:00 pm on the day set forth in the official schedule. Statements of Qualifications received after the specified time will not be considered and will be returned unopened to the sender.

## **6. Number of copies**

10 copies of the Statement of D/D Team Qualifications must be submitted in accordance with all requirements set forth in the RFQ.

## **7. Public display**

The required board from each D/D Submittal may be put on public display. If displayed, public comments will be recorded and made available to the Jury during their evaluation of the D/D Team Submittals.

## **8. Evaluate Statements of Qualifications**

The Competition Coordinator will conduct technical evaluations of the responses to the RFQ. Each element of the response will be noted strong, average, or weak, and such ratings will be forwarded to the Jury.

## **9. Determine Phase 2 Competitors**

Through an evaluation and interview process, the Jury will select a maximum of 3 D/D Teams to participate in Phase 2: RFP. The Jury may recommend to City Council that the competition process be terminated if the Jury determines that:

- the quality of the proposed D/D Teams is not sufficient to deliver a Snoqualmie State Bank Parcel project of outstanding design and functional quality, or
- that a minimum number of qualified D/D Teams is not available to satisfy the intent of the competition.

## **10. Notification and agreements**

Selected D/D Teams will be notified by the Competition Coordinator and will enter into an agreement with the City to participate in Phase 2: RFP competition.

## **Phase 2: Request for Proposals (RFP)**

### **11. Competition period**

Each participating D/D Team will have a period of 90 days to prepare and submit its proposal in accordance with the RFP. Upon submittal of a proposal in full conformance to these regulations, each D/D Team will be paid an honorarium of \$ \_\_\_\_\_ to help defray some of the costs of the RFP competition.

### **12. Briefing of participating D/D Teams**

The D/D Teams will meet with the Jury and the Competition Coordinator in a single public session prior to the commencement of Phase 2 to review the official RFP. The session will review the design guidelines, market and economic objectives, submission requirements, and site information. Representatives of each of the D/D Teams will attend this joint session.

The Competition Coordinator and the Jury will respond to questions by participating teams. The briefing will include a site visit and presentation by the Jury and other officials and advisors to the project

### **13. Questions and answer periods:**

During the first 74 days of Phase 2, the participating D/D Teams will be able to submit written questions and requests for additional information on 2 occasions. All questions received will be answered and copies of all questions and answers will be sent

simultaneously to all participating D/D Teams. Anonymity of the source of questions will be maintained in the written responses.

#### **14. Midcourse concept reviews**

Each D/D Team will be invited to 1 concept review. The concept review is a working session between the D/D Team and the Jury. The D/D Team may utilize the time to their best advantage.

All parties participating in the concept review will hold all information in confidence. However, program issues arising out of the concept review that affect all teams will be documented in written form by the Competition Coordinator and distributed to all participating D/D Teams in the same manner as questions and answers.

#### **15. Receive proposals**

All required material including forms, drawings, and models shall be delivered to the designated location on or before 3:00 pm on the date specified in the Competition Schedule.

An authorized representative or agent of each D/D Team shall include a signed certification that the Team will design and construct a mixed use project on the Snoqualmie State Bank Parcel meeting all requirements identified in the design criteria documents issued in the RFP. The Competition Coordinator will forward to the Jury each proposal received by the submission due date for evaluation.

#### **16. Late submissions**

A proposal will be considered late if received at any time after 3:00 pm on the day set forth in the official schedule. Proposals received after the specified time will not be considered and will be returned unopened to the sender.

#### **17. Modification of proposals**

Any proposal received prior to the date and time specified above for receipt of proposals may be modified by written notice of the proposing Team. To be considered, however, the City must receive the written proposal by the date and time specified above regarding Late Submissions. Each proposal not modified by the submission deadline shall be considered an irrevocable offer to design, develop, and market the Snoqualmie State Bank Parcel at the price and in accordance with the terms and conditions specified in the proposal.

This irrevocable offer shall be in effect for 6 months from the submission date and time specified above. Each proposal shall clearly and unambiguously state that the offer contained in the proposal shall be irrevocable for this 6-month period and shall not be modified in any respect without the written consent of the City.

Upon award of the D/D contract, the irrevocable offers of all unsuccessful Phase 2 proposing Teams shall be deemed automatically withdrawn and of no further force or effect.

#### **18. Technical evaluation of proposals**

Upon receipt, the Jury will evaluate only those proposals found in the sole and exclusive judgment of the City to be in full compliance with all specified mandatory criteria, and only those proposals will be eligible for further consideration. **If the proposal is not in compliance, the D/D Team shall forfeit the honorarium.**

Clarification issues identified during the technical analysis will be composed as written questions and submitted to the appropriate D/D Team. The D/D Team will respond in written form - verbal responses to the questions will not be permitted.

Based on the written clarifications received from the D/D Teams, the Competition Coordinator will complete its analysis and a written evaluation of each proposal will be submitted to the Jury along with the respective proposals.

#### **19. Public review and comment period**

While the Competition Coordinator is completing the review and analysis, some or all drawings, renderings, models, and other materials submitted by each D/D Team may be made available for public review and comment. The public will be afforded an opportunity to submit written comments to the City and any such comments received will be forwarded to the Jury.

#### **20. Presentation by D/D Teams**

Each D/D Team participating in Phase 2 will be given an opportunity to present its proposal to the Jury. Clarification questions regarding the proposal may be directed to the D/D Team but no modification to the proposal as submitted will be allowed as a result of this interchange.

#### **21. Jury evaluation and selection**

The Jury will receive the proposals and technical evaluations, satisfying itself of the accuracy of all materials presented. Along with these materials, the Competition Coordinator will also forward to the Jury any and all written comments received during any public review and comment period. The Jury will be present for the Presentation of Proposals and will be given the opportunity to ask questions and receive answers from the D/D Teams to clarify their respective proposals.

Upon review, analysis, and discussion of the proposals, the technical evaluations, any public comments received, and the D/D Team presentations, the Jury will rank the proposals and recommend to the City Council the proposal that best meets the criteria established in the RFP.

#### **22. Report of the Jury**

The Jury will prepare a written report that will state its reasons for the selection of its preferred D/D proposal. Such report will be submitted to the City as the final record to the Jury's decision and recommendation of the preferred D/D proposal. Should the Jury find that no proposal fulfills the design and technical criteria, it shall recommend to the City that the competition process be terminated without selecting a D/D Team.

#### **23. City Council review and decision**

The City Council shall review the Jury Report, and recommendations from the Competition Coordinator to ascertain the appropriateness of the Jury selection. The City shall then decide whether to accept the Jury Report, thereupon selecting the recommended D/D Team and directing the Competition Coordinator to proceed with contract award and execution.

**The City reserves the right to reject the recommendation of the Jury and terminate the process without incurring any liability to any member of the D/D Team if the City deems the Team recommended by the Jury does not qualify or is inappropriate to undertake the Design/Development proposed.**

#### **24. Contract awards and execution**

Upon selection, the candidate D/D Team will meet with representatives of the City to review the winning proposal and to re-confirm the proposal conforms to all project criteria published by the City.

**In the event the City is unable for any reason to enter into an agreement with the successful D/D Team by the dates specified in the Competition Schedule, the**

**City reserves the right to thereupon terminate discussions with that D/D Team without incurring any liability to any member of any D/D Team.**

#### General information

##### **25. Competition address**

\_\_\_\_\_, Competition Coordinator  
Snoqualmie State Bank Parcel  
PO Box 987, 8020 Railroad Avenue SE  
Snoqualmie, WA 98065

##### **26. Eligibility requirements**

The D/D Teams must conform to Washington State and local requirements for licensing. Such licensing must be in place at all times during this D/D Competition.

##### **27. Jury**

At any meeting of the Jury, a quorum of 3 members must be present to make a determination in accordance with the Competition Regulations. A determination made by a quorum shall constitute an official position by the Jury and determinations of the Jury shall be subject to a majority vote of those Jury members present.

##### **28. Communications**

Communications regarding any phase or issue of this D/D Competition shall be made through the Competition Coordinator in accordance with the Competition Regulations. Discussion of this Competition with any elected official, any City employee, Jury member, or others may result in disqualification of individuals, teams or related groups from the D/D Competition.

## Jury Biographies

Juror 1:

Juror 2:

Juror 3:

Juror 4:

Juror 5:

## Phase 1: Request for Qualifications (RFQ)

### Overview

**The material listed in this section is included for information only and to generally describe the expectations of this Phase of the D/D Competition. Final requirements and criteria will be published in the official Phase 1: RFQ document.**

The City will charge the Jury to select a maximum of 3 teams to compete for the Design/Develop contract for the Snoqualmie State Bank Parcel. The D/D Teams are to be composed of design, development, and marketing components necessary for the successful development of the Snoqualmie State Bank Parcel in accordance with the design criteria, market and economic objectives of this competition.

Each D/D Team should select and organize its team members to ensure the delivery of a project that is not only technically correct but also offer enhanced standards of design quality, market and economic benefit for the downtown district.

Criteria similar to the following will be used in evaluating responses to this RFQ and selecting the D/D Teams to be invited to participate in Phase 2 of the competition process.

### Evaluation criteria: Design/Develop Team

#### Architects Qualifications

The goal of the qualification process is to establish an extraordinary level of design capability within the D/D Teams, confirming the commitment of the City to create a project of excellent design and technical quality.

The Submittals from design architects who wish to be considered on D/D Teams should demonstrate a high degree of design capability and be of a concise, understandable nature. In cases where the design architect (individual) is part of a larger firm, the relationship and project commitment of the individual should be addressed.

Examples of work submitted should graphically address building design, relationship of buildings to their context and site development, as well as an understanding of architecture as a part of, and initiator of urban development in historic downtown districts.

Each architect submission shall consist of 2 pieces:

- bound document, 8-1/2" x 11" (vertical) format, consisting only of the specific material requested; and
- 30" x 40" (horizontal) board indicating design intent as defined in the following list of requirements. The board may be put on public display.

One copy of each piece shall be submitted and all submissions become property of the City and will not be returned.

#### Architects Experience

Project experience involving the following:

- Historical preservation and retrofit projects
- Retail and commercial buildings
- Mixed use buildings and projects
- Public open spaces and streetscapes

Demonstrated excellence in comparable projects related to the following:

- Overall architectural and urban design quality including ability to create positive community identity, street level pedestrian environments, integration of art into architecture, and waterfront/park design compatibility,
- Experience in managing projects of similar scale and complexity.
- Project production with a high quality of materials and construction techniques.

#### **Developer Experience**

Project experience involving the following:

- Historical preservation and retrofit projects
- Retail and commercial buildings
- Mixed use development projects
- Public open spaces

Success of comparable undertakings related to the following:

- Economic success creating high quality development, marketing and sales record, favorable financing experience, and track record.
- Overall architectural and urban design quality including ability to create positive community identity, street level pedestrian environments, integration of art into architecture, and waterfront/park compatible architecture.
- Experience in managing and maintaining projects of similar scale and complexity constructed by the D/D Team.

#### **Developer Organization and Management Approach**

- Clear lines of responsibility within the D/D Team's organization demonstrating effectiveness and responsiveness.
- Availability of a full-time representative of the D/D Team throughout the duration of the project.

#### **Qualifications of Other Key Personnel**

- Qualifications and specific project experience of other designated design professionals in projects requiring context sensitivities evidenced by overall architectural and urban design quality in previous projects.
- Qualifications and experience of other key persons and entities assigned to this project that are associated with the developer.

The form and content of each response to the RFQ will contain the following or similar information tabulated in specific separate sections. All materials shall be provided in an 8 - 1/2" x 11" format bound vertically (11" side). 10 copies of the response must be submitted.

## Specific requirements: Statement of Qualifications

### **1. Cover letter**

Indicate contact person for the D/D Team.

### **2. Table of contents**

Provide an index to the D/D Team submittal.

### **3. Executive summary**

Provide a synopsis of the submittal.

### **4. D/D Team members**

Provide name and address of each firm comprising the D/D Team, including all subcontractors and their specialty.

### **5. Statement of Qualifications**

The D/D Team qualifications must include submittals from the design and development components of the team.

## Architect specific requirements: Bound document

### **6. Registration (one page)**

Indicate name, address, telephone number, and e-mail of architect or firm.

### **7. Projects**

Submit qualifications of the design architect for this specific project. Include a maximum of 5 examples of projects executed by the design architect that demonstrate an innovative approach to solving design program requirements, and, when possible, collaboration between design professionals and developer entities. Projects do not have to be constructed to be a part of this section.

