



City of Snoqualmie Urban Growth Area Analysis

Part IIIB: Future Land Use Needs Assessment – Suitability Analysis

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Phase 3B: Future Land Use Needs Assessment – Suitability Analysis

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Introduction

The purpose of this portion of the Urban Growth Area Analysis is two-fold:

- 1) To expand on the land needs identified in the first part of the Future Land Use Needs Assessment and to examine the suitability of vacant or redevelopable parcels zoned for non-residential uses to accommodate projected demand for multiple uses through 2032. These uses include retail, office, hospitality, light industrial / manufacturing, and a full range of institutional uses. This analysis considers additional factors, such as environmental constraints, infrastructure and access constraints, parcels size, and policy considerations.
- 2) In the case that sufficient suitable land does not exist for the uses identified above, to determine reasonable measures for accommodating these uses in parcels within the UGA. The reasonable measures piece includes an analysis of suitable vacant or redevelopable locations for these uses regardless of existing zoning. This analysis considers whether parcels in the UGA identified as vacant or available for redevelopment contain additional constraints that may limit their suitability for a particular future use.

Maps are included at the end of this document that identify available land in zones or comprehensive plan land use designations (in the case of properties in UGA but not within current city limits) other than non-residential that could be considered to accommodate projected deficits in non-residential uses, given future changes to the City's comprehensive plan and zoning. The narrative and analysis in this report describe possible approaches to mitigate these deficits, including the suitability of specific parcels.

The analysis concludes that the equivalent of three retail centers similar in size to the Snoqualmie Ridge retail center would need to be built to capture the desired two-thirds share of local household spending that is currently leaked, as defined in the retail leakage study included in this report. Though detailed analysis was not performed as part of this study to address additional needs for retail and services to support potential demand from the rural areas around Snoqualmie, as well as tourism and demand from Snoqualmie area employees, this additional demand certainly exists. Tourism demand has been quantified in previous studies conducted for the City of Snoqualmie in the past decade; for example, the 2002 E.D. Hovee & Company Snoqualmie Retail Development Plan estimated \$18.3M in tourism-related spending in the Snoqualmie area, including an estimated \$9.9M in current inflation-adjusted dollars for retail uses, including dining and food.¹ This estimate represents approximately 28% of estimated retail spending by City of Snoqualmie residents. The 2006 ERA Retail Analysis performed for the City of Snoqualmie also estimated the potential sales of employees and visitors, which in 2005 totaled 37% of all potential spending, or \$13.5M in current inflation-adjusted dollars.² Therefore, the potential demand for land uses quantified in this analysis should be viewed as a starting point rather than a ceiling.

¹ E.D. Hovee & Company, Snoqualmie Retail Development Plan, Technical Appendices. 50.

² Economic Research Associates, Retail Market Analysis for Snoqualmie, 2006. 59.



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The conclusion of this analysis includes a recommendation that identifies possible measures to address any shortcomings of reasonable measures to accommodate projected deficits of particular land use types.

Suitability Analysis

Retail Land Uses

Overview of Retail Land Use Needs

The previously completed Retail Leakage Study calculated that, in order to capture all local retail spending by 2032, 42.1 acres of land dedicated to retail development would be required. Because it is not realistic for the City to capture *all* local retail spending, an assumption was made that the City could work aggressively to capture retail leakage by setting a goal of capturing two-thirds of this spending by 2032, except for vehicle sales, where the City's goal would be to capture 20% of this spending. In addition a 25% market factor was applied to the acreage to allow for "unanticipated choices of individuals and firms who may acquire land in excess of the anticipated need," and "for land which may be held out of use because of personal preferences or whims of a few property owners or because of legal complications which make the land unavailable for immediate development."³ With these adjustments made, retail development amounting to 35.1 acres of land will be required to meet the projected need for retail uses through 2032. The focus of this analysis was to address the leakage of retail spending by City of Snoqualmie residents to other communities. The analysis did not take into account the need or desire to capture a determined amount of spending from outsiders (such as visitors or employees that do not live in Snoqualmie). However, growing tourism is a major element of the City's long term economic development strategy, consistent with the Countywide Planning Policies and Vision 2040. The City believes it has unique tourist draws and resources to grow this sector. Therefore, the acreage need identified should be considered the minimum necessary to sufficiently plan for and accommodate retail business through 2032.

The figures below represent land acreage needs for retail uses based on a target of two-thirds capture of local retail spending in the City of Snoqualmie by 2032, plus a 25% market factor. As noted, the figures exclude 80% of demand for car dealerships. These figures are based on the retail leakage study done as part of this report.

³ Bremerton, et al. v. Kitsap County, 95-3-0039, Final Decision and Order (Central Puget Sound Growth Management Hearings Board, 1995).



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Table 1: Total Projected Retail Space Needs by Building Space and Site Acreage, through 2032

	Total Retail Space Needed (sq ft)	Total Land Needed for Building(s) and Parking (acres)
Grocery/Supermarket	68,374	5.3
Restaurants, Bars	51,200	4.0
Home Maintenance/Repairs	47,600	3.9
Furniture	16,000	1.1
Major Appliances/Household Equipment	24,832	1.8
Clothing, Shoes, Jewelry	79,200	6.1
Vehicle Purchases	5,230	0.4
Gas Stations	10,000	3.6
Vehicle Maintenance	13,800	1.1
Audio/Visual Equipment	21,600	1.8
Pets/Vet Services, Toys, Hobbies	46,782	3.6
Other Entertainment	25,908	1.8
Reading Materials/Bookstore	10,093	0.6
Total	420,619	35.1

As shown above, approximately 421,000 SF of additional retail development will be required to capture two-thirds of city resident household spending through the year 2032, not accounting for employee or visitor spending. For the sake of comparison, the existing retail center in the Snoqualmie Ridge neighborhood contains approximately 127,000 SF of retail space. In other words, the equivalent of around three retail centers similar in size to the existing center would need to be built to capture the desired two-thirds share of local household spending. This will require approximately 35.1 acres of land for not only the retail buildings, but also the required parking, landscaping, and internal circulation systems.

The retail leakage study assumed that additional retail in Snoqualmie would mimic the scale of development in the existing town center in Snoqualmie Ridge, yielding approximately a 0.3 FAR. The Comprehensive Plan, as well as other official documents such as the Downtown Master Plan (2010), Retail Development Plan (2002), Economic Development Plan (2006), and the ERA Market Analysis (2006), has highlighted a desire to develop retail in a way that focuses on nodes of stores, restaurants, and shops for the sake of building necessary critical mass. Downtown Snoqualmie and the retail core of Snoqualmie Ridge have been somewhat successful in part because they provide a selection of retail



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options in a compact and walkable setting.⁴ This report assumes that the 421,000 SF retail projected to be captured by 2032 will develop in a similar fashion, focusing development in nodes along principal arterials, rather than scattering new retail throughout the city wherever sites happen to be available.

Available Parcels for Retail Development (Vacant or Redevelopable)

Currently vacant and redevelopable land available for retail uses is limited to three of the city's planning areas: Snoqualmie Ridge I, Snoqualmie Ridge II, and Historic Snoqualmie. Of the 12.1 acres available for retail uses in the City, 9.3 acres are vacant, while 2.8 acres are considered redevelopable. Due to environmental constraints, such as the floodplain of the Snoqualmie River and required critical area buffers, as well as location, some of these 12.1 acres may have limited feasibility for future retail development. In particular, one redevelopable parcel zoned BR2 (retail) consisting of 2.3 acres and currently in use as an Inn is far removed from any other similar uses in the Historic Snoqualmie Planning Area, and would not likely be suitable for future retail development. Considering this adjustment, (resulting in 9.8 acres available for retail use) if all vacant and redevelopable parcels in the City currently available for retail development were absorbed, a deficit of 25.3 acres would remain.

Historic Snoqualmie

All of the vacant and redevelopable parcels available for non-residential development in Historic Snoqualmie are located within the 100-year floodplain. In addition, some of the properties are also located in the FEMA floodway and some contain critical wetland areas. While these factors do not explicitly eliminate future development, they are major considerations that impact development feasibility. Furthermore, the 1.5 acres of vacant and redevelopable retail land in the Historic Snoqualmie Planning Area considered suitable for retail development are contained within a number of relatively small parcels. While we do not suggest eliminating this retail land from consideration for future use, it is reasonable to assume that parcels in Historic Snoqualmie will only be capable of accommodating a relatively small amount of retail development through 2032, probably none on vacant parcels in the floodway.

It should be noted that land located in the floodway has significant limitations for new development. As a requirement for participation in the National Flood Insurance Program, the City must adopt and maintain floodplain regulations consistent with federal criteria (44 CFR, Subchapter B). Under these regulations, "No encroachment, including fill, new construction, substantial improvement or other development shall be permitted within the floodway unless certification by a registered professional engineer is provided demonstrating through hydrologic and hydraulic analyses performed in accordance with standard engineering practice that the proposed encroachment would not result in any increase in flood levels during the occurrence of the base flood discharge." (SMC 15.12.170) Based on experience

⁴ The 2006 Economic Research Associates (ERA) study and the City of Snoqualmie Comprehensive Plan note on several occasions the benefit and desirability of siting retail stores in a walkable setting.



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with studies completed to meet this requirement for prior development projects, new development within the floodway is not feasible unless it is located in the downstream shadow of an existing building, or is redevelopment using an existing building footprint.

Snoqualmie Ridge I and II

To provide background and context, Snoqualmie Ridge I and II are large master-planned developments approved under the City's Mixed-Use (MU) zoning provisions. Development proposals in the MU district must obtain an approved Mixed Use Final Plan (Final Plan), which establishes the land use plan, allowable uses, densities and other development standards for the project. Once approved, the property owner/developer is entitled to develop the property under the approved Final Plan. In the case of Snoqualmie Ridge II, a Development Agreement was also approved prior to annexation which binds both the city and the applicant to its terms, including compliance with the Final Plan. The City cannot unilaterally change the land use plan or development standards without the applicant's approval in either SR I or SR II.

The majority of vacant and redevelopable parcels available for future retail development in the City of Snoqualmie are located in Snoqualmie Ridge. These parcels include: 1) a 2.5-acre parcel in the Business Park, 2) a 1.2-acre parcel at the southern tip of the SR-II neighborhood (i.e. lot S-23), and 3) two parcels that together contain 5.4 buildable acres adjacent to the planned new hospital site (i.e. lot S-21). None of these parcels is large enough to accommodate a retail center, but might be suitable for a retail use that does not require such a location.

Addressing the Land Deficit for Future Retail Uses

After reducing the projected capture acreage for car dealerships by 80% and assuming that all 9.8 acres of remaining land available for retail use are absorbed, a deficit of 25.3 acres for retail uses remains. This deficit is one of the two primary obstacles that the City of Snoqualmie faces in developing retail. A second obstacle to developing retail effectively is that within the 9.8 acres of available, suitable land there are only a few sites of significant size. The largest sites are the two lots that comprise the remainder of parcel S-21 adjacent to the future hospital site, at 5.4 acres of buildable acreage. Thus the issue of identifying and providing adequate land for retail is two-pronged:

1. Taking reasonable measures to identify additional land to meet the projected 25.3 acre deficit through 2032; and
2. Making sure that this land provides maximum retail development feasibility and marketability – in terms of minimal environmental constraints and impacts, adequate infrastructure, access and visibility, and optimal size and configuration of lots to accommodate likely development patterns.

The Retail Leakage Study and follow-up work in Phase III determined the amount of land needed for



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retail uses in Snoqualmie through 2032. The next step is to consider how this retail is likely to be developed (e.g. in shopping centers, as stand-alone businesses, etc.) and whether the land available in the City of Snoqualmie will make such development feasible. The 2006 Economic Research Associates Retail Analysis for the City of Snoqualmie describes the importance of “neighborhood centers” in creating successful retail development. Specifically, the analysis talks about the need to concentrate retail space, allowing sufficient size for drawing power, and locating anchor tenants to generate traffic for smaller stores.⁵ The 2004 “Dollars and Cents” report from the Urban Land Institute and International Council of Shopping Centers (used in the Retail Leakage Study) describes neighborhood centers as “Facilities that provide for the sale of convenience goods such as food, drugs, hardware, and personal services.” A supermarket is the principal tenant in this type of center and often represents around half of the center’s overall square footage.

Retail planner Robert Gibbs, an expert on new urbanist retail planning, suggests that town centers have thresholds of 30,000 sq ft, 80,000 sq ft, and 250,000 to 500,000 SF (or thereabouts). He suggests that developers, tenants and shoppers do not favor sizes in between these thresholds. Mr. Gibbs also stresses the importance of three other key attributes of successful retail: 1) The presence of a strong anchor, such as a grocery store – and the inherent riskiness of “anchorless retail,” 2) the need for some visibility from a main highway, and 3) an allowance of a minimum of 25% additional growth to allow expansion from existing tenants as well as to accommodate new tenants in the future.⁶ The Urban Land Institute recommends town centers have a minimum of 200,000 SF of retail and at least 2,000 housing units within a 10-minute walk.⁷

Specific Consideration of Grocery Store/Supermarket Uses

The retail leakage study determined that present retail leakage for groceries amounts to slightly more than one supermarket worth of space (assuming an average store size of 35,000 SF). Accounting for additional supermarket spending projected through 2032 (i.e. through the addition of new residents), a total of two grocery stores of approximately 35,000 SF each could be needed to meet local demand.⁸ Based on comparisons with similar stores in the regional context, it is more appropriate to assume that future supermarket needs in Snoqualmie are likely to be fulfilled by one large store rather than two smaller facilities. Based on these comparisons, we can assume that the city would likely need a larger single store of approximately 50,000 SF. It is further assumed that any need beyond the 50,000 SF supermarket (e.g. bakeries, specialty delis, beauty supply, etc.) could be accommodated in smaller retail stores, either immediately adjacent to the supermarket or elsewhere in the City.