### **8. Participants**

Submit names and qualifications of key individuals who will be assigned to this project. Provide personal resumes and the projected degree of individual involvement in the project. Indicate the individual degree of responsibility in the projects listed. Provide 3 references for each participant. Where possible, include clients and individual related projects submitted. For each reference, list the person's name, address, telephone number, and e-mail.

The submittal shall address design capabilities of the design architect only. Joint venture or other relationships with other architect/engineer firms that enhance an architect's professional capability (construction documents or construction administration) may be formed.

### **9. Intentions**

Submit a one-page (8 1/2" x 11") statement listing and discussing the issues the architect needs to explore in the design of the Snoqualmie State Bank Parcel. In addition, submit an 8 1/2" x 11" color reduction of the 30" x 40" board bound in this section of the submittal as well as a digital jpeg image of the board. Include this digital image on a disk in a separate business-sized envelope attached to the inside back cover of the document.

## **10. Specific requirements: Board**

Submit one 30" x 40" board, drawing or graphic piece of horizontal format, mounted on rigid stock. The board should convey the intentions of the architect in approaching the design of the Snoqualmie State Bank Parcel. It may include, for example, conceptual ideas for the building, site analysis diagrams, past work relative to a project of this scale and complexity, or any other method by which the architect chooses to display design intent, philosophy, and capability.

## **Developer specific requirements**

### **11. Business form**

Indicate name, address, telephone number, and e-mail of firm, method of business operation or incorporation, and annual financial report or statements attesting to the firm's ability to undertake a project of this magnitude.

### **12. Projects**

Include a maximum of 5 examples of projects developed by the firm or company that demonstrate the design, marketing and economic objectives for this Snoqualmie State Bank Parcel.

### **13. Participants**

Submit names and qualifications of key individuals who will be assigned to this project. Provide personal resumes and the projected degree of individual involvement in the project. Indicate the individual degree of responsibility in the projects listed. Provide 3 references for each participant. Where possible, include clients and individual related projects submitted. For each reference, list the person's name, address, telephone number, and e-mail.

### **14. Proposal for project management**

Include planning, coordination, scheduling, tracking, and monitoring of construction – and marketing and lease-up of key or proposed anchor tenants and activities.

### **15. Quality control techniques and operations**

Include methods and examples as utilized on prior projects to ensure finished development quality and lease-up – including any related public infrastructure or other improvements on public properties.

### **16. Role of key team members**

Include a team organization chart, discuss the role and commitment level of key team members, and describe the on-going role of design and marketing professionals during the construction phase of this project.

### **17. Insurance coverage**

Include type and coverage limits for general liability, worker's compensation, automobile, and professional liability including errors and omissions as required by the RFQ document.

### **18. Bonding capacity**

Include letter from a bonding company attesting to the bonding capacity of the D/D Team.

### **19. Brochures and miscellaneous information material**

Include materials considered of interest to the Jury in this submission.

## Phase 2: Request for Proposal (RFP)

**The material contained herein is for information only and to generally describe the expectations of this Phase of the D/D Competition. Final requirements and criteria will be published in the official Phase 2: RFP document.**

### **Overview**

The City will charge the Jury with evaluating and determining the proposed project that best answers the design, marketing and economic goals to be set forth in the official project criteria. These documents will be prepared and released to the selected D/D Teams at the commencement of Phase 2: RFP. The documents will include building and urban design criteria, market and economic performance objectives, and fixed price parameters.

At the appropriate time and date, the following data, drawings, models, and documents shall be prepared and submitted by the D/D Team. Failure to provide all data, drawings, models, and documents specified in this or other sections of the Proposal Documents may cause the proposal to be rejected by the City and result in disqualification of the proposing Team.

Documents will be submitted in an 8 1/2 " x 11" loose-leaf 3-ring hard cover binder complete with tabs. 10 bound copies shall be submitted together with 3 sets of full-scale drawings and the model.

The proposing Team shall sign and include the Proposing Team Form and the Purchase Agreement included in each of these volumes. The D/D Team Form shall be included in the 10 bound volumes, but shall be submitted under separate cover.

The proposal submittal shall be generally organized in accordance with the following outline:

1. Table of contents
2. Required proposal and purchase price forms
3. Site master plan including parking, landscape, and pedestrian improvements
4. Building description including elevations, facades, and materials
5. Description of compliance with mandatory requirements
6. Description of degree to which minimum performance criteria are exceeded
7. Description of compliance with qualitative attributes
8. Proposed quality control program
9. Schedule of critical dates
10. Design documents in 8 1/2" x 11" format, unsigned and no identification of Team
11. Photographic record in digital format on disk of all graphic and model displays included as part of the proposal submittal
12. Supplemental Team qualifications
13. Other information at option of proposing Team

Each submittal shall also include an architectural model depicting the Snoqualmie State Bank Parcel project development including representation of the project's relationships to adjacent downtown buildings. The models shall be built at specified scale and shall be appropriate for public display and photographic reproduction. The models shall also depict site landscaping, on-street parking, pedestrian, public open spaces and plazas, and other site improvements or features.

### **Evaluation of proposal**

Upon receiving the proposals from the D/D Teams an evaluation by the Competition Coordinator will ensue. The evaluation will be in accordance with criteria established and

published as part of the Phase 2: RFP. The 3 areas that the proposals will be evaluated will be Mandatory Criteria, Minimum Performance Criteria, and Qualitative Attributes.

The response to the criteria will be evaluated, scored, and ranked and the results submitted to the Jury in a written report from the Competition Coordinator to the Jury. The technical evaluation, in combination with public review and comment, will be considered by the Jury in their evaluation of the submitted material in each proposal. The Jury evaluation will also include the degree to which the proposed designs respond to the stated goals for the Snoqualmie State Bank Parcel.

#### **Mandatory criteria for proposal**

At the commencement of the Phase 2: RFP process a number of mandatory criteria will be established by the City that must be met by each D/D proposal. These criteria will be published in the RFP.

The mandatory criteria will include such items as the set dollar amount the City will accept in payment from the D/D Team for the sale of the Snoqualmie State Bank Parcel. The design requirement will specify minimum and maximum for the following criteria among others:

- Allowable land uses and activities will conform with the B1 zoning district and shall include anchoring use(s) of maximum market and economic benefit to the downtown district
- Maximum site coverage allowing for public amenity spaces
- 0 foot building setback from River Street, and Railroad and Falls Avenues right-of-way
- 35 foot building height
- Parking requirements to be met on-street by angle parking on the west side of Falls Avenue and parallel parking on the south side of River Street in front of the property
- Loading requirements and areas to be from Falls Avenue and/or from a parallel loading stall to be designated on the south side of River Street in front of the property
- Streetscape improvements and furnishings palette shall match the proposals within the Downtown Design Manual and the EDA infrastructure project under construction on Falls Avenue and River Street
- Outdoor amenities including hardscape paving, street trees, tree grates, benches, flower pots and landscaping, water features, and artworks will be provided in the River Street, and Falls and Railroad Avenues right-of-way as well as any public spaces incorporated into the design

Each Phase 2 proposal must specifically discuss how the proposed project will comply with all identified criteria.

#### **Minimum criteria for proposal**

The minimum performance criteria will be available at the commencement of Phase 2: RFP. The minimum criteria will specify performance for the following criteria among others:

- Anchor tenant(s)
- Façade design standards
- Sign design standards
- Color and material palette
- Historical design standards and objectives

Each proposal must include a description of how the project will meet or exceed the quality established in the performance criteria.

### **Qualitative attributes for proposal**

As part of the Phase 2: RFP, certain qualitative attributes shall be established at the beginning that will be evaluated as part of the technical evaluation. Qualitative attributes may include:

- Reuse activities in the Snoqualmie State Bank building that respect the architectural and historical character of the building but also provide pedestrian friendly and interesting retail and other commercial opportunities
- Relationship of proposed on-site development to the historic nature and characteristics of the Snoqualmie State Bank building
- Relationship to the historic downtown district
- Pedestrian friendly design and activities of all site improvements
- Overall outstanding design quality, or
- Other features that will help the City facilitate the reuse of the Snoqualmie State Bank and redevelopment of the adjoining parking lot as part of a downtown district of outstanding design quality.

Each proposal must include a description of how the project will meet or exceed the quality established in the performance criteria.

## Preliminary design program

### Site description

The Snoqualmie State Bank Parcel consists of Tax Parcels \_\_\_\_\_ and \_\_\_\_\_. Improvements for on-street parking and access will also be accomplished by the successful developer within existing Falls and Railroad Avenues and King Street right-of-way that will remain under City ownership. A parcel map is attached for purposes of locating the property only. The Snoqualmie State Bank Parcel is generally level and flat, with an asphalt improved parking lot accessed from River Street and exiting onto Railroad Avenue. The corner of the parking lot has been improved with a period timepiece that will be turned over to the City or incorporated into the final design. The parking lot property was previously improved with \_\_\_\_\_.

### Development Regulations

The Snoqualmie State Bank Parcel is zoned Business Retail 1 and located in the Downtown Historic District Overlay Zone and Landmark District subject to the standards set forth in chapters 17.25 and 17.37 of the Snoqualmie Municipal Code (SMC).

The Snoqualmie State Bank Parcel is located within the FEMA 100 year Floodway subject to SMC 15.12 flood hazard regulations. The property is also located within the Snoqualmie River shoreline, subject to the City's shoreline regulations, SMC chapter 19.08 (a new Shoreline Master Program, including shoreline regulations, is under review by the Department of Ecology).

### Environmental Disclosure

## Design criteria

**The Snoqualmie State Bank Parcel is important as a key retail location for anchoring the downtown core and supporting revitalization efforts on Railroad and Falls Avenues. These design criteria provide direction for the reuse of the historic bank building and redevelopment of the site, as well as uses appropriate to the historic district and downtown revitalization goals. Development of the Snoqualmie State Bank Parcel is subject to the Downtown Historic District Design Manual and Sign Design Manual, which provide more specific direction for some aspects of site and building design.**

### 1: General

The Snoqualmie State Bank building and adjacent parking lot occupy a key location in Snoqualmie's historic downtown retail area. Site and building design shall be consistent with the Downtown Snoqualmie Master Plan and Downtown Design Manual.

- A reuse of the historic Snoqualmie State Bank building must protect and preserve the architectural and historic nature of the building and provide a new use and activity that generates retail and pedestrian interest of benefit to the downtown district.
- A new building constructed on the remainder of the site must be a cornerstone building of high quality design, materials and construction; one that complements the architectural character of the bank building, reinforces and improves the downtown core, and strengthens the downtown as a place for both local and tourist shopping, dining and gathering.
- Site and building development should complement existing and proposed amenities, including the historic Snoqualmie Valley Railroad & Northwest Railway Depot & Museum, Railroad Park, and other the downtown historic district buildings and businesses.
- A building or buildings developed on the site should not be viewed as a stand-alone project, but with consideration for how it can expand and fuse together the downtown retail

district, serve as a catalyst for future development and revitalization, and provide a design direction and branding for the historic community consistent with the Downtown Snoqualmie Master Plan and Downtown Design Manual.

#### **2: Scale, height, and massing**

- The project should design and construct a 2 to 3-story building with a minimum of \_\_\_\_\_ square feet of ground floor retail tenant space in both buildings combined. All ground floor retail tenant spaces in the new building shall have a minimum ceiling height of 13 feet and compliment the first floor heights and window lines of the historic bank building.
- The building should establish a cornerstone architectural identity for the downtown as vehicles and pedestrians approach from either direction on Railroad Avenue/SR-202 and shall include a significant design treatment at the King Street corner.
- Building mass should be scaled to the pedestrian by being divided into storefront segments, with openings consistent with the historic buildings in the downtown and as portrayed in the Downtown Design Manual.
- Since this building will be faced on 3 sides by public streets and on-street parking and therefore have 3 visible sides, each with a different adjacent building and spatial context, scale and design of the building should be sensitive to each adjacent context. Building design should consider the vehicular view of the building, but emphasize design for the pedestrian experience.
- The building will also sit at the crossroads of key pedestrian links between the Snoqualmie River, historic Snoqualmie Valley Railroad & Northwest Railway Depot & Museum, Railroad Park, Sandy Cove Park, proposed Riverwalk behind the downtown, and downtown shopping. The massing should create and sculpt pedestrian plazas, respond to street edges and pedestrian ways, and reinforce the adjacent use experiences.