The following local examples of similar retail developments built in suburban King County and anchored

⁵ Economic Research Associates, Retail Market Analysis for Snoqualmie (3/16/2006), 13.

⁶ Robert Gibbs on the Downcast State of Retail (4/01/2009) <http://newurbanetwork.com/article/ga-robert-gibbs-downcast-state-retail> Accessed 10/31/2011.

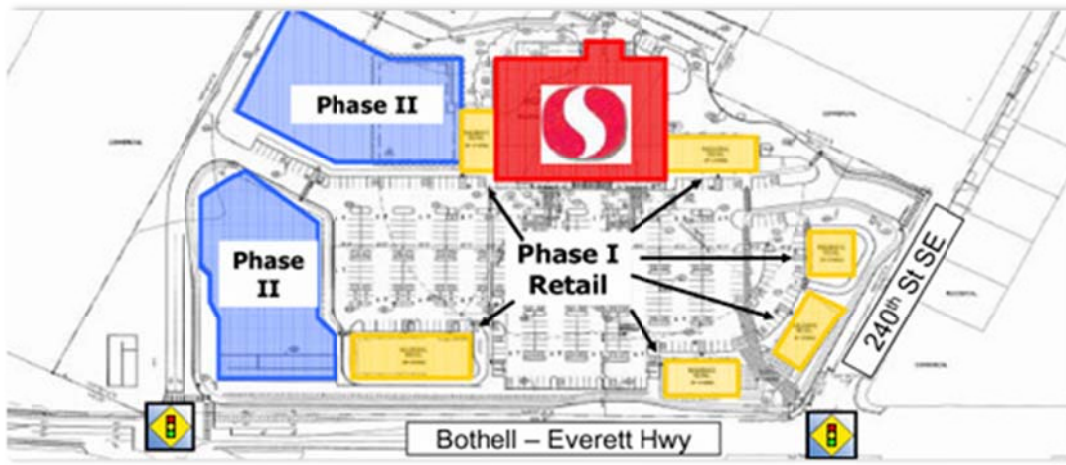
⁷ Dunham-Jones, Ellen and Williamson, June. *Retrofitting Suburbia*, p 109.

⁸ Assumptions for supermarket size are based on the “Dollars and Cents” report referenced earlier in this report.

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by a major grocery store are provided for comparison purposes:

- Bothell, Safeway at Canyon Park, 50,475 SF plus 100,000 SF additional retail (under construction, shown below)
- North Bend, Safeway, 53,000 SF
- Redmond, QFC, 50,000 SF



On its own, a grocery store of 50,000 SF will require around 3.8 acres of land using an FAR assumption of .3, plus more land for complementary retail uses. While there is no specific rule for determining how much auxiliary retail will be co-located with a major grocery store it is reasonable to assume that the smaller retail uses in a neighborhood shopping center will together represent half of the center's total square footage (i.e. 50,000 SF). Thus, a 100,000 SF neighborhood center that is 50% major supermarket and 50% other retail will require around 7.6 acres of land, using the same FAR assumption. At its stands today, there is no site in Snoqualmie that would be adequate to accommodate such a neighborhood retail center. The largest area of contiguous land available for retail is the S21 parcel near I-90, which, at most, offers 5.4 acres of land at full build-out. It should also be noted that there is a significant grade change between the 2 parcels of land that comprise the 5.4 acres. Given the lack of a suitable location for a neighborhood shopping center of the size and scale required to meet projected retail leakage, it is necessary to look at vacant or redevelopable land in the City for which retail is not currently an allowable use. An analysis of potentially available parcels is detailed in the *"Reasonable Measures for Mitigation of Land Deficits for Retail Uses"* section of this document.

Office/Hospitality Land Uses

Available Parcels for Office/Hospitality Development (Vacant or Redevelopable)

A total of 80.8 acres of vacant or redevelopable land has been identified for the potential development



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of office uses. Approximately 2/3 of that land (56 acres) is located in the Mill Planning Area.⁹ The other major portion is located in the Snoqualmie Ridge Business Park, totaling 17.4 acres. The remaining acreage is present as a number of smaller parcels located throughout the City in the Historic Snoqualmie (2.6 acres), Snoqualmie Falls (8.0 acres), and Snoqualmie Ridge 2 (0.8 acres).

Excluding the Mill Site, 24.8 acres of land zoned for commercial uses including office and hospitality are currently available as vacant or redevelopable land. With a projected need of 20.6 acres of land through 2032, it does not appear that Snoqualmie will face a deficit of land for office and hospitality uses. This is especially true because the Snoqualmie Ridge Business Park alone offers 17.4 acres of well-suited land, thus fulfilling a majority of the 20.6-acre need.

The only cause for concern that requires further analysis is whether land identified in the Mill planning area will truly prove feasible for office development. Portions of land located in the northwest corner of the Mill site appear to be the best suited for such development, especially because they offer relatively easy access to SR 202. Other land located further east on the Mill site is more problematic due largely to restricted access – the one-lane Meadowbrook Way bridge is an ongoing concern, as is the lengthy and circuitous access route from downtown that requires a 1-mile trip around the log pond. Nonetheless, the 51 acres of currently vacant land provide for the possibility of multiple large lots on the northwestern portion of the Mill property while avoiding the floodway, wetlands, and steep slopes, and maintaining a relatively short (2/10 mile) access route to SR 202.

In summary, it appears that there is sufficient land to provide for future office needs through 2032, even when considering the threats to development feasibility presented by land within the Mill Site. Between the available sites at the Snoqualmie Ridge Business Park, portions of land at the Mill site, and other smaller parcels located throughout the City, there should be a supply of at least twice the 20.6 acres needed to accommodate office uses through 2032.

Specific Considerations for Hotel Uses

In a 2007 study conducted by Hebert Research for the City of Snoqualmie, there was significant *community* support for a hotel between 80 and 100 rooms. A more in-depth study would need to be conducted to determine *specific market demand* for a hotel in the City of Snoqualmie. Apart from the Salish Lodge, there are no other major lodging options available within City limits. In addition, rates at the high-end Salish Lodge are relatively expensive at \$200+ per night. A more moderately priced hotel could fill a need that is currently going unmet. For example, according to City officials, had lodging been available for recreational tourism events held last spring and summer (including the Rally Cross, Warrior Dash, and Boeing Classic), rooms would likely have been filled. Without an additional hotel, event

⁹ The Mill Planning Area contains a total of 61 acres of occupied, redevelopable land, and 51 acres of vacant developable land, for a total of 112 acres. Half of this land (56 acres) was assumed to be developable for commercial office uses, while the remaining 56 acres was assumed to be developable for light industrial/flex uses.



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participants likely filled hotels in Issaquah or other nearby Eastside locations.

To approximate the amount of land needed to accommodate a hotel in Snoqualmie we looked at a prototypical hotel development for a Best Western “upper mid-scale” hotel, as well as two comparable hotels that were recently developed in the general Eastside market area.¹⁰ All examples are mid-priced national hotel chains – the only difference is that the Kirkland example includes structured parking, and thus requires less land.

The Best Western “Upper Mid-Scale – Classic” prototype has a total of 80 keys, plus a meeting room, fitness center, and business center. The total building square footage is 45,310 square feet; total site square footage (including the building footprint, parking, and landscaping) is 84,216 square feet or 1.9 acres. The two local examples are similarly-sized:

- Courtyard by Marriot, Kirkland: 150 keys, 2.1 acres; Equivalent of 1.4 acres for 100 rooms
- Hilton Garden Inn, Issaquah: 175 keys, 3.6 acres; Equivalent of 2.1 acres for 100 rooms

Based on these examples, it seems reasonable to assume that a 100-room hotel in Snoqualmie would require around 2 acres, or perhaps slightly more or less depending on parking requirements, site constraints and configuration. Furthermore, a future hotel would likely require a location relatively close to I-90.¹¹ Such acreage requirements could be fulfilled with available sites zoned for non-residential uses near the interchange, e.g., the S-21 parcels adjacent to the new Snoqualmie Valley Hospital. The hospital could serve as a complementary use for a hotel, for example, which could provide accommodations for families of patients staying at the hospital, in addition to other guests. Vacant parcels in the Snoqualmie Ridge Business Park could also accommodate a hotel use, the most marketable and visible being the parcel on the corner of Douglas Avenue and Snoqualmie Parkway (BSIP #11, Parcel #7851800110).

Industrial Land Uses, including Light Industrial, Manufacturing, and Flex Space

Available Parcels for Light Industrial/Manufacturing Development (i.e. Vacant or Redevelopable)

It is projected that 10.4 acres of land will be needed to accommodate light industrial and manufacturing uses in Snoqualmie through 2032. Of the 64.9 acres of land identified as vacant or redevelopable for light industrial/manufacturing, the vast majority (84%) is located in the Mill planning area. The remainder consists of 8.9 acres: 1) a 6.1 acre redevelopable light industrial site in the Meadowbrook Planning Area, 2) a 1.9-acre site located in the Snoqualmie Ridge Business Park, and 3) 0.9 acres of redevelopable land in Historic Snoqualmie. As with the office uses described above, the potential remains that light industrial/manufacturing development could face reduced feasibility on land within

¹⁰ Best Western Hotels Hotel Development Prototype for Upper Mid-Scale Hotel.

<http://www.bestwesterndevelopers.com/hotels/midscale.html> Accessed 16 November 2011

¹¹ Economic Research Associates, Retail Market Analysis for Snoqualmie (3/16/2006), 15.



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the Mill site due to a variety of environmental and infrastructure constraints. There is the potential for future land deficits given that only 8.9 acres of land has been identified for light industrial / manufacturing in areas *other than* the Mill site. In addition, retail uses are also allowed on Snoqualmie Ridge Business Park parcels 11, 12, and 20. Parcel 19 and a portion of 20 have been purchased for a warehouse distribution / office facility.

In some respects the City of Snoqualmie may be depending too heavily on the Mill site and it could end up facing two distinct obstacles: 1) the current owner maintains the existing use (specialized driving instruction school) indefinitely and thus the land does not become available, and 2) the site does not attract light industrial/commercial development because of its isolated location, minimal infrastructure, location in the floodplain, and adjacency to critical areas (e.g. streams and wetlands). In summary, unless additional land is designated for light industrial/manufacturing within the City or UGA, the City must rely on the fact that it can accommodate less than the projected growth of its light industrial/manufacturing development in sites other than the Mill Site. The remaining deficit of 1.5 acres would need to be met either on the Mill Site, or on other sites that could be re-zoned for such uses in the City or UGA. A brief analysis of possible site locations is discussed in the “Reasonable Measures” portion of this report.

Institutional Land Uses

As stated earlier in this report, there is sufficient land projected to be available for all institutional land uses currently zoned in the City with the exception of parks. One use for which the City does not have current specific zoning, but has made a priority for accommodating, is higher education. However, under the Snoqualmie Ridge Development Standards, colleges and universities are allowed in the Snoqualmie Ridge Business Park. The City has made it a clear policy goal to attract such higher-ed uses as a community college, technical college, private college or a branch campus of a larger institution.

Community and technical college campuses range in size greatly from just a few acres to hundreds of acres in size. A small representative sample of recently-proposed or existing, relatively new campuses in the Puget Sound region are included below:

- Cascadia College, Bothell – 128 acres
- UW Everett branch campus (proposed in 2008) – 32 acres
- Bellevue College Issaquah branch campus (proposed 2011) – 20 acres
- City University Bellevue – 3.75 acres (multi-story office building)
- Lake Washington Institute of Technology, Redmond branch campus – 3.26 acres

Given the range in possible sizes for a campus use, it is difficult to determine an ideal size for such a campus, should an opportunity arise to locate one in the City of Snoqualmie. The closest local example of a branch campus is the proposed Bellevue College Issaquah campus, at 20 acres in size. The Mill site is the only area of sufficient size in the City currently zoned to accommodate such a use. Given



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appropriate zoning and infrastructure upgrades over time, such a site could be a marketable location for a higher-education campus use in the next 20 years. Locations for a smaller campus could be found with existing available parcels, such as the S-21 parcels, which allow for institutional uses.