#### **3: Building frontage and storefronts**

Due to the key location of this site surrounding the historic bank building and in the downtown and along Railroad Avenue/SR-202, the building storefronts are very important to creating a strong presentation for retailers and restaurants, and helping to activate adjacent retail spaces.

- As the focus of the building is to enhance street vitality to complement and expand the amenities and opportunities for retail activity in the downtown, street-facing facades shall consist only of contiguous storefronts.
- All storefronts shall be fully transparent, including clear glass in storefront windows and doors, and transom and clerestory windows above storefront windows and doors.
- River Street between Falls and Railroad Avenues, and across the railroad tracks to the Westside business district on Maple and Olmstead Avenues, provides an important east-west pedestrian link in the downtown. Building facades, storefronts, uses and amenities oriented to River Street should be designed to enhance this pedestrian linkage and special event staging.
- Canopies or awnings should be used for all window or entry openings. The building should be designed to allow outdoor café seating, particularly along the Falls Avenue and River Street frontages and setbacks, and possibly between or incorporated into the integration of the historic bank building with proposed new building development.
- Storefront entrances shall be recessed consistent with the historic bank building character.
- Building design should consider inclusion of small square footage storefront spaces (less than 1,000 square feet) on River Street to accommodate start-up businesses and maximize storefront activity.

#### **4: Uses and tenant spaces**

- Street level tenant spaces shall be designated for retail sales and/or restaurant uses only, with upper level retail, restaurant, hospitality or office uses. (If determined to be

allowed by State law and FEMA, upper story may include transient or permanent residential uses.)

- Targeted retail tenants shall include those listed in the Downtown Snoqualmie Master Plan.
- Non-retail commercial uses, such as medical or dental offices, professional offices, dry cleaners, real estate offices, mortgage brokers, etc. shall not be allowed on the ground floor.

### **5: Materials**

- Building materials shall reflect the nature and presence of the proposed new building development as a cornerstone project. Material and color treatments should reflect the character of the historic bank building, the essence of historic buildings in the downtown, as well as the northwest region in accordance with the Downtown Design Manual.
- The use of high quality brick, CMU, and/or stucco as the primary building material is encouraged, with the use of natural woods, brick and tile as accents.
- If awnings are used they should be constructed of glass or similar transparent materials.
- Colors used on the building should reflect the historical palette of Snoqualmie.

### **Parking**

- Parking will be provided on-street in accordance with the On-Street Parking Requirements on the west side of Falls Avenue and south side of River Street as shown in the Downtown Snoqualmie Master Plan.

### **Streetscape**

- Pedestrian and retail use experiences are very important at this key location. Site and building design should provide a variety of pedestrian features and amenities to help animate and energize street activity, from plazas and outdoor seating and display areas, to the public sidewalk and streetscape elements. Streetscape improvements within the public street rights-of-way adjacent the site and within any on-site incorporated outdoor pedestrian accent or activity areas shall consist of an urban sidewalk treatment with hardscape paving, street trees, tree grates, benches, flower pots and landscaping, water features, and artworks, along with appropriate street lighting and accoutrements (garbage cans, benches, etc.) specified in the Downtown Design Manual and furnished in the EDA Infrastructure Project on Falls and Railroad Avenues, and River Street.

### **Signage**

- High quality, professionally designed and constructed signage shall be provided for all tenants. Signage shall be consistent with Sign Design Manual. Blade signs shall be provided for all retail tenants under the awnings and over the entry doorways.

### **Servicing**

- Service access for garbage and recycling shall be taken from Falls Avenue and a service corridor to be provided between the buildings, and preferably from within an interior building hallway or corridor, and should be integrated within the building architecture. Service access areas shall not be located adjacent to significant pedestrian ways, plazas, or entries.

### **Entries**

- All primary entrances to ground floor tenants shall be located within a storefront. To allow for maximum space and flexibility for retail storefronts along Railroad Avenue a ground floor entrance to a small lobby with an interior stairway or elevator to upper level tenants may be located on River Street or Falls Avenue. Exterior stairs for upper level entries may be located only on Falls Avenue.

### **Timing of construction**

- A building permit for the historical building reuse and new mixed-use retail building(s) for the site shall be applied for within 9 months, and site and building construction shall commence within 12 months of purchase. Construction shall be complete (with certificate of occupancy) within 18 months of the start of construction.

### **Other design criteria**

- **Code requirements** - the design must comply with all applicable City zoning requirements, local ordinances, and building codes, including appropriate fire resistance and protection, life safety and exiting requirements, energy conservation, and live, wind, and seismic loading.
- **Construction materials** - should be selected based on established building methods, local availability, and renewable resources that are compatible with the Downtown Design Manual and Sign Design Manual. Preference should be given to materials with low toxicity to both workers and occupants. "Least cost" should not be the primary determinant of material choice. Well-constructed buildings using high quality materials and methods result in pride of "ownership" and reduced long-term maintenance costs. Technology appropriate to the climate and the scale of the project will yield long-term energy savings.

## **Sample advertisement**

# Design/Develop Competition for the Snoqualmie State Bank Parcel

The City of Snoqualmie (the "City") is sponsoring a Design/Develop Competition for the design and development of the Snoqualmie State Bank Parcel. This competition is hereby requesting qualifications from teams interested in providing Design/Develop services for this project.

The City will implement a process for this project and will award a single sales and development contract agreement to a Design/Develop team for all design, development, and marketing services.

The Design/Develop Competition process will consist of the following 2 phases:

## **Phase 1: Request for Qualifications (RFQ)**

Each response to the Request for Qualifications (RFQ) must propose a consolidated approach by a Design/Develop Team (D/D Team) of highly qualified and innovative individuals representing design, development, and marketing.

Detailed criteria for qualification of the Design/Develop Team will be established and the developer must qualify under those terms to be eligible for submitting in Phase 2. Based on the RFQ responses, a maximum of 3 teams will be invited to participate in Phase 2: Request for Proposals (RFP).

## **Phase 2: Request for Proposals (RFP)**

Each response to the Request for Proposals (RFP) must propose a Design/Develop solution that will result in the successful reuse of the historic Snoqualmie State Bank and the redevelopment of the adjacent parking lot for a mixed use structure of exceptional design, and most beneficial market and economic impact on the historic downtown district.

The proposal must be in accordance with the design guidelines, market and economic objectives, and fixed purchase price that will be issued at the commencement of Phase 2. Design and construction of all on and off-site site improvements will be included.

Each team will have a maximum of 90 days to prepare their proposal and each team submitting a full and complete proposal in accordance with the published Competition Regulations will be paid an honorarium.

Copies of the Request for Qualifications (RFQ) may be obtained by written request from:

\_\_\_\_\_, Competition Coordinator  
Snoqualmie State Bank Parcel  
PO Box 987, 8020 Railroad Avenue SE  
Snoqualmie, WA 98065

Statements of Qualifications are due at the official competition address no later than

## *Appendix I: Brainstorming workshop results*

### *6 December 2007*

The following comments and suggestions were provided by the participants of the Kick-Off Session on the 6th of December:

#### **Sidewalks, walkways, and trails**

- Missing sidewalk links should be constructed – especially in downtown district
- Sidewalks should be wider in the retail district
- Pedestrian walkways, sidewalks, and trails should be increased within the downtown to provide access on both sides of the roadways and with all points of interest
- A secondary walkway/trail system should be developed between the Snoqualmie Trail, Snoqualmie Ridge, downtown, and the historic neighborhoods, schools, public facilities, parking lots, and other features

#### **Snoqualmie/Falls trails**

- A pedestrian/trail access should be improved between the downtown and Salish Lodge
- A trail loop should be developed between downtown and Salish Lodge – possibly using both sides of the river
- Trailheads should be developed and/or expanded to accommodate trail users at the Falls who will hike/ride into downtown
- The Snoqualmie Trail must be extended through town and connected to the existing trails opportunities in North Bend and Iron Horse

#### **Riverfront**

- River access should be increased and improved – made more physical and visual
- A river walk or trail should be developed behind and through the downtown core
- The riverfront side of the SR-202 corridor from Snoqualmie Parkway to the downtown needs to be cleaned up – maybe cleared and reused as a parkway corridor into downtown
- The number of riverfront viewpoints should be increased within and adjacent to the downtown, and along potential extensions of the Snoqualmie and Riverfront Trails

#### **Sandy Cove Park**

- Sandy Cove Park should be made a more visible and viable part of the riverfront and downtown – possibly the site for the downtown's major activities
- Sandy Cove Park and the parking lot on SR-202 are the last open space to the river and should be retained and improved to provide a major activity center
- Sandy Cove Park has a natural amphitheater that should be incorporated into future design alternatives – but it should remain an outdoor natural space without the elaborate covers shown in the Destination Resort plan

#### **Mill Pond**

- The east side of the river should be protected as a wooded reserve to continue to provide an appropriate background to the downtown
- Future plans for the Mill Pond area should conserve the wooded riverfront and millpond as visual and recreational assets

#### **Parking - on-street**

- Diagonal parking on SR-202 should be revisited and possibly reconfigured to improve visibility and reduce back-out traffic accidents
- On and off-street parking management plan should be created using time limits, employee lots, and other measures to make more effective use of the limited capacity that is and will likely be available

### **Parking - off-street**

- Public parking lots should be constructed at the north and south ends of the core downtown district
- Parking areas should be improved - and paved
- Existing parking areas should be expanded, enhanced, and made more visible to tourists

### **Traffic**

- Intersections should be improved to provide better pedestrian visibility - using lights and other measures
- SR-202 traffic speed and noise should be reduced - use traffic calming measures
- Truck traffic should be directed off SR-202 through downtown district
- Traffic calming should measures should be added on SR-202 and downtown arterial roads
- Intersections should be better designed and provided traffic controls
- A public shuttle or tram system should be initiated between Salish Lodge, maybe the Casino, and other area attractions with the downtown
- Newton Street should be extended across downtown to reduce traffic on River Street and allow for the expansion of the downtown core area

### **Land use - downtown retail**

- Commercial and retail uses must be expanded on the west side of SR-202 to create a critical mass to remain viable
- Downtown attractions should be concentrated and accessible by pedestrians - not spread out along SR-202
- Ground floor uses in the downtown should be retail or commercially oriented - office uses should be located on upper floors - to avoid dead spots
- Marketing programs must increase the amount of destination retail in the downtown core in order to realize a critical mass sufficient to support the district and tourist interest
- Backdoor entries, storefronts, and other retail and commercial uses should be added on Falls Avenue to intensify and diversify the downtown from SR-202 only - as in Bend, Oregon
- Commercial and retail uses may be introduced along Maple Avenue, if the market can support it, to draw customers

### **Downtown-redevelopment**

- Underdeveloped and developable lots along the riverfront between the downtown and Snoqualmie Parkway should be cleared and incorporated into a park/greenway corridor into downtown
- Vacant and underdeveloped properties along SR-202 within and adjacent to the downtown core should be redeveloped with compatible infill uses
- Additional, possibly over the store, residential density should be added downtown
- Multiuse structures should be developed along both sides of King Street across SR-202 into the downtown district to increase attractions and pedestrian activity
- Future downtown infill developments should provide upper story, market rate housing opportunities to create a new permanent downtown population
- Vacant lots and parcels should be developed between the downtown core and the bowling alley
- Affordable housing should be incorporated into future downtown housing projects to provide for downtown retail and other service workers

### **Streetscape, urban design, people-places - themes**

- The downtown should create and adopt a character and identity that is unique and authentic
- Core streetscape improvements should be expanded within the district
- The image and promotional theme should celebrate the town's history including the logging industry, native history, and other features

- The Arts should be emphasized more – especially studios, public exhibits, and interactive displays
- Downtown image and pedestrian access should emphasize more the relationship to the river, mill pond, trails, depot, train, parks, and other outdoor amenities
- Existing railroad cars should be relocated to the new siding outside of town to improve the entrance and views into the downtown
- Some historic railroad cars and engines could be retained, signed, and displayed along the existing siding into the downtown to provide interest and accent
- Streetscape, landscape, and other furnishings should be replaced with something more visually exciting and appropriate of the downtown's heritage

**Streetscape, urban design, people-places – improvements and projects**

- A civic/plaza people-space or building should be developed within the center of downtown
- A major people-place should be created with covered shelter for outdoor events during inclement seasons
- Maple Avenue should be better integrated with the new Library, City Hall, Depot, Museum, and other downtown features
- The triangular parcel at the end of Maple Avenue should be considered for public park or other public assembly space to provide a definition to the public facilities being developed on the block and a visual anchor to the area
- Maple Avenue should have a public presence – though it may be more specialized and different than the retail fabric along SR-202 and Falls Avenue
- Falls Avenue should be made more pedestrian friendly, incorporate more retail and other uses and features of interest to balance the existing retail frontage along SR-202
- Falls Avenue and SR-202 from Fir to Newton Streets should continue to be closed and used for pedestrian activities during special events and celebrations