Distance from the Mill site to major transportation corridors in Snoqualmie was identified by the City as a possible drawback for a future campus location. In order to measure, to some degree, median distances to major transportation corridors from local community colleges, a sample was taken of 14 campus locations of community and technical colleges in Western Washington. This sample represents the main and branch campuses of community and technical colleges within an approximate 30-mile radius of the City of Seattle, excluding those located in major cities (Seattle, Tacoma, Bellevue, and Everett).¹² Distances were measured for both the nearest state highway as well as the nearest interstate highway. The median distance to interstate highways was 3.5 miles; the median distance to state highways was much lower at .4 miles. Though this sample is not statistically significant, it provides some indication of typical patterns of campus locations relative to major transportation corridors. The available vacant parcels at the Mill site are similarly situated – approximately 4 miles from the closest interstate (I-90) and only 2/10 of a mile from SR-202. By this measure, the distance from I-90 to the Mill Site is slightly more than the median value of this sample, but its proximity to a state highway is less than the median value of the sample.

Nevertheless, it is possible that the Mill Site could prove to be an unsuitable option for a campus, as its location four miles from I-90 may be seen as a drawback by institutions looking for potential campus locations, as well as the potential floodplain and environmental constraints associated with the site. As such, a possible alternative site is discussed in the “Reasonable Measures” section of this report.

¹² Washington State Board for Community and Technical Colleges, http://www.sbctc.edu/general/c_index.aspx
Accessed 29 October 2011.



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Reasonable Measures for Mitigation of Land Supply Deficits

Retail Uses

Constraints to Reasonable Measures

A number of vacant and redevelopable residential parcels exist in the Historic Snoqualmie and Snoqualmie Hills Planning Areas. However, much of this land is affected by the presence of wetlands, streams, and areas with steep slopes (defined as >40%). Access to existing infrastructure is also constrained and most of the area is currently developed in a pattern of 5-acre parcels with existing homes served by a network of private unpaved roads. Most of the existing commercially-zoned properties in the City are located along Snoqualmie Parkway or SR-202. Many of the vacant or redevelopable parcels represented on the map are not easily accessed by either of these two main routes or I-90.

Criteria for Developing Reasonable Measures

The ERA report mentions three basic determinants that play an important role in determining retail value and demand in smaller communities. These include location, access, visibility, and concentration of retail space. Other key determinants that play an especially important role for suitability analysis in Snoqualmie are environmental constraints, including those listed above. In undertaking the suitability analysis, we considered the following basic criteria:

- **Access and Visibility:** Proximity to major transportation corridors
 - Must be served by existing road access and be within 1/8 mi of existing major transportation infrastructure. 1/8 mile represents the furthest distance of a parcel currently in retail use from major transportation infrastructure in the City of Snoqualmie.¹³ Major transportation infrastructure for the City of Snoqualmie is defined by major roadways: Interstate 90, SR-202 / Railroad Ave., and Snoqualmie Parkway. If parcels are separated from major transportation infrastructure by dedicated open space buffers, utilities, or other such barriers that would preclude access, they cannot be considered suitable.
- **Presence of critical areas (wetlands, steep slopes) on-site:**
 - Except in Historic Snoqualmie, presence of critical areas must not reduce parcel size (or cumulative size of contiguous vacant or redevelopable parcels) below the minimum desired parcel size, described below. The exception for Historic Snoqualmie was created in order to accommodate development in line with the “small town experience” identified in the Downtown Master Plan.¹⁴

¹³ As measured from the edge of the parcel closest to the transportation corridor.

¹⁴ Snoqualmie Downtown Master Plan, 2



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- **Parcel size:** Address the need to accommodate a major grocery store and additional retail uses, as well as ensure that a sufficient area exists to allow for multiple and complementary retail uses.
 - Individual parcels must be at least 10 acres or could be assembled with adjacent parcels to reach 10 acres in total area.
- **Location:** The 2006 ERA retail analysis recommended five locations in Snoqualmie for successful retail development. These include: 1) the Snoqualmie Parkway and Railroad Avenue intersection [in the Historic Snoqualmie Planning Area], 2) Snoqualmie Parkway and 1-90 interchange, 3) The west side of Railroad Avenue at or near the Meadowbrook Way intersection [in the Historic Snoqualmie Planning Area], 4) The Snoqualmie Falls area, and 5) Historic Snoqualmie [i.e., the downtown core retail area]. Our analysis gave special consideration to retail parcels located in these areas.
- **Other considerations:** Known issues or information gathered from parcel analysis or interviews with City staff that may influence the suitability of a particular parcel for non-residential uses.

We identified **five** primary planning areas for the reasonable measures suitability analysis. These areas were considered because they are defined by planning area boundaries and contained vacant and/or redevelopable residential parcels that could be potentially re-zoned for retail use in the future:

1. Snoqualmie Falls Planning Area
2. Snoqualmie Hills Planning Area
3. Historic Snoqualmie Planning Area
4. Meadowbrook Planning Area
5. The Mill Planning Area

The Snoqualmie Ridge Planning Area was not considered as part of the “reasonable measures” analysis because all vacant or redevelopable land is currently subject to development agreements that approve a specific land use plan, the type of use permitted and other development standards. The City cannot unilaterally change the zoning, allowable uses or development standards that apply to Snoqualmie Ridge I or II. However, there are parcels designated for retail uses already, such as those in S-21 and S-23, which may accommodate some type of stand-alone retail use, such as a hotel, restaurant, or gas station that would accommodate a portion of expected retail demand.

Snoqualmie Falls Planning Area:

The Snoqualmie Falls Planning Area has 35.7 acres of vacant or redevelopable residential land contained in two parcels west of SR-202. Most of this land is unconstrained by steep slopes or wetlands. While less than one-eighth of a mile from SR-202, neither vacant parcel will have access to SR-202 due to steep slopes and traffic safety (current access from SR-202 to the upper Salish Lodge and Spa parking lot is unsafe and will be replaced with an access from Tokul Road when the Tokul roundabout project is



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constructed). It is important to note that these parcels are subject to a development agreement with the Muckleshoot Tribe that includes approval for a proposed 250+ room conference hotel expansion to the existing Salish Lodge facility and 175 residential units. Given its location near a popular tourist destination (Snoqualmie Falls), it is likely that some retail could be included in such a development; however, per the existing development agreement, retail uses would be limited to restaurant and small gift shop uses as part of the hotel and would likely be positioned to serve hotel patrons rather than the local population. As such, retail uses in this area would have a negligible impact on the retail leakage calculated by the study included in this report.

Table 2: Snoqualmie Falls Planning Area – Potential Parcels

Parcel Information			Parcel Rating Criteria				
Parcel #	Acres – Total	Acres – Estimated Buildable	Access Proximity / Visibility	Critical Areas	Favorable Parcel Size	Preferred Location	Other Considerations
1924089041	8.6	Unknown	No	No	Yes	Yes	Subject to development agreement for residential and hotel uses limiting retail to hotel restaurant use
1924089035	27.1	Unknown	No	No	Yes	Yes	Same as above

Total potential acreage: **35.7 acres** – however, some acreage to be used for residential development per existing development agreement. Buildable acreage for hotel uses estimated at 8 acres.

Total suitable acreage: **0.0 acres** (see notes above and in Table 7 regarding limitations to retail development in the Snoqualmie Falls Planning Area)



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Snoqualmie Hills Planning Area

The Snoqualmie Hills Planning Area has 303 acres of vacant or redevelopable residential land contained in 94 parcels. Many parcels are affected by critical area constraints, such as wetlands, waterbodies, and steep slopes. Several parcels are also either in trust status or owned by the Snoqualmie Indian Tribe, and considered likely to be converted to trust status in the 2012-2032 timeframe. In addition, the Tribe has indicated an intent to acquire additional parcels between the Casino and current hospital property on Meadowbrook Way and 384th Ave. SE in order to provide contiguity so the latter property can be converted to trust status.

Few of the vacant or redevelopable parcels within the Planning Area not owned or targeted for ownership by the Tribe have good access to major transportation infrastructure (i.e., Snoqualmie Parkway, North SR-202, North Bend Way), as defined by the criteria for retail suitability. Using the retail parcel suitability methodology described above, the following parcels within the Snoqualmie Hills Planning Area can be considered for future retail development, assuming appropriate zoning changes are made:

Table 3: Snoqualmie Hills Planning Area – Potential Parcels

Parcel Information			Parcel Rating Criteria				
Parcel #	Acres - Total	Acres – Estimated Buildable	Access Proximity / Visibility	Critical Areas	Favorable Parcel Size	Preferred Location	Other Considerations
3624079100	5.0	3.0	No	Yes – Streams	Yes	No	Visibility and access to transportation infrastructure currently very limited by open space buffers and utilities.
3624079039	25.3	24.6	No	Yes – Slopes	Yes	No	Same as above

Total potential acreage: **27.6 acres**

Total suitable acreage: **0.0 acres (see notes above and in Table 7 regarding limitations to retail development in the Snoqualmie Hills Planning Area)**

It should be noted that access to both of these parcels are impeded by open space / landscape buffers and in the case of #3624079100, a stream and associated buffers covering 40% of the parcel. Visibility



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and potential access from Snoqualmie Parkway is also marginal (the larger of the two parcels is just within the 1/8 mile threshold); they are located behind an open space / landscape buffer that blocks access and visibility from the Snoqualmie Parkway. These parcels are also adjacent to or near a new PSE electrical substation and major BPA and PSE transmission corridor that physically separates the parcels from the Snoqualmie Ridge Business Park. The location is also not one of the five recommended retail locations mentioned in the ERA report. With these considerations in mind, their location and the constraints associated with these parcels makes their consideration for future retail use very speculative and dependent upon significantly improved access and visibility to a potential customer base.

Historic Snoqualmie Planning Area

The Historic Snoqualmie Planning Area contains 69 parcels of vacant or redevelopable residential land, totaling 90.2 acres. As with the Snoqualmie Hills Planning Area, many of these parcels are affected by critical areas, mostly wetlands and streams. Also, most of Historic Snoqualmie is within the floodplain. Five vacant or redevelopable parcels in Historic Snoqualmie are of sufficient size (or form adjacencies with other parcels to reach sufficient size) to be considered for potential retail development per the guidelines set forth in this analysis and lie within 1/8 mile of a major transportation corridor (SR-202 / Railroad Avenue). However, all of these parcels are separated from SR 202 by a 100 ft. functioning railroad corridor. They are also significantly constrained by wetlands and subject to frequent flooding issues. These and other floodplain parcels were down-zoned to Constrained Residential (1 unit/5 acres) in 1995 because of the susceptibility to flooding and presence of significant wetland areas. The resulting reduction in size of the developable area of affected parcels makes development difficult for future retail of a size and scale described above. These parcels are likely to remain in low density residential use and are not likely to be suitable or desirable for retail use.

Table 4: Historic Snoqualmie Planning Area – Potential Parcels

Parcel Information			Parcel Rating Criteria				
Parcel #	Acres - Total	Acres – Estimated Buildable	Access Proximity / Visibility	Critical Areas	Favorable Parcel Size	Preferred Location	Other Considerations
3024089044*	4.1	2.0	Yes	Yes – Wetlands; floodplain	No	Yes	Known high-propensity flooding area ¹⁵
3024089055*	2.6	.4	Yes	Yes – Wetlands; floodplain	No	Yes	Same as above
3224089061**	13.5	2.3	Yes	Yes – Wetlands; floodplain	No	Yes	Parcel down-zoned because of presence of

¹⁵ Based on discussions with City of Snoqualmie staff.



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							critical areas and wetlands; usable area is not easily accessed due to railroad ROW.
3224089095**	11.1	.4	Yes	Yes – Wetlands; floodplain	No	Yes	Parcel down-zoned because of presence of critical areas and wetlands
3224089024**	2.1	.7	Yes	Yes – Wetlands / Streams; floodplain	No	Yes	Same as above

* and ** denote sets of contiguous parcels

Total potential acreage: **5.8 acres**

Total suitable acreage: **0.0 acres (see notes above and in Table 7 regarding limitations to retail development in the Historic Snoqualmie Planning Area)**

While all parcels are located in or adjacent to the recommended locations noted in the ERA report, it should be noted that ERA did not investigate the suitability of any of these areas and made the recommendations strictly based on location. In addition, the Comprehensive Plan also mentions Maskrod's Corner (at the intersection of SR-202 and Meadowbrook Way SE) as a possible site for further retail development, but designates other parcels east of SR202 for commercial use, based on existing retail/commercial use, lack of wetland constraints and no conflict with railroad tracks. The significant wetland constraints, susceptibility to significant flooding (the SR202/Meadowbrook intersection is one of the first to be overtopped during a flood), access issues, and the fact that these parcels were down-zoned as a result of these constraints will likely limit or prevent any retail development in these areas. Therefore, these parcels are not considered suitable for development for retail uses.

Meadowbrook Planning Area

The Meadowbrook Planning Area contains two large vacant residential parcels within 1/8 of a mile from major transportation corridors (North Bend Rd. and SR-202). Both parcels are heavily constrained by wetlands and streams, and when buffers are considered, less than half of each parcel is developable. In addition, very little potential frontage area would be available along existing infrastructure (Meadowbrook Way – a two-lane rural roadway with narrow shoulders and no curb and gutter) without impacting wetlands and/or streams. These parcels were also downzoned in 1995 to Constrained Residential due to susceptibility to significant flooding and wetland constraints.

For these reasons, these parcels were not considered as feasible options for potential future retail use.



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Table 5: Meadowbrook Planning Area – Potential Parcels

Parcel Information			Parcel Rating Criteria				
Parcel #	Acres - Total	Acres – Estimated Buildable	Access Proximity / Visibility	Critical Areas	Favorable Parcel Size	Preferred Location	Other Considerations
3224089012	24	Unknown	Yes	Yes – Wetlands; floodplain	Yes	No	Very little potential frontage area would be available along existing infrastructure
0523089026	27.3	Unknown	Yes	Yes – Wetlands; floodplain	Yes	No	Same as above

Total potential acreage: **0 acres**

The Mill Planning Area

The Mill Planning Area contains two large vacant parcels that have been identified by the City as being currently designated in the comprehensive plan for future residential uses. Though intended for future residential use, their suitability is addressed in this section as part of the reasonable measures analysis. Both parcels are part of the former lumber mill site and are currently in use for Dirtfish Rally School operations. Neither of these parcels are within 1/8 of a mile of major transportation corridors (the most proximate major road, SR-202, is more than ¾ of a mile as the crow flies at its closest point). As such, these parcels were not considered to be feasible options for potential retail use in the 2012-2032 timeframe. Additional parcels in the Mill Planning Area with appropriate zoning (planned commercial / industrial) were also not initially considered for retail use because of its isolated location relative to the City of Snoqualmie local population as well as to transportation corridors that would serve customers from other market areas. It should be noted that none of the Mill parcels satisfy the “access proximity / visibility” or “preferred location” criteria.



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Table 6: Mill Planning Area – Potential Parcels

Parcel Information			Parcel Rating Criteria				
Parcel #	Acres - Total	Acres – Estimated Buildable	Access Proximity / Visibility	Critical Areas	Favorable Parcel Size	Preferred Location	Other Considerations
2924089002	13.6	Unknown	No	Yes – Slopes	Yes	No	Parcel currently in use for Dirtfish Rally School operations; not proximate to major transportation infrastructure
2924089003	17.1	Unknown	No	Yes – Slopes	Yes	No	Same as above.

Total potential acreage: **0 acres**



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Table 7: Retail Parcel Suitability Analysis Summary

Planning Area	Total Potential Acreage	Total Suitable Acreage	Suitability Summary
Snoqualmie Falls	35.7	0.0	Access to and from available parcels via SR-202 is constrained due to steep slopes. Most, if not all, of the acreage listed in this planning area is subject to a development agreement with the Salish Lodge covering residential and hotel uses. It is reasonable to assume, based on the development agreement, which a small amount of retail (restaurant uses) catering mostly to hotel patrons could be included as part of a new 250+ room hotel development footprint.
Snoqualmie Hills	27.6	0.0	As mentioned above, the acreage listed for this planning area is currently encumbered by lack of access behind a large open space buffer and close proximity to a planned utility park, which also inhibits visibility from Snoqualmie Parkway. Unless substantial infrastructure development is taken to improve access and visibility, the location is not favorable for future retail development.
Historic Snoqualmie	6.0	0.0	All of the parcels identified were affected by significant constraints that negatively impact suitability. These include critical area constraints, access issues, and flooding concerns.
Meadowbrook	0.0	0.0	Though the Meadowbrook area contains two large vacant residential parcels proximate to SR-202 and North Bend Road, the parcels are heavily constrained by wetlands and lack sufficient frontage on major transportation corridors to be considered suitable for retail use.
Mill	0.0	0.0	Parcels in the Mill Planning Area considered planned residential (currently in use by Dirtfish Rally School) are located too far away from suitable transportation infrastructure to be considered suitable for future retail use. Site topography is also a significant issue.



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The analysis in this section suggests that parcels that are potentially suitable for retail use exist in three Planning Areas, according to the parameters defined at the beginning of this section: Snoqualmie Falls, Snoqualmie Hills, and Historic Snoqualmie. However, all of these parcels are subject to significant constraints (environmental, infrastructure/access, location, etc.) that dilute their suitability for retail use. As a result of these constraints, none of the parcels, under current conditions or reasonably foreseeable future conditions, could be feasibly developed to accommodate a retail development of approximately eight acres as described in the “Addressing the Land Deficit for Future Retail Uses” section in this report. This type of retail development (a retail anchor with additional supporting retail uses) should, at a minimum, demonstrate favorable results in all of the categories used to judge parcel suitability in this report.

Reasonable Measures for Mitigation of Land Deficits for Light Industrial/Manufacturing

The City of Snoqualmie may want to consider identifying additional potential areas for future light industrial/manufacturing development to address the deficit of 1.5 acres identified in this analysis. This would likely include identification of parcels that are not currently zoned to allow light industrial uses, and considering the re-zoning of these parcels. Similar to the criteria used in the retail section, suitable areas can be identified by considering 1) Access: Parcels located within 1/4 mile of existing major road infrastructure, 2) Must avoid critical areas and be able to accommodate required open space for planned commercial/industrial development (at least 35% of total site area), 3) Parcel size: Must meet the minimum parcel size specified in the Snoqualmie Land Use Code for planned commercial/industrial uses (two acres), and 4) Location/Character: Must meet requirements of SMC 17.20.050, including giving due consideration to compatibility of surrounding uses.

Given these criteria, the most appropriate suitable parcels identified lie to the northwest and southeast of Meadowbrook Way SE. All are identified as vacant residential:

- Parcel #3224089071
- Parcel #0523089045
- Parcel #3224089012
- Parcel #0523089026

These parcels are significantly constrained by wetlands or steep slopes but are large enough to provide a large amount of usable acreage – well in excess of the 1.5 acre deficit identified by the analysis in this report. The latter two parcels listed above border existing light industrial uses to the east, which would offer a reasonable congruency of land uses should these parcels be allowed to accommodate light industrial uses.



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Reasonable Measures for Mitigation of Land Deficits for Institutional Uses

The only significant unresolved deficits for institutional uses relate to community parks and higher / continuing education uses. The Mill annexation and future annexation within the western portion of the Snoqualmie Hills Planning Area provide opportunities to fulfill sufficient park acreage needs to mitigate for any new residential development approved for those areas. The portions of the Mill Planning area outside of or in the floodplain, but not within the floodway, could potentially provide area for higher / continuing education uses. However, the additional acreage provided by the Mill annexation alone may not be sufficient to address the need for a suitable campus site given the site's distance from I-90, which could provide a disincentive for prospective institutions. City staff indicated that in prior discussions in 2007, BCC indicated the mill site was too far from I-90 to be feasible for a branch campus. Therefore, additional acreage in parcels located in other portions of the UGA was identified as a further option.

Community Parks

According to City staff, the deficit of land for community parks would most likely be addressed through pre-annexation agreements and project approvals for developments that will include new residential development, thereby creating the need for recreational land and facilities. The City's comprehensive plan annexation policies require an Annexation Implementation Plan be prepared for the designated planning area (e.g. Snoqualmie Hills Planning Area) prior to approval of an annexation. The annexation implementation plan must address appropriate area and location for community park land consistent with the adopted parks level of service standards. Any current deficit associated with the existing population would need to be made up through City acquisition of land.

The Mill Annexation would result in the addition of approximately 300 acres of land to be zoned for open space uses, including parks and recreation uses, that could be acquired by the City for a community park and could address all or a portion of this identified deficit. However, because all of the area to be zoned open space is within the floodway, the City may not find it suitable for development of sports fields and other active recreation facilities that can be repeatedly damaged by flooding, and would likely seek park land with fewer environmental constraints. Provision of community park land in other areas of the UGA through pre-annexation agreement mitigation requirements or City acquisition would reduce the availability of vacant developable or redevelopable land for other uses.

Higher Education

Although the Mill Site was identified as a possible location for a higher-education / continuing education campus, such a location may not prove to be desirable by prospective institutions due to the need for significant infrastructure improvements and the distance from I-90. In order to identify other appropriate sites, our analysis considered:



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- **Access:** Proximity to major transportation corridors
 - Must be served by existing road access and be within 1/8 mi of existing major transportation infrastructure Major transportation infrastructure for the City of Snoqualmie is defined by major roadways: Interstate 90, SR-202 / Railroad Ave., and Snoqualmie Parkway.
- **Critical Areas:** Must avoid critical / sensitive areas (wetlands, steep slopes) on-site
- **Parcel size:** Individual parcels must be at least 20 acres or could be assembled with adjacent parcels to reach 20 acres in total area.
- **Other considerations:** Known issues or information gathered from parcel analysis or interviews with City staff that may influence the suitability of a particular parcel for non-residential uses.

Few other possible locations exist with sufficient land area and proximity to major transportation corridors. One possible location exists near Snoqualmie Ridge in the Snoqualmie Hills Planning Area. This location is proximate to the planned PSE substation area east of the Snoqualmie Ridge Business Park, including the following vacant or redevelopable parcels: 3624079093, 3624079103, 3624079100, and 3624079039. An estimated total of 37.6 acres of buildable land exists in these parcels, currently zoned urban reserve (one DU/five acres) in King County.

As stated in the reasonable measures for retail uses above, road access to these parcels is currently minimal, and significant infrastructure improvements would need to be made in order to make the parcels useable for institutional use. The location of these parcels near the Snoqualmie Ridge Business Park and Snoqualmie Parkway, as well as the population of Snoqualmie Ridge, could make them a viable alternative to the Mill Site for a use related to higher / continuing education, assuming the parcels could be appropriately rezoned upon annexation to the City.

If it is not possible to provide access to these parcels via Snoqualmie Parkway, or if re-zoning is not feasible, the future viability of this area for institutional use is highly doubtful.



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Conclusions

The suitability analysis for retail and institutional uses makes two main conclusions regarding vacant and redevelopable land currently in residential or urban reserve (rural) zoning:

- 1) Of the 69.3 acres of land identified as possible areas to be zoned for retail development in the 2012-2032 timeframe, none can be considered suitable for future development or redevelopment for retail use.
- 2) The western portion of the Mill Site, which includes about 51 acres of vacant, developable land, provides sufficient area for a future campus for higher / continuing education. The parcels that comprise this acreage are located just northeast of Highway 202 and about 4 miles from I-90 via Snoqualmie Parkway. Its distance from I-90 notwithstanding, the Mill Site could provide a good location for a campus that could be complementary to other envisioned uses for the site (outdoor recreation, adventure tourism, alternative energy development, et al). However, given the site's distance from I-90 combined with Snoqualmie's relative distance from other major population centers in the region, access to the site could be perceived as a drawback to prospective institutions. As such, alternate sites were considered as part of the reasonable measures component of this report. The only other parcels identified as suitable according to the criteria set forth in the reasonable measures analysis was a set of four parcels comprising 38 acres on the west side of the Snoqualmie Hills Planning Area. With major infrastructure upgrades (including water service and arterial or collector road access) and appropriate re-zoning, this site could prove feasible for a future campus; without these upgrades, the site would very likely not be viable.

Recommendation

Retail Uses

Based on the suitability analysis described above, there is an overall deficit **25.3 acres** of land suitable for retail use, given the City's goal to capture two-thirds of projected retail leakage by 2032. Given the lack of suitable space in the City and UGA for this projected retail need, the City should explore other areas not currently within the City or UGA for prime retail locations.

The criteria for retail development set forth in the "Reasonable Measures" section of this document are recommended guidelines for locating retail, including proximity to major transportation corridors, avoidance of sites with extensive critical areas, single or contiguous vacant parcels of at least 10 acres, and located in an area where retail will likely be successful (per the 2006 ERA retail analysis).

Directly adjacent to the S-21 parcels to the south and east are vacant parcels located on both sides of the Snoqualmie Parkway, adjacent to Interstate 90 and Snoqualmie City limits and existing and planned urban development. If incorporated into the UGA, these vacant parcels would provide sufficient area to



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accommodate future retail development and meet projected retail leakage. These parcels have excellent access to major transportation corridors (Snoqualmie Parkway and I-90) and could easily serve the local population in the Snoqualmie Ridge area as well as the surrounding rural area. The total size afforded by these parcels could accommodate a retail development that is of sufficient size to attract an anchor tenant, which can help draw traffic to smaller retail stores. This area is also of sufficient size to address I-90 Greenway corridor concerns of the Mountains to Sound Greenway and still provide adequate area to meet the City's deficit of suitable land within the existing UGA for retail development.

The 2006 ERA study mentions over-zoning for commercial demand in order to help control land costs and encourage competition. By providing more land than is currently projected to be required for retail use, the City can help ensure that demand for land available for retail use is adequately met. In addition, it should be noted that additional demand not quantified in this report, specifically that generated by residents in the surrounding rural area, tourism, and employee-generated demand, will create additional need for retail and services not represented in the retail leakage study. Working to accommodate such uses represents a key part of the City of Snoqualmie's economic development strategy and other goals stated in the City's Comprehensive Plan. *Institutional Uses (Higher Education / Continuing Education)*

As for land required for desired institutional use (higher education / continuing education), the two possible locations identified in this report – the western portion of the Mill site and vacant parcels in the Snoqualmie Hills area – could accommodate a future campus, though questions remain regarding the overall accessibility of the Mill site from beyond the City of Snoqualmie. As such, the City should further explore the location of a campus at both locations, and in particular address the feasibility of 1) providing infrastructure to either location and 2) providing appropriate zoning to accommodate a higher education / continuing education use.