**Visitor center**

- A visitor center or information kiosk should be located within the downtown and/or adjacent to downtown parking area
- Information centers, kiosks, or other resources should be provided at the Falls, Salish Lodge, the Casino, RR Depot and Museum – one of which should be staffed to provide tourist information and services

**Promotional events and celebrations**

- Promotional events, including shopping, dining, and other celebrations, should be expanded to draw more tourists and visitors
- Promotional events should be designed to appeal to and attract local residents as well as out of area tourists
- The Railroad Depot and Museum should be emphasized more in downtown celebrations and events

**Gateways and way-finding signage**

- Way-finding signage should be expanded through the city and particularly within the downtown
- Directional way-finding signage should be added along SR-202 at the downtown gateways to identify attractions, parking areas, and other basis information
- Way-finding and gateway signage should provide a sequential hierarchy starting at the city limits and extending and intensifying as you approach the downtown district
- Directional way-finding signage should be graphic – incorporating the design elements from the new signage recently installed on SR-202
- SR-202 crossings at King, River, and Newton Streets should be enhanced and made more visible as gateways
- Gateways should be developed along Falls and Maple Avenues to distinguish the edges of the more intense downtown district within a hierarchical system

### **Facades**

- Existing building facades must be upgraded and made more visually interesting and appealing
- Façade design themes should be eclectic and authentic of the city's heritage rather than overly kitsch

### **Marketing and promotion**

- Downtown promotional events and celebrations should focus on outdoor spaces and opportunities
- Marketing programs must increase the amount of destination retail in the downtown core in order to realize a critical mass sufficient to support the district and tourist interest

### **Financing**

- Measures should be adopted to attract more investment capital to the downtown
- Financial incentives should be established to encourage downtown façade improvements
- The eventual strategy should be prioritized with realistic public and private financing tools

### **Waste management**

- Waste management, particularly the placement of dumpsters, should be improved

### **Regulations**

- King County's landmark/historical designations and design guidelines should be revisited to preserve assets but not prevent reuse or redevelopment opportunities

## Appendix J: Funding programs

Snoqualmie can pursue a variety of financing methods for funding the downtown master plan projects. Following is a brief description of possible financing methods.

### Funding sources - planning

#### State grants - CTED

MainSt - Downtown Revitalization-Main Street program  
DRP - Downtown Revitalization Program  
TMP - Tourism Marketing Program  
RTDP - Rural Tourism Development Program  
CDBG Planning - Community Development Block Grants Planning-only  
WA-CERT - Washington Community Economic Revitalization Team  
PDS - Project Development Services  
CEZ - Community Empowerment Zones  
OGDF - USFS Old Growth Diversification Fund  
SBR - Small Business Resources  
BF - Business Finance  
CDF - Community Development Finance  
BLP - Business Loan Portfolio  
CCA - Child Care Advantages  
MWBD - Minority & Women Business Development  
WMS - Washington Manufacturing Services  
WTC - Washington Technology Center

#### State grants - OCD

RMDGF - Regional Micro-enterprise Development Grant  
GMP - Growth Management Program

#### Federal grants - EDA

EAP - Economic Adjustment Program  
PPG - Partnership Planning Grants  
STPG - Short Term Planning Grants

### Funding sources - infrastructure

#### Debt financing

BFund - Borrowed Fund  
RBond - Revenue Bond  
IRBond - Industrial Revenue Bond  
GOBond - General Obligation Bond  
CBond - Councilmanic Bond  
BondCA - Bond Cap Allocation

#### Multipurpose levies

PTax - Ad Valorem Property Tax  
B&OTax - Business & Occupation Tax  
LOSTax - Local Option Sales Tax  
MVETax - Motor Vehicle Excise Tax  
UTax - Utility Tax  
REET - Real Estate Excise Tax

#### Local single purpose taxes

HMTax - Hotel/Motel Tax  
EMSTax - Emergency Medical Services Tax  
TIB - Transportation Improvement Board

LOVLFee - Local Option Vehicle License Fee  
SUC - Street Utility Charge  
MVFTax -AS - Motor Vehicle Fuel Tax - Arterial Streets  
MVFTax -CS - Motor Vehicle Fuel Tax - City Streets  
LOFTax - Local Option Fuel Tax  
CPTax - Commercial Parking Tax  
TBD - Transportation Benefit District  
FCSPD - Flood Control Special Purpose District  
SDUFee - Storm Drain Utility Fee  
SDPay - Storm Drainage Payment in Lieu of Assessment

#### **Local non-levy financing**

RFund - Reserve Fund  
GMAFee - GMA Growth Impact Fee  
F&C - Fines, Forfeitures, and Charges  
UFee - Water, Sewer, Stormwater User Fees  
SUC - Street Utility Charges  
LID - Local Improvement District  
SAD - Special Assessment District  
SPD - Special Purpose District  
EMS - Fire Protection & Emergency Medical Services  
Snoqualmee - Fire Impact Fees  
PRSA - Parks & Recreation Service Area  
PIA - Parking Improvement Area  
PBIA - Parking & Business Improvement Area  
SEPA - State Environmental Protection Act Mitigation  
LAGrt- Lease Agreements  
Prvt - Privatization

#### **State grants and loans**

CDBG - Community Development Block Grants  
CDBD Float Loans - Community Development Block Grant Float Loans  
CERB - Community Economic Revitalization Board  
RWLF - Rural Washington Loan Fund  
FPRLF - Forest Products Revolving Loan Fund  
OAHP - Office of Archaeological & Historic Preservation  
HPTCP - Historic Preservation Tax Certification program  
CLG - Certified Local Government  
PWTF - Public Works Trust Fund  
IAC - Interagency Committee for Outdoor Recreation  
CF - Conservation Futures  
ALEA - Aquatic Lands Enhancement Act  
MVET-PTR – Motor Vehicle Excise Tax - Paths & Trails Reserve  
TEA21 - Transportation Efficiency Act  
TEA-21 R/HCIP - Railway/Highway Crossing Improvement Program  
STP - Surface Transportation Program  
FABRP - Federal Aid Bridge Replacement Program  
FAER - Federal Aid Emergency Relief  
UATA - Urban Arterial Trust Account  
TIA - Transportation Improvement Account  
TIB - Transportation Improvement Board  
CCWF - Centennial Clean Water Fund  
WPCSRF- Water Pollution Control State Revolving Fund  
CCFF - Child Care Facility Fund  
CCMLF - Child Care Micro Loan Fund  
BFTA - Building for the Arts  
CSFP - Community Services Facilities Program  
LCP - Local Capital Projects

NCIP - Job Creation & Infrastructure

#### **Federal grants and loans**

SBA7a - Small Business Administration Loan 7(a)  
SBA504 - Small Business Administration Loan 504  
HUD108 - Guaranteed Loans (HUD108Loans)  
FAUS - Federal Aid Urban Systems  
FASP - Federal Aid Safety Programs  
FAER - Federal Aid Emergency Relief  
FHAWPS - Farmers Home Administration Water Project Support  
DOHWSS - Department of Health Water Systems Support

Following is a brief summary of each program – further details including application procedures, schedules, and available funding are available on each sponsor's website.

### **1: Financial resources - planning**

#### **1.1: State grants - WA Community, Trade & Economic Development (CTED)**

The Washington State Community, Trade & Economic Development (CTED) Department focuses on creating economic opportunities and strengthening the competitiveness of businesses. Funding programs include:

MainSt - Downtown Revitalization-Main Street  
DRP - Downtown Revitalization Program  
TMP - Tourism Marketing Program  
RTDP - Rural Tourism Development Program  
CDBG Planning - Community Development Block Grants Planning-only  
WA-CERT - Washington Community Economic Revitalization Team  
PDS - Project Development Services  
CEZ - Community Empowerment Zones  
OGDF - USFS Old Growth Diversification Fund

- **MainSt: Downtown Revitalization-Washington Main Street** – helps communities revitalize the economy, appearance, and image of their traditional business districts using a range of services and assistance to meet the needs of communities interested in revitalization. The Main Street Approach provides a flexible framework that puts the traditional assets of downtown, such as unique architecture and locally-owned businesses, to work as a catalyst for economic growth and community pride.
- **DRP: Downtown Revitalization Program** - provides access to information, help getting focused, and community support and guidance to individuals and organizations interested in downtown revitalization. It also serves as a general clearinghouse for the latest tools and techniques in downtown development. General information, primary and secondary research, project development assistance information, and audio-visual and resource materials are also available.
- **TMP: Tourism Marketing Program** – uses annual print and broadcast advertising to drive potential visitors to the tourism website ([www.experien-cewashington.com](http://www.experien-cewashington.com)). The program provides community tourism organizations online access to add or change information about their community on the website in order to attract visitors. In addition, the program provides continually updated consumer research, visitor profiles, and economic impact data to help communities better strategize marketing approaches. Research is available on the industry website at [www.experiencewashington.com/industry](http://www.experiencewashington.com/industry).

- **RTDP: Rural Tourism Development Program** – assists tourism-related businesses, community organizations, and tribes to develop the tourism industry through one-on-one counseling, and workshops on topics ranging from funding opportunities to development of marketing plans.
- **CDBG Planning: Community Development Block Grants Planning-only** – grants provides support to eligible small communities and rural counties carrying out planning activities leading to the implementation of priority projects that principally benefit low- and moderate-income persons including:
  - Small area and neighborhood plans,
  - Strategies and action programs to implement plans including development of codes, ordinances, and regulations, and
  - Infrastructure planning.
- **WA-CERT: Washington Community Economic Revitalization Team** – uses a project prioritization process to respond to local needs in rural counties and tribes. State and federal programs use the WA-CERT system as a way to determine whether a community will invest their financial and technical assistance resources including pre-development resources for planning projects relating to economic development including feasibility studies for specific sites, streetscape planning, and downtown business recruitment strategies. WA-CERT uses a web-enabled database at [www.CTED.wa.gov/ed/wacert](http://www.CTED.wa.gov/ed/wacert).
- **PDS: Project Development Services** – the Economic Division of OCTED provides technical and financial assistance focused at preparing local communities and economic development organizations for private and public investment opportunities.
- **CEZ: Community Empowerment Zones** – RCW 43.31C authorizes a competitive program designed to spur neighborhood revitalization and reinvestment. To be designated, an eligible jurisdiction must identify target neighborhoods, undertake a planning and public involvement process, and adopt a 5-year plan to guide resource investments. The CEZ designation enables qualified businesses to apply for Washington State Department of Revenue (DOR) sales tax deferrals and business and occupation credits for a variety of projects.
- **OGDF: Old Growth Diversification Funds** - provided by the USDA Forest Service to increase competitiveness of value-added forest products industry and to diversify the economies of timber-dependent communities.

## 1.2: State grants - CTED Economic Development Division Business Assistance Center

The Business Assistance unit of CTED provides ready access to state and local business assistance resources within the state. Programs include:

SBR - Small Business Resources
BF - Business Finance
CDF - Community Development Finance
BLP - Business Loan Portfolio
CCA - Child Care Advantages
MWBD - Minority & Women Business Development
WMS - Washington Manufacturing Services
WTC - Washington Technology Center

- **SBR: Small Business Resources** – programs provide online referrals for business owners and entrepreneurs to websites and business assistance providers for information on

starting and operating a business in Washington State. The Minority and Women's Business Development Program is an outreach program providing resources and technical assistance.