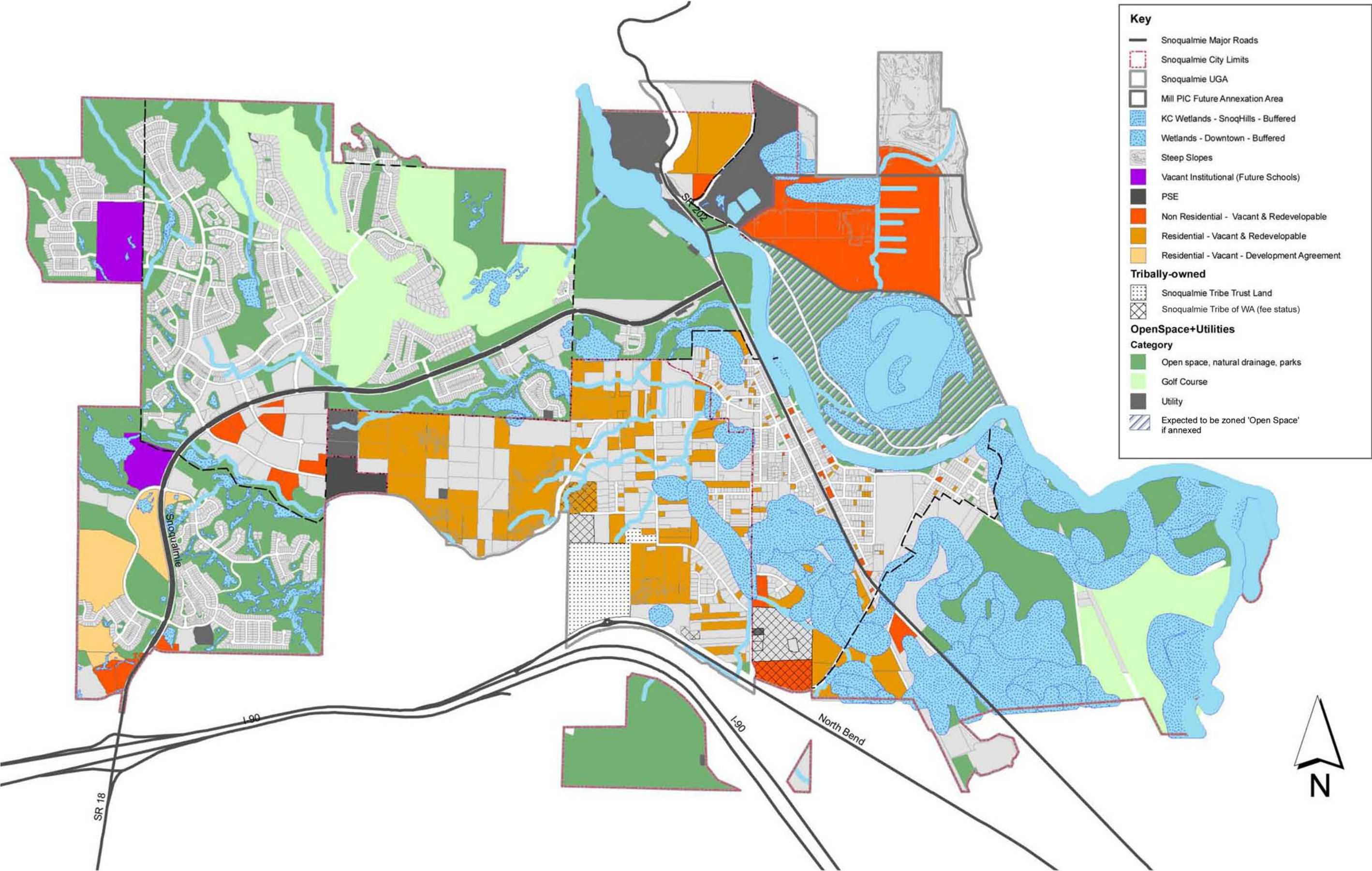


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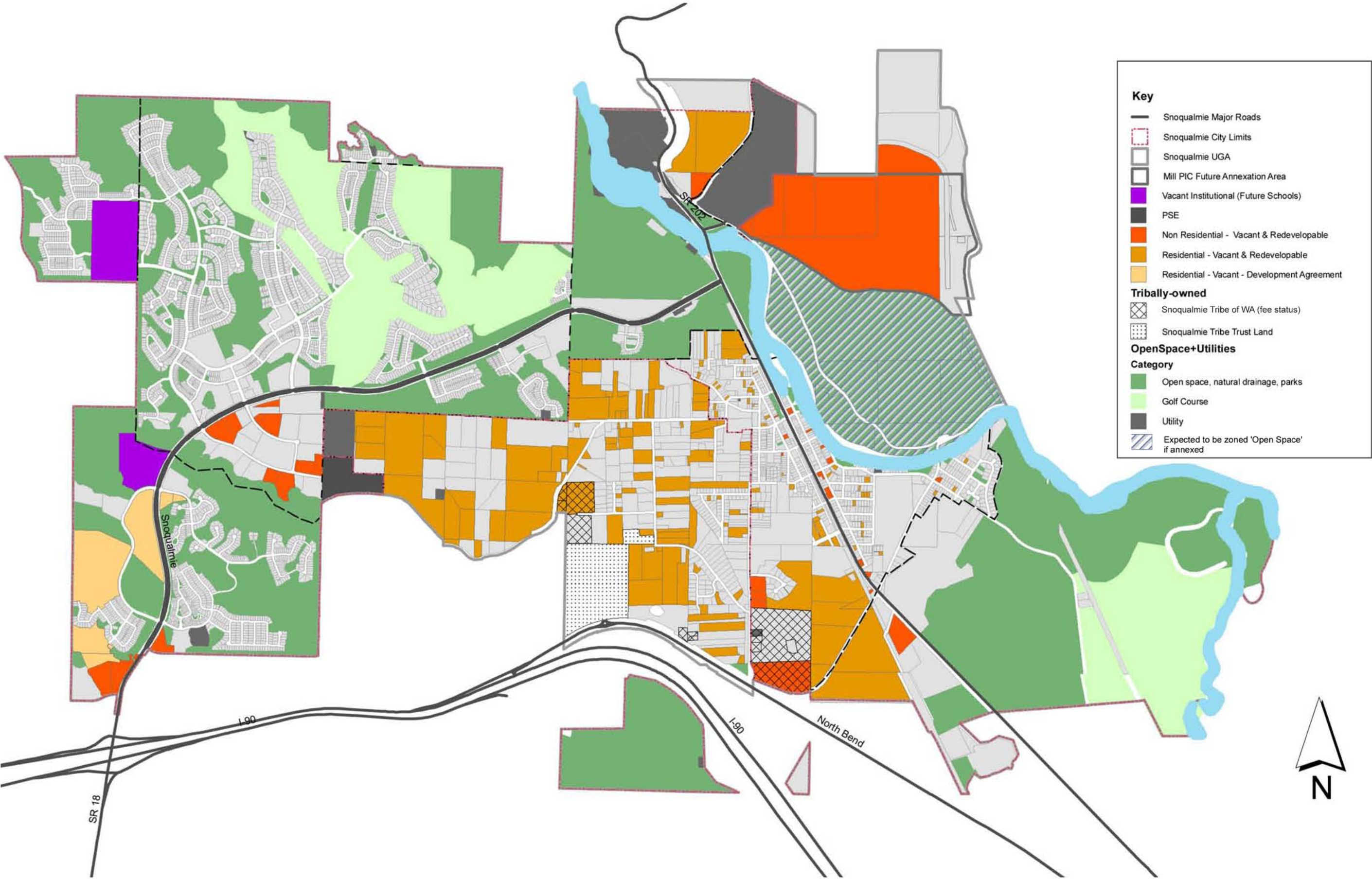
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- **Appendix 1: Map of Buildable Vacant and Redevelopable Land, Including Residential Zones and Critical Areas**
- **Appendix 2: Map of Buildable Vacant and Redevelopable Land, Including Residential Zones (Critical Areas Omitted)**
- **Appendix 3: Economic Research Associates, Retail Market Analysis for Snoqualmie (2006)**

Buildable Vacant and Redevelopable Land - City of Snoqualmie and UGA*
Including Known Streams, Wetlands, and Steep Slopes**



*Land use representation is based upon both City-provided analysis as well as independent analysis by CollinsWoerman. Not all Snoqualmie Ridge Business Park acreage displays are spatially or legally exact, and should be interpreted solely as representing a demonstration of approximate real developable acreages that account for site constraints. **Stream, wetland, and steep slope data provided by the City of Snoqualmie and King County.



*Land use representation is based upon both City-provided analysis as well as independent analysis by CollinsWoerman. Not all Snoqualmie Ridge Business Park acreage displays are spatially or legally exact, and should be interpreted solely as representing a demonstration of approximate real developable acreages that account for site constraints.



Economics Research Associates

Final Report

RETAIL MARKET ANALYSIS FOR SNOQUALMIE

Prepared for

CITY OF SNOQUALMIE

Submitted by

Economics Research Associates

March 16, 2006

ERA Proposal No. 16126



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INTRODUCTION

During the summer of 2005, the City of Snoqualmie, jointly with Quadrant Corporation, selected Economics Research Associates (ERA) to prepare a retail market study for the Snoqualmie Ridge development. ERA's assignment was to determine the following:

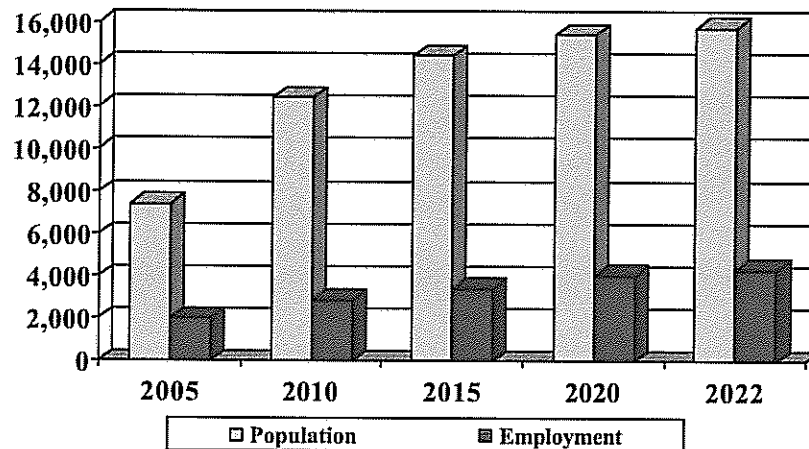
- Compare the retail supply and demand balance for the Snoqualmie Ridge Neighborhood Center area and determine how this balance is likely to change as the city of Snoqualmie grows from today to 2022.
- Determine how much additional retail acreage is needed in this area and if Parcel S-11 should be preserved for retail use to satisfy the demand for additional acreage.
- Determine if retail demand will likely exist for parcel S-21, located at the northwest corner of Snoqualmie Parkway and 99th Street, even if such retail development will not be visible from I-90.
- Provide an analysis of citywide retail supply and demand balance assuming properties in the correct location can be made available for future retail development and suggest the locations of those properties.

The San Francisco office of Economics Research Associates (ERA) prepared this market report, with William W. Lee, Managing Principal, serving as chief author and project manager. Mr. Lee has over 35 years of community development and retail market analysis experience. ERA has a history of 16,000 assignments spanning over its 47-year history and is the largest and longest established land planning and real estate market economics consulting firm in the United States. The firm has worldwide retail market analysis experience, including numerous studies for communities throughout Washington.

I. EXECUTIVE SUMMARY

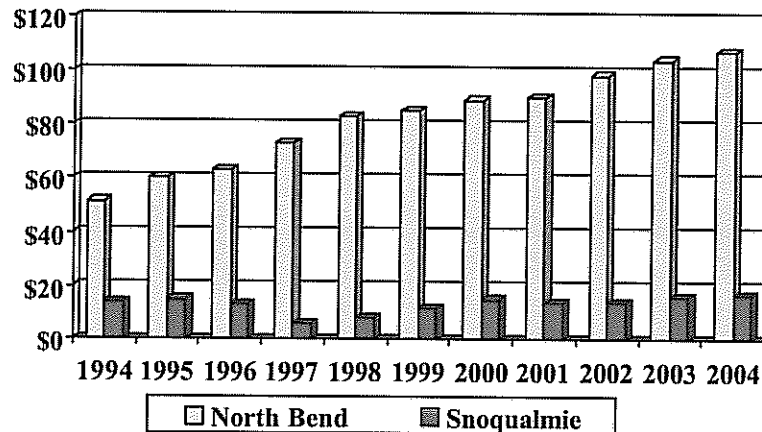
The City of Snoqualmie is growing rapidly due to the continued development of Snoqualmie Ridge, a golf-course residential community experiencing rapid home sales and brisk price appreciation. Snoqualmie Ridge Phase I is nearing completion, Quadrant Corporation is proceeding to construct Phase II. With the construction of Phase II, the City and Urban Growth Area (UGA)'s population will climb from an estimated 7,400 today to approximately 15,700 by 2022. While the population in Snoqualmie has grown rapidly, the City has not benefited from the scale of retail development necessary to generate the sales taxes needed to fund municipal services. For example, the City of North Bend only three miles from historic Snoqualmie has a smaller population and lower average income but has over six times the taxable retail sales. As illustrated by North Bend, retail development for smaller communities is not simply determined by local demand but also very much determined by location, access, ability to attract anchor tenants and the concentration of retail space.

Population and Employment Forecast for Snoqualmie City & UGA



Taxable Retail Sales in Snoqualmie and North Bend

(In millions of dollars)

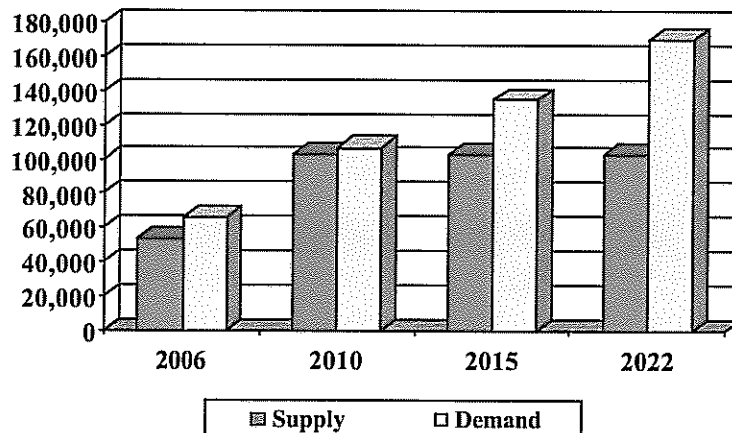


CONCLUSIONS FOR S-11 AND S-21

Based upon a very detailed modeling of retail demand, ERA's key conclusions for S-11 and S-21 are as follows:

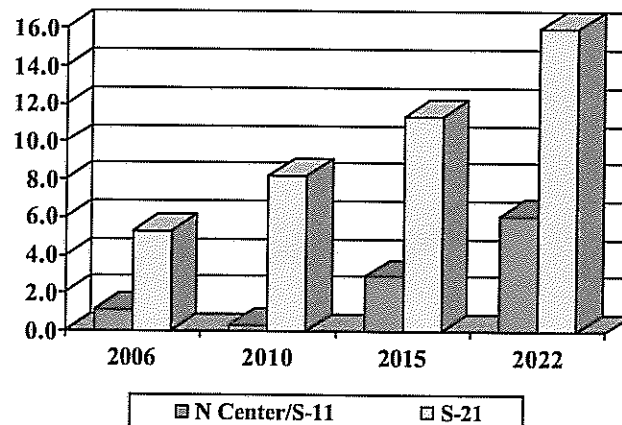
- With the expansion of the existing Neighborhood Center through its next two planned phases, Phase IV and Phase V, and the addition of approximately 20,000 square feet of retail space at the Kimball Creek development, the amount of retail space available at Snoqualmie Ridge will accommodate demand growth through 2010.
- The recent struggles experienced by Snoqualmie Ridge retailers can be attributed to the lack of an anchor grocery store, a critical factor to neighborhood center success. The needed grocery store will be the key component to Phase IV and will be completed by 2006.
- By 2022, the Neighborhood Center area of Snoqualmie Ridge will need an additional 60,000 to 70,000 square feet of retail space. When land for parking and landscaping is taken into consideration, this amount of space translates into the requirement for six to seven acres of land at a floor area ratio (FAR) of 0.25.

Comparison of Neighborhood Center Supply with Projected Demand Growth in SF



- The location and isolation of S-11 from the Neighborhood Center makes this parcel at best a marginal parcel for future retail development. The Snoqualmie Ridge Neighborhood Center would be stronger overall if all of its smaller retail shops, restaurants and services could benefit from being within walking distance of the grocery store and a future drug store anchors.
- Because of limited retail tenant interest to date due to the lack of an anchor, the Snoqualmie Ridge Neighborhood Center has leased a number of retail spaces to non-retail tenants. Other space in subsequent phases also plan to be leased to non-retail tenants. These include chiropractor's office, physical therapists' offices, dental clinic, veterinary hospital, family medical clinic and pre school. These non-retail uses dilute the strength of this retail center. ERA recommends that as retail demand builds over time these medical and other service uses be relocated to S-11. This accomplishes two objectives: 1) It allows the Neighborhood Center to become a stronger shopping destination with true retail space and greater attraction power to recapture sales lost to neighboring communities, and 2) It allows S-11 to cater to local medical and other services that are destination uses and not as location sensitive as small retail shops.
- The current drug and variety store demand is in the 10,000 to 12,000 square feet range. This demand grows to 27,000 SF by 2022.

Demand for Additional Retail Acreage Neighborhood Center/S-11 and S-21



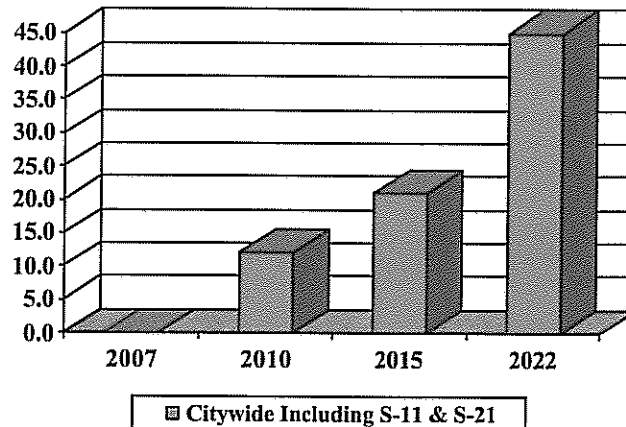
- ERA recommends that all of S-21 (13.4 acres) be reserved for future commercial use. The possible retailers include restaurants, service stations, convenience market and a hardware-building materials and garden supply store. Hotel use (although outside our scope) is also a good possibility. Highway signage in both directions of I-90 will be important to the success of such uses.

CONCLUSION FOR CITYWIDE RETAIL ACREAGE NEED

Because the citywide analysis is not site specific and is based upon the premise that retail commercial site can be made available in the future, it is by necessity more general in nature. ERA's conclusions for this portion of the report are based upon an integration of demand modeling and community planning experience.

- For 2005 ERA's estimates that total retail store sales for the City of Snoqualmie is \$23 million; and the potential demand from residents, employees and visitors is \$31 million.
- When the new grocery store at Snoqualmie Ridge and the new hotel at Snoqualmie Falls, with its associated restaurant and shop space, are both open by about 2007, the overall retail demand and supply picture in the city will be approximately in balance.

Citywide Need for Additional Commercial Acreage



- Between 2007 and 2022, the city has the potential to support approximately 45 acres of additional commercial acreage. The Snoqualmie Ridge parcels of S-11 and S-21 will satisfy about half of this future need. An additional 20 to 30 commercial acres could be supportable if they were provided in strong locations.
- When the grocery store at the Snoqualmie Neighborhood Center opens, the composition of overall Snoqualmie retail store demand will be from the following sources: 66 percent residents, 13 percent employees and 21 percent visitors. By 2022, the demand composition will be 71 percent residents, 13 percent employees and 16 percent visitors. This shift in demand reflects the evolution of Snoqualmie from an agricultural town and tourist destination to a suburban community.
- In planning for long-term future commercial land uses with the objective of recapturing sales tax revenue flowing to other communities, the City should consider over zoning for commercial use. This is because if zoning exactly matches demand, the landowners of the few available commercially zoned parcels enjoy near monopoly conditions leading to higher land prices. Those high land prices elevate the feasibility threshold for commercial development, encouraging developers and their tenants to seek lower cost locations in neighboring

communities. For long-term planning purposes (20-year time horizon), ERA typically recommends zoning for one and a half to two times projected demand.

LOCATIONS WITH FUTURE RETAIL COMMERCIAL OPPORTUNITY

ERA views the following areas as having the location required for successful retail development:

- **The intersection of S.E. 99th Street and Snoqualmie Parkway** – This area has location attributes similar to the I-90 and Highway 202 interchange in North Bend, which has a large concentration of retail space. However, it does not have comparable visibility because of the community's greenway design objectives. If future sales tax revenue is a major city objective, the City of Snoqualmie should move to annex both sides of the Snoqualmie Parkway frontage from just north of S.E. 96th Street to several hundred yards south of I-90. This area has long-term commercial potential beyond what can be accommodated on S-21. The commercial development in this vicinity is likely to include hotels, service commercial establishments and possibly even office uses in addition to retail stores and service stations. With appropriate signage on I-90, the commercial development in this vicinity can be designed to blend with rather than compromise the objectives of the City's Comprehensive Plan and those of the Mountain to Sound Greenway. A set of design guideline will need to be developed to insure that the community's objectives are not compromised. ERA recommends that the City move overtime to add at least an additional 15 acres of commercial property in the vicinity of the I-90 and Snoqualmie interchange in addition to designating S-21 for commercial use.
- **Railroad Avenue or Highway 202 and Meadowbrook Way** – This location is important because it is an intercept location for Snoqualmie shoppers driving to North Bend. ERA recommends at least eight acres of retail commercial zoning on the west side of Railroad Avenue.
- **The Snoqualmie Falls Area** – Visitors come to Snoqualmie because of Snoqualmie Falls. The important retail and restaurant impact is provided not by the large numbers of day visitors but rather by the relatively small numbers of affluent overnight guests staying at the luxurious Salish Lodge and the new

conference hotel. The effective tourist retail facilities need to be located in or near these and hotels.

- **Historic Snoqualmie** – ERA's market analysis shows that retail demand from residents will likely grow faster than demand from visitors. By 2022, 71 percent of the in town demand will be from residents, up from 66 percent today. The retail revitalization of Historic Snoqualmie needs to target not only the visitor market but the resident and employee markets as well.

II. MARKET ANALYSIS FOR SNOQUALMIE RIDGE

This section focuses on retail commercial demand for parcels S-11 (including S-11A), which has between six and seven acres of usable commercial acreage, and S-21, which is 13.4 acres. The key questions to be addressed in this section include:

- How much retail demand growth is expected in the market area?
- And can these sites capture a sufficient portion of the demand growth to sustain retail commercial use by 2022?

S-11 AND THE NEIGHBORHOOD CENTER

S-11 has been zoned for commercial use with the expectation that the continued housing development in Snoqualmie Ridge Phase II will generate additional demand for commercial facilities and acreage. The primary retail commercial concentration serving all of Snoqualmie Ridge is the Neighborhood Center located on the north side of the intersection of Snoqualmie Parkway and Center Boulevard. This location is at the geographic center of the Snoqualmie Ridge development and at its most important intersection. An office/business park is on the south side of this intersection. Parcel S-11 is located approximately one-half mile down Snoqualmie Parkway, south and west toward I-90, and on the southeast side of the Parkway.

S-11 and the Neighborhood Center essentially serve the same market area. They were originally planned to serve Snoqualmie Ridge; however, because this center will be the only grocery store anchored center in all of Snoqualmie, including its unincorporated urban growth area (UGA), ERA has defined the market area to be all of the Snoqualmie community including the city and its UGA.

Retail demand growth, particularly for convenience items found at neighborhood shopping centers, is largely a function of population growth. Household income is also a consideration. Population growth correlates to housing construction and home sales. In order to forecast future market area population growth, ERA examined the rate of housing construction as indicated by the number of building permits issued. As indicated in **Table 1**, in the five years from 1999 through 2003 the number of residential units permitted in Snoqualmie averaged 305 per year, including 231 single family and 74 multi family units per year. Essentially all of this growth is from the construction of Snoqualmie Ridge Phase I. North Bend, due to a

recent moratorium on construction resulting from inadequate water supply, has averaged only 41 units per year over this same period.

The current estimated population for the city and the UGA is 7,400. When Snoqualmie Ridge II is built out with the addition of 2,000 units by 2011 or 2012, the market area population will grow to 13,300. By 2022 the population in the market area is projected to reach 15,700 (see **Table 2**). Employment in the market area will also increase from an estimated 2,000 presently, which include an estimated 550 construction employees, to 4,300 by 2022. The estimated employment breakdown by subarea is in **Table 3**.

In order to estimate how much retail sales each new resident in the market area will add, ERA reviewed the taxable retail sales by two digit standard industrial classification (SIC) code for the state as a whole (**Table 4**). These dollar amounts were then divided by the state population to calculate the per capita taxable sales by retail category for the past ten years (**Table 5**). In this table, we detailed the grocery (a subcategory of food stores) and drug store (a subcategory of miscellaneous retail stores) sales per capita because these are the essential anchor stores to a successful neighborhood shopping center. ERA made two additional adjustments in **Table 6**. The first converts per capita taxable sales to total sales; this is because food purchased for home consumption and prescription drugs do not pay sales tax. The second is an income based adjustment from statewide average per capita sales in 2004 to the Snoqualmie market area average in 2005. The income based adjustment was nine percent reflecting one year of inflation and an estimated household income in Snoqualmie that is 10 to 12 percent higher than the state of Washington average. Based upon all of these calculations, ERA's estimates retail sales generation per market area resident to be \$11,265 in 2005 dollars.