- **BF: Business Finance** – programs provide a range of business financing services and technical assistance. The program helps businesses obtain capital for start-up and expansion projects that create or retain jobs, stimulate private investment, increase local tax base, and strengthen community economic vitality.
- **CDF: Community Development Finance** – program helps business and industry secure long-term expansion loans. The program combines private financial resources with federal and state lending assistance and local leadership to focus on business expansion through community development activities.
- **BLP: Business Loan Portfolio** – program provides capital necessary to fund loans to small businesses statewide. Federal dollars are combined with local revolving loan fund programs and private funds from banks and other sources. Local community leadership is relied upon to access the priority of proposed projects. Projects may be funded through 1 or more of the program's 8 federally funded loan programs.
- **CCA: Child Care Advantages** – is a unique partnership between business and government offering assistance and financing to employers dedicated to development family friendly employment. CCA offers technical assistance, childcare facility loans, childcare micro loans, and recognition of family-friendly employers in the state. CTED and the Department of Social & Health Services (DSHS) support the program.
- **MWBD: Minority and Women Business Development** – program assists minority and women-owned businesses to access resources and technical assistance to start or expand a business. MWBD provides entrepreneurial training, contract opportunities, bonding information, export assistance, and access to capital for start-ups or expanding businesses.
- **WMS: Washington Manufacturing Services** – provides high quality, affordable technical services for Washington State manufacturers. The services range from implementing management, process, and product improvements to strategic planning and change management assistance.
- **WTC: Washington Technology Center** – works exclusively with Washington State companies and academic researchers to fund and facilitate market-driven, high technology focused, industry-university research and development partnerships to create economic development opportunities and enhance technology transfer statewide.

### 1.3: State grants - WA Community, Trade & Development (CTED)

CTED focuses on programs that develop communities, urban areas, and economic activities directly related to urban development. Funding programs include:

RMDGF - Regional Micro-enterprise Development Grant  
GMP - Growth Management Program

- **RMDGF: Regional Micro-enterprise Development Grant Funds** – a component of the Community Development Block Grant (CDBG) General Purpose Program that assists in the establishment of effective regional micro-enterprise lending initiatives. Funds may be used to provide assistance to public and private organizations, agencies, and other entities (including nonprofits) to enable such entities to facilitate economic development. The funds assist regional programs designed to provide small loans to entrepreneurs while offering an

array of integrated services supportive of small business development. Projects must benefit low and moderate income persons.

- **GMP: Growth Management Program** – provides assistance and guidance for planning under the Growth Management Act (GMA). Technical and financial resources are available from OCD to help local governments develop countywide policies, comprehensive plans, and development regulations.

#### **1.4: Federal grants - Economic Development Administration (EDA)**

The Economic Development Administration, under the US Department of Commerce, was created to generate jobs, help retain existing jobs, and stimulate industrial and commercial growth in rural and urban areas experiencing high unemployment, low income, or severe economic distress. EDA works in partnership with state and local governments, regional economic development districts, public and private nonprofit organizations, and Indian tribes to empower communities to plan and implement locally and regionally-developed economic development and revitalization strategies. Programs include:

EAP – Economic Adjustment Program
PPG – Partnership Planning Grants
STPG – Short Term Planning Grants

- **EAP: Economic Adjustment Program** – supports strategic planning, project implementation, and revolving loan funds. Strategy grants help organize and carry out a planning process resulting in a Comprehensive Economic Development Strategy (CEDS) tailored to a community's specific economic problems and opportunities. Implementation grants support activities identified in an approved CEDS which may include, but are not limited to, the creation or expansion of strategically targeted business development and financing programs such as, construction of infrastructure improvements, organizational development, and market or industry research and analysis. Revolving Loan Fund (RLF) grants may also be used to implement a CEDS.
- **PPG: Partnership Planning Grants** - for economic development districts are awarded to establish and implement effective economic development programs such as the preparation and maintenance of Comprehensive Economic Development Strategies (CEDS) and implementation of the elements of the strategy. PPG funds help EDA partners develop local comprehensive planning participatory processes leading to the formulation and implementation of economic development strategies.
- **STPG: Short Term Planning Grants** - provide support for significant new economic development planning, policymaking and implementation efforts; and establish comprehensive economic development planning processes cooperatively with state and economic development districts. Eligible activities include the preparation and maintenance of continuous comprehensive economic development planning processes, coordination of multi-jurisdictional planning efforts, development of institutional capacity, diversification of local economic base, and implementation of programs, projects, and procedures designed to create and retain permanent jobs and increase incomes.

#### **2: Financial resources - infrastructure**

Following is a brief analysis of the methods the city may and has used to finance capital improvements.

## 2.1: Debt financing

BFund - Borrowed Fund  
RBond - Revenue Bond  
IRBond - Industrial Revenue Bond  
GOBond - General Obligation Bond  
CBond - Councilmanic Bond  
BondCA - Bond Cap Allocation

- **BFund: Short-term Borrowed Fund** - local governments may occasionally utilize short-term financing through local banks to finance capital improvement programs. Snoqualmie City Council maintains a \$1,000,000 line of credit to be used for short-term borrowing for utilities and a \$500,000 line of credit for general government.
- **Rbonds: Revenue Bond** - as authorized in the Revised Code of Washington (RCW), Council may issue nonvoter approved Revenue Bonds where principal and interest payments can be financed from a guaranteed source of revenue. Revenue bonds may be used to finance publicly owned facilities, such as parking garages or electric power plants. Interest rates tend to be higher for revenue bonds than for general obligation bonds. Revenue bonds may be approved without voter referendum. Revenue bonds have no effect on the city's tax revenues because they are repaid from revenues derived from the sale of services. The Farm Home Administration (FHA) does impose a limitation on the revenue to debt ratio in the terms of its loan agreement of 1:4.
- **IRBond: Industrial Revenue Bond** - are issued by a local government, but actually assumed by companies or industries that use the revenue for construction of plants or facilities. Industrial revenue bonds incur comparatively low interest rates due to the tax-exempt status, and are the responsibility of the private sector industry.
- **GOBond: Unlimited General Obligation Bond** - local governments may issue "excess levies" or general obligation bonds that increase the regular property tax levy above statutory limits if the proposal is approved by over 60% of the voters in a general election.

Unlimited general obligation bonds must be approved by at least 60% of the resident voters during an election that has a turnout of at least 40% of those who voted in the last state general election. The bond must be repaid from a special ("outside") levy that is not governed by the 1% property tax statutory limitation on the property tax growth rate. Total indebtedness that may be incurred by limited and unlimited general obligation bonds together, however, may not exceed 2.5% of the assessed valuation of the city.

For the purpose of supplying municipally owned electric, water or sewer service and with voter approval, a city may incur additional general obligation bonded debt equal to 2.5% of the value of taxable property. With voter approval, cities may also incur an additional general obligation bonded debt equal to 2.5% of the value of taxable property for parks and open space. Thus, under state law, the maximum general obligation bonded debt that a city may incur cannot exceed 7.5% of the assessed property valuation.

Monies authorized by limited (commissioner) and unlimited general obligation bonds must be spent within 3 years of authorization to avoid arbitrage requirements unless invested at less than bond yield. In addition, bonds may be used to construct but not maintain or operate facilities.

Facility maintenance and operation costs must be paid from the annual general fund levy - which is subject to the 1% property tax statutory limitation on the property tax growth rate, or by voter authorization of special annual or biannual operating levy, or by user fees or charges where possible.

General obligation bonds may be a useful source for capital facility acquisition and development monies, particularly for specific types of projects that have a broad appeal to the electorate.

- **CBond: Limited General Obligation (Commissioner or Councilmanic) Bond** - Councilmanic bonds may be issued without voter approval by the City Council for any facility development purpose. The total amount of all issued limited obligation bonds may not exceed 0.75% of the assessed valuation of all city property.

Limited obligation bonds must be paid directly from a dedicated or specially designated source from the annual proceeds of the city's general fund levy (an "inside levy") which is subject to the 1% property tax statutory limitation on the property tax growth rate. Therefore, debt service on limited obligation bonds may reduce the amount of annual revenue available for current operating expenses and the financial flexibility the Council may need to respond to annual budget priorities.

For this reason, Councilmanic bonds are usually only used for the most pressing capital improvement needs. Therefore, Councilmanic bonds should be considered as a sparing source of capital facility development revenues in light of other funding requirements and limitations that the general fund must finance.

- **BondCAP: Bond Cap Allocation** - program assists businesses and local governments to provide tax-exempt bond sales for environmental protection, housing, industrial development and facilities providing for electricity, water, and solid waste disposal. The program provides the legally required review and approval for the state to meet federal tax laws on the issuance of tax-exempt bonds classified as "private activity".

## 2.2: Local multi-purposes levies

PTax - Ad Valorem Property Tax  
B&OTax - Business & Occupation Tax  
LOSTax - Local Option Sales Tax  
MVETax - Motor Vehicle Excise Tax  
UTax - Utility Tax  
REET - Real Estate Excise Tax

- **PTax: Ad Valorem Property Taxes** - cities may levy a general governmental property tax at a rate up to \$1.80 per \$1,000 assessed value. Cities may levy an additional \$2.25 per \$1,000 assessed value for road construction and maintenance needs on the assessed value of taxable property.

In 2001, Washington State law was amended by a statutory provision limiting the growth of revenue realized from regular property taxes to 1% per year of the highest amount levied in the last 3 years before adjustments for new construction and annexation. If the assessed valuation of all property increases by more than 1% due to revaluation, the law requires the levy rate be decreased accordingly. A temporary or permanent excess levy may be assessed with voter approval.

The statute was intended to control local governmental spending by controlling the annual property tax rate of growth. In practice, however, the statute can reduce the effective property tax yield to an annual level far below a jurisdiction's levy authorization, often resulting in a severe impact on a jurisdiction's ability to finance basic governmental needs, particularly if a county or city experiences major population growth.

General funds may be used to develop every type of community facility including city halls, police stations and courts, park and recreational facilities, road and trail constructions, and

most utility improvements. However, general funds should be considered as a last source of capital improvement revenues in light of other funding requirements and limitations that the general fund must finance.

- **B&OTax: Business & Occupation Tax** – RCW 35.11 authorizes no more than 0.2% of gross value of business activity may be assessed on the gross or net income of businesses. Voter approval is required for any assessment or increase of the tax. Revenue may be used for new capital facilities, or maintenance and operations at existing facilities.
- **LOSTax: Local Option Sales Tax** – may be levied up to 1% of all retail sales and uses. Local governments that levy the second 0.5% may participate in the state's sales tax equalization fund. Assessment of the option tax requires voter approval. Revenue may be used for new capital facilities, or maintenance and operations at existing facilities.
- **MVETax: Motor Vehicle Excise Tax** - Washington State (RCW 82.44) collects an annual excise tax that is paid by motor vehicle owners and administered by the Washington State Department of Licensing. Cities receive 17% of the base allocation. Cities are required to spend these funds for police and fire protection and the preservation of public health. The revenues may also be spent on capital facilities including roadway improvements. RCW 47.30.050 requires that local governments collect and dedicate not less than 0.005% of the total amount of MVET funds received during the fiscal year for the purpose of developing paths and trails.
- **UTax: Utility Tax** – RCW 82.16 authorizes a tax on the gross receipts of electric, gas, telephone, cable television, water and sewer, and stormwater utilities. Cities have the discretion of levying a utility tax up to 6% of gross receipts. Voter approval is required for an increase above the 6% maximum. Revenue may be used for new capital facilities, or maintenance and operations at existing facilities.
- **REET: Real Estate Excise Tax** – RCW 82.46 authorizes local governments to enact up to 0.25% of the annual sales for real estate for capital facilities. The Growth Management Act authorizes another 0.25% for capital facilities. Revenues must be used solely for financing new capital facilities, or maintenance and operations at existing facilities, as specified in the capital facilities plan. An additional option is available under RCW 82.46.070 for the acquisition and maintenance of conservation areas if approved by a majority of the voters of the county.

The first and second REET may be used for the following capital facilities:

- The planning, acquisition, construction, reconstruction, repair, replacement, rehabilitation, or improvement of streets, roads, highways, sidewalks, street and road lighting systems, traffic signals, bridges, domestic water systems, and storm and sanitary sewer systems, or
- The planning, construction, repair, rehabilitation, or improvement of parks and recreational facilities.

In addition, the second REET may be used for the following:

- The acquisition of parks and recreational facilities, or
- The planning, acquisition, construction, repair, replacement, rehabilitation, or improvement of law enforcement facilities, protection of facilities, trails, libraries, administrative and judicial facilities, and river and/or floodway/flood control projects and housing projects subject to certain limitations.

### 2.3: Local single purpose levies

HMTax - Hotel/Motel Tax  
EMSTax - Emergency Medical Services Tax  
TIB - Transportation Improvement Board  
LOVLFee - Local Option Vehicle License Fee

SUC - Street Utility Charge  
MVFTax -AS - Motor Vehicle Fuel Tax - Arterial Streets  
MVFTax -CS - Motor Vehicle Fuel Tax - City Streets  
LOFTax - Local Option Fuel Tax  
CPTax - Commercial Parking Tax  
TBD - Transportation Benefit District  
FCSPD - Flood Control Special Purpose District  
SDUFee - Storm Drain Utility Fee  
SDPay - Storm Drainage Payment in Lieu of Assessment

- **HMTax: Hotel/Motel Tax** – is a sales tax levy collected on certain hotel and motel business categories for the purpose of promoting tourism. Revenues may be used for planning, promotional programs, or capital facilities that directly enhance tourism and benefit the hotel and motel industry.
- **EMSTax: Emergency Medical Services Tax** – is a property tax levy of \$0.25 for emergency medical services. Revenues may be used for new capital facilities, or maintenance and operations at existing facilities.
- **TIB: Transportation Improvement Board** - the Washington State Transportation Improvement Board (TIB) disburses revenues generated from motor vehicle taxes to cities, urban counties, and transportation benefit districts for the purpose of alleviating and preventing traffic congestion caused by economic development or growth. Projects must be multi-agency, multi-modal, congestion related, related to economic development activities, and partially funded locally.
- **LOVLFee: Local Option Vehicle License Fee** - the Transportation Improvement Act (ESSB 6358 – RCW 82.80) authorizes countywide (no county levy) local option fees up to \$15.00 maximum per vehicle registered in the county. Revenues are distributed back to the county and cities within the county levying the tax on a prorated per capita basis (1.0 for population in incorporated areas). Revenues must be spent for "general transportation purposes" including the construction, maintenance, and operation of county streets, country roads and state highways, policing of local roads, public transportation, high capacity transportation, transportation planning and design and other transportation related activities. The local option fee does not require voter approval.
- **SUC: Street Utility Charge** – RCW 35.95.040 authorizes cities to charge for city street utilities to maintain, operate, and preserve city streets. Facility that may be included in a street utility include street lighting, traffic control devices, sidewalks, curbs, gutters, parking facilities, and drainage facilities. Businesses and households may be charged a fee up to 50% of the actual cost of construction, maintenance, and operations, while the city provides the remainder. The fee charged to businesses is based on the number of employees and may not exceed \$2.00 per full-time employee per month. Owners or occupants of residential properties are charged a fee per household that may not exceed \$2.00 per month.
- **MVFTax-AS: Motor Vehicle Fuel Tax - Arterial Streets** - RCW 82.36 authorizes a tax that is collected by the Washington State Department of Licensing and paid by gasoline distributors. Cities receive 22.78% of the motor vehicle fuel tax receipts. The revenues must be spent for "highway purposes" including the construction, maintenance, and operation of streets and roads.
- **MVFTax-CS: Local Option Motor Vehicle Fuel Tax - City Streets** - the Transportation Improvement Act (ESSB 6358) authorizes a countywide (no county levy) local option tax equivalent to 10% of statewide Motor Vehicle Fuel Tax and a special fuel tax of \$0.023 per gallon. Revenues are distributed back to the county and cities within the

county levying the tax on a prorated per capita basis (1.0 for population in incorporated areas). Revenues must be spent for "highway purposes" including the construction, maintenance, and operation of county streets, county roads, and state highways, policing of local roads, county ferries, and related activities. The local option tax requires voter approval.

- **LOFTax: Local Option Fuel Tax** – RCW 82.80 authorizes a countywide voter approved tax equivalent to 10% of the statewide Motor Vehicle Fuel Tax and a special fuel tax of \$0.023 cents per gallon. LOFT revenue is to be distributed to the city on a weighted per capita basis. Revenues must be spent for highway (city streets, county roads, and state highways) construction, maintenance, or operation; the policing of local roads; or highway related activities.
- **CPTax: Commercial Parking Tax** – RCW 82.80 authorizes a tax on commercial parking businesses, but does not set rates. Revenues must be spent for "general transportation purposes" including highways, public transportation, high-capacity transportation, transportation planning and design, and other transportation-related activities.
- **TBD: Transportation Benefit District** – RCW 35.21.225 authorizes cities to create transportation districts with independent taxing authority for the purposes of acquiring, constructing, improving, providing, and funding any city street, county road, or state highway improvement within the district. The special district's tax base is used to finance capital facilities.

The district may generate revenues through property tax excess levies, general obligation bonds (including councilmanic bonds), local improvement districts, and development fees. Voter approval is required for bonds and excess property tax levies. Council approval is required for councilmanic bonds, special assessments, and development fees.

Transportation improvements funded with district revenues must be consistent with state, regional, and local transportation plans; necessitated by existing or reasonable foreseeable congestion levels attributable to economic growth; and partially funded by local government or private developer contributions, or a combination of such contributions.

- **FCSPD: Flood Control Special Purpose District** – RCW 86.15.160 authorizes voters to establish a special purpose district with independent taxing authority (up to \$0.50 property tax levy limit without voter approval) to finance flood control capital facilities. In addition, a district can, with voter approval, use an excess levy to pay for general obligation debt.
- **SDUFee: Storm Drain Utility Fee** – is a city or county authorized fee to support storm drainage capital improvements. The fee is usually a flat rate per residential equivalency based on an average amount of impervious surface. Commercial property is commonly assessed a rate based on a fixed number of residential equivalencies.
- **SDPay: Storm Drainage Payment in Lieu of Assessment** – cities may authorize storm drainage charges in lieu of assessments that can be used for construction, maintenance, and/or repair of storm drainage facilities, acquisition of property or related debt service.

## 2.4: Local non-levy financing mechanisms

RFund - Reserve Fund  
GMAFee - GMA Growth Impact Fee  
F&C - Fines, Forfeitures, and Charges  
UFee - Water, Sewer, Stormwater User Fees

SUC - Street Utility Charges  
LID - Local Improvement District  
SAD - Special Assessment District  
SPD - Special Purpose District  
EMS - Fire Protection & Emergency Medical Services  
Snoqualmie - Fire Impact Fees  
PRSA - Parks & Recreation Service Area  
PIA, PBIA - Parking & Business Improvement Area  
SEPA - State Environmental Protection Act Mitigation  
LAGrt- Lease Agreements  
Prvt - Privatization  
CXF- Current Expense Fund

- **RFund: Reserve Funds** - revenue is accumulated in advance and earmarked for capital improvements. Sources of funds can be surplus revenues, funds in depreciation reserves, or funds resulting from sale of capital assets.
- **GMAFee: GMA Growth Impact Fees** - the Washington State Growth Management Act (GMA - Chapter 36.70A of the Revised Code of Washington and RCW 82.02.050-090) authorizes cities and counties to collect growth impact fees from developers to offset the impact caused by new developments within each jurisdiction's boundaries. The growth impact fees may be collected from developers in an amount less than 100% of the cost of sustaining the jurisdiction's schools, transportation, and park facility existing level-of-service (ELOS) as a result of the developer's project impact. The growth impact fees are usually collected at the issuance of building permits or certificates of occupancy.

A developer may elect to pay the growth impact fee rather than provide on-site improvements when the:

- land is determined to not be suitable for school, road, or park purposes and/or
- the development can not sustain a comparable school, road or park improvement and/or
- for other reasons jointly determined by the developer and the city.

Impact fees are flat rates per person or dwelling units (by number of persons per type). Adjustments must be made to fee calculations to account for school, road or park costs that are paid by other sources of revenue such as grants and general obligation bonds. Additional credits may be given to developers who contribute land, improvements or other assets.

Impact fees authorized by ESHB 2929 do not include any other form of developer contributions or exaction. Other forms of exaction that are excluded consist of mitigation or voluntary payments authorized by the Washington State Environmental Policy Act (SEPA - RCW 43.21C), local improvement districts or other special assessment districts, linkage fees, or land donations or fees in lieu of land.

Growth impact fees can only be used to acquire or develop new school, road, or park facilities, and not to maintain or operate facilities or programs. Impact fees must be used for capital facilities needed by growth and not for current levels-of-service or operating expenses deficiencies.

The collected fees must be spent within 6 years of the date of collection for a facility improvement that benefits the service area within which the project was located. Impact fees must show a rational nexus of benefit between the payer of the fee and the expenditures of the fee.

Growth impact fees can provide a major source of project monies for all types of school, road or park acquisitions and developments. This assumes the assessed fee amount is close to the real or 100% impact and the city and county collect the fee on an area-wide basis within the urban growth area.

In accordance with the Washington State Growth Management Act (GMA), a city must have an adopted comprehensive plan in place that satisfies GMA requirements before the jurisdiction can implement a growth impact fee.

- **F&C: Fines, Forfeitures, and Charges** - includes various administrative fees and user charges for services and facilities operated by the jurisdiction. Examples are franchise fees, sales of public documents, property appraisal fees, fines, forfeitures, licenses, permits, income received as interest from various funds, sale of public property, rental income, and all private contributions to the jurisdiction. Revenue from these sources may be restricted in use.
- **WUFee: Water User Fees** - under state law, cities may collect rate charges from each residential and commercial consumer, usually based on the volume of water used per account. Water utility user fees may be charged on a flat fee per account, usually at time of development, and thereafter on a measurable quantity of water consumed per account. The revenue may be used for capital facilities as well as operating and maintenance costs.
- **SUFee: Sewer User Fees** - under state law, cities may collect rate charges from each generator of wastewater. User fees are based on the amount of potable water consumed, on the assumption there is a correlation between water consumption and wastewater generation. Sewer utility user fees may be charged on a flat fee per account and are usually collected at the time of development, and thereafter on a assessed charge per volume of waste generated per account. Fee revenues may be used for capital facilities as well as operating and maintenance fees.
- **SWUFee: Stormwater User Fees** - under state law, cities may collect rate charges from each generator of stormwater runoff. Impact or user fees are based on the amount of stormwater generated per developed property that is not held on-site, on the assumption there is a correlation between off-site discharge and stormwater improvements elsewhere in the city. Stormwater utility user fees may be charged on a flat fee per account and are usually collected at the time of development, and thereafter on a assessed charge per volume of stormwater generated per account. Fee revenues may be used for capital facilities as well as operating and maintenance fees.
- **SUC: Street Utility Charge** – may be fees up to 50% of actual costs of street construction, maintenance, and operations charged to businesses and households. The tax requires voter approval. The fee charged to businesses is based on the number of employees and cannot exceed \$2.00 per employee per month. Owners or occupants of residential property are charged a fee per household that cannot exceed \$2.00 per month. Both businesses and households must be charged. Revenue may be used for activities such as street lighting, traffic control devices, sidewalks, curbs, gutters, parking facilities, and drainage facilities.
- **LID: Local Improvement District** - property owners may petition (or vote in response to a request from a local government) to adopt an annual tax assessment for the purpose of improving the public right-of-way abutting their property.

A majority approval (the percentage to be decided by the local government) can establish an amortized payment schedule to finance sidewalk, landscaping, parking, streetscape, or other improvements to the public or private abutting properties.

The assessments may be amortized over generous time periods at low interest charges based on each property's proportionate share of the improvement cost - usually assessed on a linear foot frontage formula.

- **SAD: Special Assessment District** - service entities completely or partially outside of the jurisdiction. Special assessments are levied against those who directly benefit from the new service or facility. Special assessment districts include local improvement districts (LIDs), road improvement districts (RIDs), utility improvement districts (UIDs), and the collection of development fees. Funds must be used solely to finance the purpose for which the special assessment district was created.

**Note** – most cities require property owners to covenant not to protest the formation of a LID for street and UID for utility improvements as a condition of development permits where appropriate. This is one of the primary strategies for making improvements for growth.

- **SPD: Special Purpose District** – RCW 67.38.130 authorizes a specified service often encompassing more than one jurisdiction. Included are districts for fire facilities, hospitals, libraries, metropolitan parks, airports, ferries, parks and recreation facilities, cultural arts/stadiums and convention centers, sewers, water flood controls, irrigation, and cemeteries.

Voter approval is required for airport, parks and recreation, and cultural arts/stadium and convention districts. Special assessment districts have the authority to impose levies or charges up to a funding limit of \$0.25 per \$1,000 assessed valuation. Special assessment district funds must be used solely to finance the purpose for which the special purpose district was created.