At this point in the analysis, the taxable sales generated within Snoqualmie were compared to that generated within North Bend (see **Tables 7 and 8**). In 2004 the taxable sales within Snoqualmie was \$17.2 million while it was \$107.8 million in North Bend. Even though North Bend's 2004 population was only 5,200, that neighboring city generated more than six times the taxable sales and therefore had six times the sales tax revenue to cover the cost of municipal services. This very large discrepancy highlights the importance of location, concentration and anchor tenants to retail development. North Bend's retail development is clustered around the Highway 202 and I-90 interchange, historically the highest traffic volume location in this part of King County. With the construction of the Snoqualmie Parkway and its I-90 interchange offering a more direct route to Snoqualmie Falls from the Seattle metropolitan area, North Bend's location advantage is weakening over time.

Resident Generated Demand

Total retail sales generated by market area residents are then calculated by multiplying population growth by per capita retail sales. An adjustment factor is included to reflect the additional retail consumption driven by real income growth (see **Table 9**). ERA then estimated the share of this sales generation by retail category that the Snoqualmie Ridge Neighborhood Center location is able to capture. These market capture estimates are based upon the following (see **Table 10**):

- An inspection of the existing Neighborhood Center and site S-11.
- A review of future development plans for this center.
- Interviews with stakeholders and Snoqualmie residents as to their shopping patterns for convenience goods. (Many mentioned shopping in Issaquah on their way home from Seattle or Bellevue where they work, and residents who do not work outside of town frequently shopped in North Bend.)
- Inspection of the retail areas and tenants in Issaquah, North Bend and even Fall City.
- The analyst's experience with retail market analysis.

The demand for this location is then the estimated capture percentage applied against resident generated sales. As shown in **Table 11**, the potential retail store sales at this location are estimated to grow from \$15.4 million in 2006 after the grocery store opens to \$39.6 million by 2022. This represents more than a doubling of retail demand.

Employee Generated Demand

ERA then applied the same type of analysis to employees who worked in Snoqualmie. The detailed calculations are in **Tables 12 through 14**, and the key considerations included:

- The forecast of employment growth by subarea including completion of the new hotel near the Salish Lodge and construction employment based upon the value of homes being built.
- The estimated per employee spending associated with their lunch hour or after work based upon an integration of ERA's experience with surveys conducted by the International Council of Shopping Centers (ICSC).

Demand versus Supply Comparison

Since ERA does not expect this location to generate any significant sales from visitors, the potential capture of resident plus employee spending represents total demand for this location (**Table 15**). This demand as expressed in annual sales is then converted to supportable square footage by dividing by an annual sales per square foot factor. The factors by retail category are based upon survey information generated by the Urban Land Institute (ULI) and published in its *Dollars and Cents of Shopping Centers 2004*. As shown in **Table 16**, this Center Boulevard and Snoqualmie Parkway location is able to support 71,400 square feet of retail store space by 2007, growing to 105,400 square feet by 2012 and 151,100 square feet by 2022.

Since this demand is calculated for retail stores only, we added an additional 12 percent to account for personal services establishments that are typically located in neighborhood shopping centers. This 12 percent factor is based upon a review of median square footage of tenants typically found in neighborhood shopping centers across the United States as published by ULI in the *Dollars and Cents of Shopping Centers 2004* (see **Table 17** for details).

On the supply side, ERA interviewed the developer of the Snoqualmie Ridge Neighborhood Center, the grocery store operator and the City staff to construct a tenant profile of what is on the ground now and what is expected in subsequent phases. This center currently has 38,200 square feet of space, and 11,400 square feet (30 percent) are leased to non-retail tenants such as veterinary hospital and dental clinic. Upon full built-out, this center will have 121,900 square feet of space and 39,100 square feet (32 percent) are expected to be occupied by non-retail tenants, which include the City Library and a childcare center (see **Table 18** for details).

The demand versus supply comparison presented in **Table 19**, which translates the square footage comparison into acres using a floor area ratio (FAR) of 0.25, indicates that with the construction of the next phases of the Neighborhood Center and the 20,000 square feet of retail space expected at Kimball Creek the amount of supply provided will approximately balance demand until 2010 or 2011. As demand continues to grow beyond 2011, additional supply of retail commercial space will be needed. By 2022, the planning horizon for this analysis, demand will exceed supply by 60,000 to 70,000 square feet or six to seven acres, indicating a clear need for additional commercial acreage.

Location of S-11 Relative to Neighborhood Center Demand

Successful retail development depends upon not only demand exceeding supply but also on location of the retail property, size of project to allow for concentration of drawing power, and the presence of anchor tenants to generate shopper traffic for the smaller stores. By 2022, demand for retail acreage will exceed supply at this location by about six acres, the size of the commercially usable portion of Parcel S-11. However, ERA considers the location of S-11 to be at best marginal for satisfying this future demand for several reasons:

- It is not within a convenient walking distance of the anchor grocery store in the Snoqualmie Ridge Neighborhood Center.
- It is not located at a high traffic volume intersection.
- The site and the Snoqualmie Ridge market area are both not large enough for it to secure a sizable anchor tenant.

For these reasons, the retail tenants on S-11 will always be vulnerable to competing stores located within the Neighborhood Center itself or in the business park across the Parkway from the Neighborhood Center.

Because of limited retail tenant interest to date due to the lack of an anchor store, the Snoqualmie Ridge Neighborhood Center has leased much of its retail spaces to non-retail tenants. Subsequent phases also plan to house non-retail tenants. The non-retail tenants include chiropractor's office, physical therapists' offices, dental clinic, veterinary hospital, family medical clinic and pre school. These uses dilute the strength of this center. Rather than have a portion of its shops located one-third of a mile away, the Snoqualmie Ridge Neighborhood Center would be stronger overall if all of its smaller retail shops, restaurants and personal services establishments could benefit from being within walking distance of the grocery store and a future drug store anchors.

ERA recommends that as retail demand builds over time the medical and dental service uses in the Neighborhood Center be relocated to S-11, and the center itself be reserved for retail and personal services uses. This accomplishes two objectives:

- It allows the Neighborhood Center to become a stronger shopping destination with greater attraction power to recapture sales lost to neighboring communities, and

- It allows S-11 to cater to medical and dental service that are local destination uses and not as location sensitive as small retail shops dependent upon the drawing power of an anchor store.

S-21 AND THE GREENWAY

S-21, which is located at the northwest corner of the S.E 99th Street and Snoqualmie Parkway intersection, enjoys a location that is similar to the Factory Outlet Center in North Bend. In fact its location is one interchange closer to Seattle along I-90. However, retail development on this site will not enjoy the same level of visibility from I-90 as the retail centers in North Bend because of the design objectives of the City Comprehensive Plan and the Mountain to Sound Greenway. It is ERA's opinion that signage on the interstate can be used to overcome the lack of visibility, and residents of the region and those regularly using this portion of I-90 will over time learn to appreciate the convenience of this location.

Because of its proximity to I-90, which facilitates access along an east/west corridor, the market area of this property is much larger than S-11. Based upon drive times, ERA has defined its trade area to include all of Snoqualmie (city and UGA), the city of North Bend and the smaller unincorporated communities of Preston, Upper Preston and Harmon Heights. In addition, with signage on I-90, this site will attract customers from outside this market area but using this portion of I-90 regularly.

ERA estimated this market area population to be 13,900 currently, and it is projected to grow to 26,800 by 2022 (**Table 20**). A majority of this growth will actually be due to the continued development of Snoqualmie Ridge. We then conducted an analysis similar to that performed for S-11, using market area population growth, per capita spending and estimated capture rates (**Tables 21 and 22**). The dollars generated by market area residents were then translated into supportable square footage by dividing by the same sales per square foot per year factor (**Tables 23 and 24**). The amount of space supportable by market area residents in each retail category was factored up to account for the volume generated by people living outside the market area but using this stretch of I-90 (**Table 25**). The supportable retail store square footage was converted to supportable acreage by applying a floor area ratio of 0.2. The acreage for service station demand was added. By 2022, ERA estimates that S-21 will be able to support approximately 16 acres of retail commercial use (**Table 26**). The uses are likely to include service stations, convenience market, restaurants, coffee shops and possibly a hardware/garden supply outlet.

While ERA's scope of work did not include hotel and office analysis, this area has long-term commercial potential beyond what can be accommodated on S-21. The commercial development in this vicinity is likely to include hotels, service commercial establishments and possibly even office uses in addition to retail stores and service stations. Because this market area has either high-end hotels like the Salish Lodge and the new conference hotel planned or older motels, there is likely future development opportunity for mid-market selected service hotels. The I-90 and Snoqualmie Parkway location is well suited for such hotels, because it is now the exit leading to Snoqualmie Falls from the Seattle metropolitan area. With appropriate signage on I-90, the commercial development in this vicinity can be designed to blend with rather than compromise the objectives of the City's Comprehensive Plan and those of the Mountain to Sound Greenway. A set of design guideline will need to be developed to insure that the community's objectives are not compromised.

III. THE LONG TERM CITYWIDE NEED FOR COMMERCIAL LAND

While the primary focus of ERA's assignment was retail potential for parcels S-11 and S-21 in Snoqualmie Ridge, the City also requested that ERA provide an overview assessment of the community's long term need for additional commercial property given the retail demand growth from residents, employees and visitors. Because the city has a limited supply of land that have the location, parcel size and freedom from development constraints to serve as effective future commercial property, this analysis employs the assumption that such property could be made available at the right locations to satisfy the additional demand through annexation, rezoning or the mitigation of development constraints. It also suggests locations where such property should be added.

The analysis parallels that performed in the preceding section for parcels S-11 and S-21. However, in this case the capture rate is for the city as a whole and considers adjacent properties that could be annexed into Snoqualmie in the future. Because this citywide approach not only considers current road patterns, location relative to I-90, the competing shopping areas in North Bend and Issaquah, but also the annexation of properties that could be of the size and location to accommodate commercial development, the capture rates should not be viewed as precise estimates. The capture rates applied against market area resident demand are presented in **Table 27** and the resulting sales are in **Table 28**. The same analysis for employee generated demand is presented in **Tables 29 and 30**.

Visitor spending is an issue for the citywide analysis, in contrast to the requirements for parcels S-11 and S-21. ERA estimated total visitor spending by estimating the percentage of visitor contribution to each retail sector based upon the total taxable sales within each sector as compiled by the State of Washington Department of Revenue based upon sales tax collections. This information was previously presented in Table 7. It is ERA's opinion that the gift shop at Salish Lodge contributes importantly to the city's apparel sales and the restaurants at Salish Lodge account for a significant share of the city's eating and drinking places sales (see **Table 31**). The near term growth in visitor spending will be driven by completion of the new conference hotel with its associated shops, restaurants and food service for meetings. The longer-term growth will also likely be driven by additional hotel

development, and ERA applied a three percent average annual growth rate to approximate the longer-term growth in visitor generated sales.

The demand from the three sources – residents, employees and visitors – is summed in **Table 32** to provide an overall estimate of citywide retail store and restaurant demand. ERA applied slightly lower sales per square foot per year factors to reflect the incorporation of the older commercial area along Railroad Avenue. It is of interest to note that the demand profile will change with the opening of the grocery store and that the resident portion of overall demand will increase from 63 percent today to 67 percent in 2007 and then to 71 percent in 2022. As Snoqualmie becomes more of a suburban community rather than a tourist destination, the visitor share of retail and restaurant demand will fall from 23 percent today to 16 percent by 2022.

This demand profile does not describe the city's total commercial acreage need nor does it describe the city's full commercial acreage potential if it were to annex property at the I-90 and Snoqualmie Parkway interchange. While ERA has been retained to provide a retail commercial analysis, commercially zoned land is required to house personal services, medical services, office space and hotels. In **Table 33**, ERA estimated total commercial acreage potential by making a number of adjustments to its citywide retail commercial analysis:

- Personal services were factored in as an additional ten percent of citywide retail store demand. (It was a 12 percent factor in addition to neighborhood center retail store space demand.)
- We then added the non-local portion of S-21 demand.
- In addition, we added 20 acres of potential demand for hotels and medical/professional office space, assuming that the City of Snoqualmie could over time control the property around the I-90 and Snoqualmie interchange.

Snoqualmie's retail supply and demand picture will be approximately in balance once the grocery store at the Neighborhood Center and the new conference hotel are completed in about 2007. Between 2007 and 2022, there will be ample demand for the City to justify the zoning of 20 to 30 acres for commercial use in addition to S-11 and S-21 if its objective is to substantially improve its sales and transient occupancy tax earnings. However, these properties need to be at the right locations to be effective commercial properties. ERA's recommended locations for successful retail development include: 1) Snoqualmie Parkway and Railroad Avenue intersection, 2) Snoqualmie Parkway and I-90 interchange, 3) The west

side of Railroad Avenue at or near the Meadowbrook Way intersection, 4) The Snoqualmie Falls area, and 5) Historic Snoqualmie.

In planning for long-term future commercial land uses with the objective of recapturing sales tax revenue flowing to other communities, the City should consider over-zoning for commercial use. This is because if zoning exactly matches demand, the landowners of the few available commercially zoned parcels enjoy near monopoly conditions leading to higher land prices. Those high land prices elevate the feasibility threshold for commercial development, encouraging developers and their tenants to seek lower cost locations in neighboring communities.