- **EMS: Fire Protection & Emergency Medical Services** – state legislation authorizes up to \$0.50 per \$1,000 assessed valuation property tax levy that may be enacted by fire and hospital districts, cities and towns, and counties.
- **Snoqualmie: Fire Impact Fees** – RCW 82.02.050-090 authorizes a charge (impact fee) to be paid by new development for its "fair share" of the cost of fire protection and emergency medical facilities required to serve the development. Impact fees must be used for capital facilities necessitated by growth, and not to correct existing deficiencies in levels of service. Impact fees cannot be used for operating expenses.
- **PRSA: Parks & Recreation Service Area** – RCW 36.68.400 authorizes voters to approve formation of park and recreation service areas as junior taxing districts for the purpose of financing the acquisition, construction, improvement, maintenance, or operation of any park, senior citizen activity center, zoo, aquarium, or recreational facility. PRSAs may assess up to \$0.15 per \$1,000 assessed valuation subject to voter approval. A PRSA can generate revenue from either the regular or excess property tax levies and through general obligation bonds, subject to voter approval. Revenue must be used for capital facilities maintenance and operation.
- **PIA: Parking Improvement Areas or Commercial Parking Tax** - the Transportation Improvement Act (ESHB 6358) authorizes a tax on commercial parking businesses based on gross proceeds or the number of parking stalls, or on the customers similar to an admissions tax. The revenues must be spent for "general transportation purposes" including the construction, maintenance, and operation of streets, public transportation, the planning and design, and other transportation related activities such as parking.

A majority approval of the participating property owners (the percentage to be decided by the local government) can establish an amortized payment schedule to finance off-street parking or other improvements of benefit to the participating properties. The assessments may be amortized over generous time periods at low interest charges, based on each property's proportionate share of the improvement cost - usually assessed on a per parking stall formula.

- **PBIA: Parking & Business Improvement Areas** - the Transportation Improvement Act (ESHB 6358) also authorizes a tax to be collected on commercial businesses based on gross proceeds or property acreage or the number of parking stalls or the customers similar to an admissions and operations tax. Like the PIA, the revenues must be spent for "general transportation or business improvement purposes" including those outlined under the PIA but also allowing for the management, operation, and accomplishment of business promotional efforts including marketing studies, tenant recruitment, advertising and promotions of special events, and other promotion related activities.

A majority approval of the participating property owners (the percentage to be decided by the local government) can establish an amortized payment schedule to finance off-street parking or other business improvements of benefit to the participating properties. The assessments may be amortized over generous time periods at low interest charges, based on each property's proportionate share of the improvement cost - usually assessed on a per linear foot, acre, parking stall or other formula.

- **SEPA: State Environmental Protection Act** - Washington State Environmental Policy Act (SEPA - RCW 43.21C) allows local governments to impose mitigated on-site improvements or fee assessments with which to finance off-site improvements that are caused by a property's development. SEPA mitigation may cover a variety of physical improvements that are affected by the property's proposed land use including sidewalks, trails, roads and parking areas, utilities, and other supporting infrastructure systems. SEPA mitigation must be proportionately related to the property's impact on infrastructure requirements.
- **LAgrt: Lease Agreements** - allow the procurement of a capital facility through lease payments to the owner of a facility. Several lease package methods can be used. Under the lease-purchase method, the capital facility is built by the private sector and leased back to the local government. At the end of the lease, the facility may be turned over to the municipality without any future payment. At that point, the lease payments will have paid the construction cost plus interest.
- **Prvt: Privatization** - generally defined as the provision of a public service by the private sector. Many arrangements are possible under this method ranging from a totally private venture to systems of public/private arrangements, including industrial revenue bonds.
- **CXF** – Current Expense Fund – those regular sources of revenue to the city such as local state sales tax and property tax shares that are used for general city functions.

## 2.5: State grants and loans

CDBG - Community Development Block Grants  
CDBG Float Loans - Community Development Block Grant Float Loans  
CERB - Community Economic Revitalization Board  
RWLF - Rural Washington Loan Fund  
FPRLF - Forest Products Revolving Loan Fund  
OAHP - Office of Archaeological & Historic Preservation  
HPTCP - Historic Preservation Tax Certification Program  
CLG - Certified Local Government

PWTF - Public Works Trust Fund  
IAC - Interagency Committee for Outdoor Recreation  
CF - Conservation Futures  
ALEA - Aquatic Lands Enhancement Act  
MVET-PTR – Motor Vehicle Excise Tax - Paths & Trails Reserve  
TEA21 - Transportation Efficiency Act  
TEA-21 R/HCIP - Railway/Highway Crossing Improvement Program  
STP - Surface Transportation Program  
FABRP - Federal Aid Bridge Replacement Program  
FAER - Federal Aid Emergency Relief  
UATA - Urban Arterial Trust Account  
TIA - Transportation Improvement Account  
TIB - Transportation Improvement Board  
CCWF - Centennial Clean Water Fund  
WPCSRF- Water Pollution Control State Revolving Fund  
CCFF - Child Care Facility Fund  
CCMLF - Child Care Micro Loan Fund  
BFTA - Building for the Arts  
CSFP - Community Services Facilities Program  
LCP - Local Capital Projects  
NCIP - Job Creation & Infrastructure

- **CDBG: Community Development Block Grants** - the U.S. Department of Housing and Urban Development's (HUD) Community Development Block Grant (CDBG) program dispense discretionary funds to local governments for the development of local public facilities or services assisting low income or disadvantaged neighborhoods.

Most counties receive CDBG funds under an entitlement that is certified every 3 years by the federal government. The county's entitlement funds may be spent by the county on an annual basis, subject to HUD project criteria, or by or on behalf of local cities and the developed but unincorporated areas of the county.

CDBG funds are primarily intended for facility construction and may not be used to finance operation and maintenance costs. The program is authorized and funded by annual federal appropriations that have fluctuated widely in recent years due to other federal budgetary needs and philosophies. Eligible activities include:

- New housing construction and rehabilitation projects,
- Economic development revolving loan funds, infrastructure, and incubators,
- Community facilities including community centers, health care facilities, and ECEAP/Headstart facilities,
- Public facilities including water, wastewater, storm sewer, and streets,
- Comprehensive projects requiring a combination of activities such as housing rehabilitation and infrastructure improvements,
- Public services providing counseling, job training, or other benefits,
- Barrier removal for handicap accessibility.

CDBG grants are also available through CTED for non-entitlement cities and towns of less than 50,000 population and counties with less than 200,000 population. Projects must principally benefit low- and moderate-income persons (less than 80% of county median income) under 8 different programs dealing with:

- General Purpose Grants,
- Planning-Only Grants,
- Housing Enhancement Grants,
- Float-Funded Activity Grants,
- Community Investment Fund,
- Public Service Grant,

- Imminent Threat Grant
- Section 108 Loan Guarantees

- **CDBG FloatLoan: Community Development Block Grant Float Loans** – are available to businesses from CTED through cities and counties that are eligible to receive Small Cities CDBG program assistance. Principal and interest on the loans will be due at maturity or on demand for a normal term of 24-30 months. Interest rates are negotiated based on the contribution the project will make to job creation or retention. A city or county is eligible to apply for a grant under this program in order to extend a short-term loan to a private business entity under the following conditions:

- demonstrates that public financing of the project is necessary and appropriate to create or retain jobs,
- provides an unconditional, irrevocable Letter of Credit in the full amount of the principal and interest of the due as collateral for the loan,
- agrees to create jobs and make the majority of them available to qualified lower-income candidates (job retention may also be considered as a qualifying factor),
- agrees to enter into an agreement with CTED and the local job service center to obtain referrals of qualified lower income job candidates for new non-managerial jobs to be created.

- **CERB: Community Economic Revitalization Board** - are low interest loans (rate fluctuates with state bond rate) and occasional grants to finance infrastructure projects for a specific private sector development. CERB funding is available only for projects that will result in specific private developments or expansions in manufacturing and businesses that support the trading of goods and services outside of the state's borders. CERB projects must create or retain jobs. The Department of Trade and Economic Development distributes CERF funds primarily to applicants who indicate prior commitment to project. CERB revenue is restricted in the type of project and may not be used for maintenance and operations.

- CERB supports the following business sectors - Manufacturing, production, food processing, assembly, warehousing, industrial distribution, advanced technology and research and development, recycling facilities, or businesses that substantially support the trading of goods and services outside of Washington State borders.
- In rural counties, CERB can support tourism development projects that meet the program's primary goal of supporting business growth and job creation.

- **FWLF: Rural Washington Loan Fund** – provides gap financing for businesses that will create new jobs or retain existing jobs, particularly for lower-income persons. Only businesses in non-entitlement areas of the state are eligible for these loans. Gap is that portion of a project that cannot be financed through other sources, but which is the last portion needed before the investment can occur. The "gap" and competitive factors determine the loan amount, which cannot exceed 33% of total project costs up to \$700,000. Funds can be lent for acquisition, engineering, improvement, rehabilitation, construction, operation, or maintenance of any property, real or personal that is used or is suitable for use by an economic enterprise. Priority is given to timber-dependent and distressed areas. RWLF priority projects include:

- Manufacturing and other industrial production,
- Agricultural development or food processing,
- Aquaculture development or seafood processing
- Development or improved utilization of natural resources,
- Tourism facilities,
- Transportation or freight facilities,
- Other activities that represent new technology or a type of economic enterprise needed to diversify the economic base of an area,
- Retail or service enterprises that will expand the community's economic base rather than primarily redistribute the existing customer base.

- **RPRLF: Forest Products Revolving Loan Fund** – is designed to finance projects that implement value-added production processes. The program provides matching loans to qualified small and medium-sized forest products manufacturing firms to finance projects that contribute to the diversification of the forest products industry. Typical loans are up to 50% match between \$50,000-\$1,000,000 with negotiable interest rate and length to finance:

- Purchase of machinery, equipment, and fixtures,
- Real estate,
- Engineering costs,
- Construction
- Inventory purchases.

- **HPG: Historic Preservation Grants** – are available on an annual basis from the Office of Archaeology and Historic Preservation (OAHP) to local historic preservation programs. Historic preservation grants may be used for:

- historic preservation planning;
- cultural resource survey and inventory;
- nomination of properties to the National Register of Historic Places; and
- public education and awareness efforts.

To be eligible for grants, communities must be a Certified Local Government (CLG) as approved by OAHP. In addition, when funds are available, OAHP awards grants for the acquisition or rehabilitation of National Register listed for eligible properties. Grant awards are predicated on the availability of funds and require a match.

- **HPTCP: Historic Preservation Tax Certification Program** – is a federal investment tax credit available for buildings in Washington that are listed on the National Register of Historic Places. National Register properties must be income producing, which includes commercial, retail, office, residential, rental or industrial uses, to be eligible.

- **CLG: Certified Local Government** – can be awarded to a local government that establishes a historic preservation program meeting federal and state standards. CLG status requires a local government to encourage, develop, and maintain its local preservation efforts with development plans. CLGs may also apply for special grants from the State Historic Preservation Office (SHPO), obtain technical assistance and training from the SHPO, participate in the National Register nomination process, and assist with statewide preservation programs and planning. CLGs may also qualify for a Special Tax Valuation available for both commercial and residential properties that have rehabilitation costs equaling 25% or more of the buildings assessed value. The rehabilitation costs may be subtracted from the assessed value of the property for a period of 10 years.

- **PWTF: Public Works Trust Fund** - are low interest loans for financing capital facility construction, public works emergency planning, and capital improvement planning. To apply for the loans, the city must have a capital facilities plan in place and must be levying the original 0.25% real estate excise tax (REET). The Washington State Department of Community Development distributes Public Works Trust Funds. Public works trust fund loans for construction projects require matching funds generated only from local revenues or state shared entitlement revenues. Public works emergency planning loans are at a 5% interest rate, and capital improvement planning loans are no interest loans with a 25% match. Public works trust fund revenue may be used to finance new capital facilities, or maintenance and operations at existing facilities. PWTF funds may be used for domestic water, storm sewer, solid waste recycling, sanitary sewer, road, and bridge projects.

- **RCO: Washington State Resource Conservation Office (formerly Interagency Committee for Outdoor Recreation – IAC)** – are federal monies available for the

construction of outdoor park and trail facilities from the National Park Service's Land and Water Conservation Fund (LWCF). The Washington State Interagency Committee for Outdoor Recreation (IAC) administers NPS grants.

NPS grants usually do not exceed \$150,000 per project and must be matched on an equal basis by the local jurisdiction. The IAC assigns each project application a priority on a competitive statewide basis according to each jurisdiction's need, population benefit, natural resource enhancements, and a number of other factors.

In the past few years, project awards have become very competitive as the federal government has significantly reduced the amount of federal monies available the NPS program. The state has increased contributions to the program over the last few years using a variety of special funds.

Applicants must submit a detailed comprehensive park and recreation plan including a trail element to be eligible for NPS funding. The jurisdiction's plan must demonstrate facility need and prove that the jurisdiction's project proposal will adequately satisfy local park and recreation needs and interests. LWCF grants can provide funds to develop park and trail projects that are shared and thereby competitive between state, county, and local communities.

- **CF: Conservation Futures** - under provisions provided in recent state legislation, counties can elect to levy up to \$0.065 per \$1,000 of assessed valuation of all county properties to acquire shoreline and other open space lands. The monies can be used to acquire, but not develop or maintain open space conservation lands that are acquired using Conservation Futures funds.

Conservation Futures revenues can be a major source of project monies for the acquisition of wildlife habitat, resource conservancies, portions of resource activity lands, and possibly portions of linear trail corridors.

Given the program's relatively specialized qualifications, however, the grants can not be a capital source for development projects. In addition, project proposals necessarily have to compete for a share of Conservation Future revenues with other county open space land acquisitions for storm drainage, farmland preservation, floodplain protections or other qualifying programs.

- **ALEA: Aquatic Lands Enhancement Act** - the 1985 Aquatic Lands Enhancement Act (ALEA) initiated on a trial basis, and since renewed and expanded, uses revenues obtained by the Washington Department of Natural Resources from the lease of state owned tidal lands. The ALEA program is administered by the IAC for the development of shoreline related trail improvements and may be applied for the full cost of the proposal.
- **MVET-PTR: Motor Vehicle Excise Tax - Paths and Trails Reserve** - Washington State (RCW 82.44) collects an annual excise tax that is paid by motor vehicle owners and administered by the Washington State Department of Licensing. Cities receive 17% of the base allocation. Cities are required to spend these funds for police and fire protection and the preservation of public health. The revenues may also be spent on capital facilities including roadway improvements.

RCW 47.30.050 requires that local governments collect and dedicate not less than 0.005 of the total amount of MVET funds received during the fiscal year for the purpose of developing paths and trails (the Paths and Trails Reserve). The Paths and Trails Reserve was established under State of Washington RCW 47.30 to provide for the establishment and maintenance of paths and trails within the right-of-way of public roads.

Special revenue funds like the paths and trails reserve can create a source of dedicated financing for specific trail projects or local area improvements. Generally, however, the reserves will not create the amount of funds necessary to implement facility projects of a scale needed throughout the city. The concept must be employed on a wider scale, or the concept needs to be supplemented by other financing devices if city needs are to be satisfied.

- **TEA-21: Transportation Equity Act for the 21st Century – the extended program for the Inter-modal Surface Transportation Act or ISTEA) grants** –

Congress authorized a series of federal grants beginning in 1991 (and since re-authorized) to be used to enhance major traffic highways and corridors. The grants, which may total up to 86.5% of a project's cost, are decided on a competitive basis on a regional level for the purpose of expanding the inter-modal use of and transportation enhancement of roadways for other than vehicular activities, including bicycle, pedestrian, and transit. Transportation enhancement activities may include improvements to any of the following surface transportation facilities:

- Facilities for pedestrians and bicycles,
- Safety and educational activities for pedestrians and bicycles,
- Acquisition of scenic easements and scenic or historic sites,
- Scenic or historic highway programs including the provision of tourist and welcome center facilities,
- Landscaping and other scenic beautification,
- Historic preservation,
- Rehabilitation and operation of historic transportation buildings, structures or facilities including historic railroad facilities and canals,
- Preservation of abandoned railway corridors including the conversion and use thereof for pedestrian or bicycle trails,
- Control and removal of outdoor advertising,
- Archaeological planning and research,
- Environmental mitigation to address water pollution due to highway runoff,
- Reduce vehicle-caused wildlife mortality while maintaining habitat connectivity, and
- Establishment of transportation museums.

- **TEA-21-R/HCP: Railway/Highway Crossing Improvement Program** – TEA-21 grants may also be used to fund activities for safety improvement projects to eliminate hazards at rail/highway grade crossings including the elimination of grade crossings through over or under passes. Improvement projects may install new crossing protection devices, passive crossing protection devices, upgrade existing signal devices, railroad crossing closures, and pedestrian crossing improvements for high priority projects.

- **STP: Surface Transportation Program** – Puget Sound Regional Council (PSRC) provides grants for road construction, transit, capital projects, bridge projects, transportation planning, and research and development. Projects must be on the regional TIB list, and must be for roads with higher functional classifications and local or rural minor collectors. STP funds are available on a 86.5% federal/13.5% local match based on highest ranking projects from the regional TIB list.

- **FABRP: Federal Aid Bridge Replacement Program** – WSDOT provides grants on a statewide priority basis for the replacement of structural deficient or functionally obsolete bridges. Funding is award on a 80% federal/20% local match.

- **FAER: Federal Aid Emergency Relief** – WSDOT provides grant funding for restoration of roads and bridges on the federal aid system that are damaged by natural disasters or catastrophic failures on a 83.13% federal/16.87% local matching basis.

- **UATA: Urban Arterial Trust Account** - are revenues available for projects that alleviate and prevent traffic congestion. The State Transportation Improvement Board distributes UATA entitlement funds subject to guidelines and with a 20% local matching requirement. UATA revenue may be used for capital facility projects that alleviate roads that are structurally deficient, congested with traffic, or have accident problems.
- **TIA: Transportation Improvement Account** - are revenues available for projects that alleviate and prevent traffic congestion caused by economic development or growth. The Washington State Transportation Improvement Board distributes TIA entitlement funds with a 20% local match requirement. TIA revenue may be used for capital facility projects that are multi-modal and involve more than one agency.
- **TIB: Transportation Improvement Board** – invests state gas tax funds in local community through 6 grant programs serving cities, urban counties, and transportation benefit districts in Washington State. The TIB identifies and funds the highest-ranking transportation projects based on criteria established by the Board. TIB programs include:
  - Small City Program (SCP) – for projects in cities with population under 5,000 based on condition of the pavement, roadway geometrics, and safety. SCP grants may also be used for up to 95% of the local 23.5% match on federally funded bridge replacement and TEA-21.
  - City Hardship Assistance Program –
  - Pedestrian Safety & Mobility Program (SCPSMP) – funds pedestrian improvements for safety, pedestrian generators, convenience, public acceptance, and project cost.
  - NewStreets for Small Cities -
- **CCSF: Centennial Clean Water Fund** – are grants and loans administered by the Department of Ecology under the Centennial Clean Water Program (Referendum 39), a water quality program that provides grants for up to 75% of the cost of water quality/fish enhancement studies. CCWF monies can be applied to public and park developments that propose to restore, construct or otherwise enhance fish producing streams, ponds or other water bodies. CCWF funds are limited to the planning, design and construction of water pollution control facilities, stormwater management, ground water protection, and related projects.
- **WPCSRF: Water Pollution Control State Revolving Fund** - are low interest loans and loan guarantees for water pollution control projects. The Washington State Department of Ecology distributes WPCSRF loans. The applicant must show water quality need, have a facility plan for treatment works, and show a dedicated source of funding for repayment.
- **CCFF: Child Care Facility Fund** – provides financial assistance through loans and grants to employers and child care businesses. Applicants must be a licensed child care business in Washington or an applicant for a license or a child care provider having a contract with an employer to provide child care services. Loan amounts may be between \$25,000 and \$100,000, grants between \$5,000 and \$25,000. Applicants may be for-profit or not-for-profit businesses, sectarian organizations are not eligible. Loans funds may be used to:
  - Start or expand a licensed child care facility,
  - Make capital improvements in an existing DSHS-licensed child care facility,
  - Acquire personal property for a child care facility that is depreciable under federal tax code,
  - Purchase child care program equipment, or
  - Pay for operational costs during the first 3 months of a new child care facility.
- **CCMLF: Child Care Micro Loan Fund** – provides small amounts of capital to start, improve, and expand child care operations. Micro loan capital will be invested in communities as a magnet to draw together critical service sectors including the local health

department, resource and referral programs, business development community, early childhood and school age care community, health and safety network, and others to improve child care services for working families. Loan amounts may be up to \$25,000 to licensed or certified child care centers and family child care homes.

- **BFTA: Building for the Arts** – provides state grants through CTED to performing arts, art museums, and cultural organizations to defray up to 20% of the cost of new facilities or major renovation projects to match monies raised locally from non-state sources. The program intent is to fund temporary construction jobs as well as permanent arts-related jobs and employment opportunities in business that support new arts facilities.
- **CSFP: Community Services Facilities Program** – provides nonprofit organizations that serve families and children with state grants through CTED to help with the capital costs of new facilities or major renovation projects. The state's contribution, which cannot exceed 25% of the cost of the facilities, must be matched by funds from non-state sources.
- **LCP: Local Capital Projects** – provides state appropriates for capital construction projects that benefit local governments and nonprofit organizations. Each appropriate, sponsored by the Governor or the Legislature, is tailored to the needs of the recipient organization.
- **JCIP: Job Creation & Infrastructure** – provides targeted capital facilities funding for local governments and community nonprofits to stabilize and stimulate the state's long-term economic through infrastructure development. Previous JCIP projects have funded a wide range of capital facilities including small business incubators, ballfields, wastewater treatment plants, parks, and museums.

## 2.6: Federal grants and loans

SBA7a - Small Business Administration Loan 7(a)  
SBA504 - Small Business Administration Loan 504  
HUD108 - Guaranteed Loans (HUD108Loans)  
FAUS - Federal Aid Urban Systems  
FASP - Federal Aid Safety Programs  
FAER - Federal Aid Emergency Relief  
FHAWPS - Farmers Home Administration Water Project Support  
DOHWSS - Department of Health Water Systems Support

- **SBA7a: Small Business Administration Loan 7(a)** – is the most common SBA loan or guaranty loan. The lender lends its own funds and the SBA guarantees up to 90% of the loan against default – which the lender may sell on the secondary market. The 7(a) program may be used to obtain long-term financing for business needs including working capital, machinery, equipment, furniture, fixtures, leasehold improvements, building acquisition or construction, and in some cases, debt consolidation. Maximum size limits for SBA eligibility are under \$3,500,000 in retail or service business sales, less than 100 wholesale employees, and less than 500 manufacturing employees.
- **SBA504: Small Business Administration Loan 504** – may lend loans for economic growth on a ratio of \$35,000 for each job created. Loan funds can be used for fixed asset acquisition including land, building, and equipment for more than \$200,000 in project size on a below market fixed rate. The SBA loan is subordinated to the first private loan or lien.
- **HUD108: HUD Section 108 Guaranteed Loans** – are available to businesses from CTED through cities and counties that are eligible to receive CDBG Small Cities program assistance. A city or county eligible to apply may obtain a 108 Loan Guarantee for a private business that meets the following criteria:
  - Need for assistance is appropriate given the type of project,

- Project will create jobs, and if qualified lower-income candidates are available, the majority of jobs will be made available to them (job retention may be considered),
- Proposed repayment is 20 years or less,
- Other reasonable financing alternatives have been exhausted,
- Request is not less than \$700,000 nor more than \$7,000,000,
- The sponsoring jurisdiction has less than \$7,000,000 in outstanding Section 108 Loan Guarantees.

- **FAUS: Federal Aid Urban System** - are revenues available for the construction and reconstruction improvements to arterial and collector roads that are planned for by an MPO and the Federal Highway Administration. FAUS funds may also be used for non-highway related public mass transit projects. The Washington State Department of Transportation distributes FAUS funds with a 16.87% local match requirement.
- **FASP: Federal Aid Safety Programs** – are revenues available for improvements at specific locations that constitute a danger to vehicles or pedestrians as shown by frequency of accidents. The Washington State Department of Transportation distributes FASP funds from a statewide priority formula with a 10% local match requirement.
- **FAER: Federal Aid Emergency Relief** - are revenues available for the restoration of roads and bridges on the federal aid system that are damaged by extraordinary natural disasters or catastrophic failures. The local agency must declare an emergency and notify the Washington State Department of Transportation. FAER entitlement funds are available with a 16.87% local matching requirement.
- **FHAWPS: Farmers Home Administration Water Project Support** - grants, loans, and loan guarantees may be used for water projects serving rural residents. FHAWPS funds must be used for capital facilities construction and related costs or projects that serve rural residents in cities of less than 10,000 people. FHAWPS funds are distributed by the Federal Farmers Home Administration (FHA) with a 45% to 25% local matching requirement.
- **DOHWSS: Department of Health Water Systems Support** - are grants for upgrading existing water systems, ensuring effective management, and achieving maximum conservation of safe drinking water. The Washington State Department of Health (DOH) distributes DOHWSS grants through intergovernmental review and with a 60% local match requirement.