Table 1
RESIDENTIAL BUILDING PERMITS IN SNOQUALMIE & NORTH BEND

	<u>1994</u>	<u>1995</u>	<u>1996</u>	<u>1997</u>	<u>1998</u>	<u>1999</u>	<u>2000</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>Annual Average 94-03</u>	<u>Annual Average 99-03</u>
Snoqualmie												
Single Family	0	0	10	71	133	297	256	130	214	256	137	231
Multi Family	<u>0</u>	<u>16</u>	<u>0</u>	<u>0</u>	<u>9</u>	<u>182</u>	<u>54</u>	<u>6</u>	<u>79</u>	<u>50</u>	<u>40</u>	<u>74</u>
Total	0	16	10	71	142	479	310	136	293	306	176	305
North Bend												
Single Family	62	73	105	112	67	4	4	3	0	7	44	4
Multi Family	<u>0</u>	<u>0</u>	<u>0</u>	<u>2</u>	<u>184</u>	<u>141</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>44</u>	<u>37</u>	<u>37</u>
Total	62	73	105	114	251	145	4	3	0	51	81	41

Source: King County Annual Growth Report
http://www.metrokc.gov/budget/agr/

Table 2

POPULATION ESTIMATES & FORECASTS FOR SNOQUALMIE & NORTH BEND

	<u>2000</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>
Snoqualmie City & UGA											
Historic Snoqualmie	1,631	1,675	1,685	1,695	1,705	1,715	1,725	1,735	1,745	1,755	1,765
Snoqualmie Ridge I	955	4,915	4,964	5,014	5,064	5,115	5,166	5,217	5,270	5,322	5,375
Snoqualmie Ridge II			759	1,898	2,910	3,669	4,428	4,934	5,060	5,111	5,162
Other Including UGA	<u>790</u>	<u>800</u>	<u>800</u>	<u>988</u>	<u>988</u>	<u>1,113</u>	<u>1,113</u>	<u>1,238</u>	<u>1,238</u>	<u>1,488</u>	<u>1,738</u>
Total Snoqualmie	3,376	7,390	8,208	9,594	10,666	11,611	12,431	13,123	13,312	13,675	14,040
North Bend											
	4,746	5,254	5,454	5,654	5,854	6,054	6,254	6,454	6,654	6,854	7,054
Total Units Built - Snoqualmie II		300		750	1,150	1,450	1,750	1,950	2,000	2,000	2,000
Total Units Built - Other Developments				75	75	125	125	175	175	275	375

Source: Economics Research Associates

Table 2
POPULATION ESTIMATES

	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>
Snoqualmie City & UGA								
Historic Snoqualmie	1,775	1,785	1,795	1,805	1,815	1,825	1,835	1,845
Snoqualmie Ridge I	5,429	5,484	5,538	5,594	5,650	5,706	5,763	5,821
Snoqualmie Ridge II	5,213	5,265	5,318	5,371	5,425	5,479	5,534	5,589
Other Including UGA	<u>1,988</u>	<u>2,113</u>	<u>2,238</u>	<u>2,363</u>	<u>2,388</u>	<u>2,413</u>	<u>2,438</u>	<u>2,463</u>
Total Snoqualmie	14,405	14,646	14,889	15,133	15,277	15,423	15,570	15,718
North Bend	7,254	7,454	7,654	7,854	8,054	8,254	8,454	8,654
Total Units Built -	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
Total Units Built -	475	525	575	625	635	645	655	665

Source: Economics Research Associ

Table 3
EMPLOYMENT GROWTH FORECAST FOR SNOQUALMIE

	<u>2001</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>
Historic Snoqualmie	550	578	595	613	631	650	669	690	710	732	754
Snoqualmie Ridge I	821	900	924	1,038	1,090	1,144	1,202	1,262	1,325	1,391	1,461
Snoqualmie Ridge II	0	0	20	50	90	115	125	135	135	135	135
Falls Mill & Other Areas	539	540	540	800	816	832	849	866	883	901	919
Construction Workers	<u>190</u>	<u>550</u>	<u>588</u>	<u>1,029</u>	<u>784</u>	<u>686</u>	<u>588</u>	<u>490</u>	<u>98</u>	<u>196</u>	<u>196</u>
Total Snoqualmie	2,100	2,018	2,079	2,501	2,627	2,742	2,845	2,952	3,053	3,159	3,268

Source: City of Snoqualmie and Economics Research Associates

Table 3
EMPLOYMENT GROWTH

	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>
Historic Snoqualmie	776	799	823	848	874	900	927	955
Snoqualmie Ridge I	1,534	1,610	1,691	1,775	1,864	1,957	2,055	2,158
Snoqualmie Ridge II	135	135	135	135	135	135	135	135
Falls Mill & Other Areas	937	956	975	995	1,015	1,035	1,056	1,077
Construction Workers	<u>196</u>	<u>98</u>	<u>98</u>	<u>98</u>	<u>20</u>	<u>20</u>	<u>20</u>	<u>20</u>
Total Snoqualmie	3,382	3,501	3,624	3,753	3,887	4,027	4,172	4,324

Source: City of Snoqualmie and Ec

Table 4
WASHINGTON STATE TAXABLE RETAIL STORE SALES
(Thousands of Dollars)

	<u>1994</u>	<u>1995</u>	<u>1996</u>	<u>1997</u>	<u>1998</u>	<u>1999</u>	<u>2000</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>Rate of Growth</u>
Apparel Stores	\$1,626,236	\$1,652,259	\$1,681,300	\$1,774,750	\$1,792,348	\$1,833,391	\$1,960,163	\$2,003,634	\$2,077,060	\$2,350,672	\$2,576,876	4.71%
Gen. Merchandise	4,411,425	4,595,032	4,823,610	5,094,606	5,345,640	5,738,520	6,048,201	6,177,413	6,327,809	7,816,139	8,289,842	6.51%
Food Stores	3,667,509	3,767,980	3,917,845	4,142,729	4,292,685	4,460,916	4,456,480	4,604,991	4,633,843	3,486,146	3,523,389	-0.40%
Grocery Stores	3,521,371	3,620,235	3,758,736	3,963,904	4,113,452	4,278,382	4,279,725	4,431,953	4,451,296	3,298,172	3,327,252	-0.57%
Eating & Drinking Places	4,363,961	4,514,659	4,682,435	5,007,596	5,269,685	5,608,942	5,978,501	6,115,755	6,375,496	6,689,017	7,239,023	5.19%
Furnishing & Appliances	2,680,734	2,830,235	2,992,643	3,314,908	3,547,857	3,985,975	4,270,419	3,947,670	3,757,288	4,184,656	4,548,934	5.43%
Bldg Materials & Hardware	2,056,409	2,318,752	2,425,710	2,748,634	3,071,054	3,235,059	3,272,487	3,309,975	3,879,987	4,248,243	4,807,075	8.86%
Automotive Dealers & Gasoline	6,703,128	6,827,435	7,306,744	8,017,919	8,693,452	9,411,538	10,565,858	10,507,226	10,790,462	11,352,980	11,774,422	5.80%
Misc Retail Stores	4,756,281	4,547,247	4,840,070	5,334,668	5,637,344	6,114,139	6,525,834	6,525,063	6,825,983	6,565,242	6,890,846	3.78%
Drug Store	1,105,333	806,464	793,002	809,328	796,624	754,602	760,256	753,837	746,337	760,160	790,597	-3.30%
Washington State Totals	\$30,265,683	\$31,053,599	\$32,670,357	\$35,435,810	\$37,650,065	\$40,388,480	\$43,077,944	\$43,191,727	\$44,667,927	\$46,693,095	\$49,650,407	5.07%
Annual Growth		2.6%	5.2%	8.5%	6.2%	7.3%	6.7%	0.3%	3.4%	4.5%	6.3%	

Source: Washington State Department of Revenue
<http://dor.wa.gov/content/statistics/TID/StatisticsReports.aspx?Query=StateSales>

Table 5

WASHINGTON STATE PER CAPITA TAXABLE RETAIL STORE SALES

	<u>1994</u>	<u>1995</u>	<u>1996</u>	<u>1997</u>	<u>1998</u>	<u>1999</u>	<u>2000</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>Growth</u>
Washington Population	5,254,216	5,355,826	5,459,401	5,564,979	5,672,598	5,782,299	5,894,143	5,874,910	6,041,710	6,098,300	6,167,800	1.62%
Apparel Stores	310	308	308	319	316	317	333	341	344	385	418	3.05%
Gen. Merchandise	840	858	884	915	942	992	1,026	1,051	1,047	1,282	1,344	4.82%
Food Stores	698	704	718	744	757	771	756	784	767	572	571	-1.98%
Grocery Stores	670	676	688	712	725	740	726	754	737	541	539	-2.15%
Eating & Drinking Places	831	843	858	900	929	970	1,014	1,041	1,055	1,097	1,174	3.52%
Furnishing & Appliances	510	528	548	596	625	689	725	672	622	686	738	3.75%
Bldg Materials & Hardware	391	433	444	494	541	559	555	563	642	697	779	7.13%
Automotive Dealers & Gasoline	1,276	1,275	1,338	1,441	1,533	1,628	1,793	1,788	1,786	1,862	1,909	4.11%
Misc Retail Stores	905	849	887	959	994	1,057	1,107	1,111	1,130	1,077	1,117	2.13%
Durg Stores	210	151	145	145	140	131	129	128	124	125	128	-4.83%
TOTAL	\$5,760	\$5,798	\$5,984	\$6,368	\$6,637	\$6,985	\$7,309	\$7,352	\$7,393	\$7,657	\$8,050	3.40%

Source: Washington State Department of Revenue
<http://dor.wa.gov/content/statistics/TID/StatisticsReports.aspx?Query=StateSales>

Table 6

ESTIMATION OF PER CAPITA DEMAND IN SNOQUALMIE CITY & UGA

	<u>2004 Statewide Taxable Sales</u>	<u>Taxable to Gross Adjustment Factor</u>	<u>2004 Statewide Gross Sales</u>	<u>2005 Income Adjustment Factor</u>	<u>2005 Per Capita Demand</u>
Apparel Stores	418	1.00	418	1.08	451
Gen. Merchandise	1,144	1.00	1,144	1.12	1,281
Food Stores ¹	771	3.51	2,707	1.10	2,978
Grocery Stores	539	3.51	1,893	1.10	2,083
Eating & Drinking Places	1,174	1.00	1,174	1.08	1,268
Furnishing & Appliances	738	1.00	738	1.20	885
Bldg Materials & Hardware	779	1.00	779	1.14	888
Automotive Dealers & Gasoline	1,909	1.00	1,909	1.00	1,909
Misc Retail Stores	1,117	1.31	1,458	1.10	1,604
Durg Stores	128	3.66	469	1.12	525
Total	\$8,050	1.28	\$10,327	1.09	\$11,265

¹ Include food sales that go into general merchandise stores (e.g. Costco & Walmart Superstore)

Source: Washington State Department of Revenue and Economics Research Associates
<http://dor.wa.gov/content/statistics/TID/StatisticsReports.aspx?Query=StateSales>

Table 7
CITY OF SNOQUALMIE TAXABLE RETAIL SALES
(Thousands of Dollars)

	<u>1994</u>	<u>1995</u>	<u>1996</u>	<u>1997</u>	<u>1998</u>	<u>1999</u>	<u>2000</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>	Rate of Growth 1994-2004
Apparel Stores	\$13	\$27	\$20	\$45	\$361	\$85	\$103	\$105	\$135	\$96	\$205	31.81%
Gen. Merchandise	74	84	94	123	40	61	44	73	64	91	127	5.52%
Food Stores	814	959	895	847	931	1,066	1,199	1,092	981	860	673	-1.88%
Grocery Stores	811	949	*	806	861	1,024	1,118	1,015	934	829	647	-2.23%
Eating & Drinking Places	10,790	11,222	8,788	1,353	1,197	2,721	4,688	5,037	6,236	6,311	7,650	-3.38%
Furnishing & Appliances	425	433	664	563	1,198	1,992	2,868	2,646	2,436	2,395	2,160	17.66%
Bldg Materials & Hardware	915	870	1,160	1,079	2,084	1,998	2,884	2,279	1,692	1,755	2,387	10.07%
Automotive Dealers & Gasoline	511	465	539	478	551	668	695	922	572	712	882	5.61%
Misc Retail Stores	497	778	965	1,236	1,149	2,925	2,046	1,918	2,202	3,763	3,139	20.23%
Durg Stores	*	*	*	*	*	67	*	146	136	119	106	*
Total City of Snoqualmie	\$14,039	\$14,837	\$13,125	\$5,723	\$7,512	\$11,517	\$14,527	\$14,071	\$14,319	\$15,983	\$17,225	2.07%
Annual Growth		5.7%	-11.5%	-56.4%	31.2%	53.3%	26.1%	-3.1%	1.8%	11.6%	7.8%	

*Some data is missing due to non disclosure agreements.

Source: Washington State Department of Revenue
<http://dor.wa.gov/content/statistics/TID/StatisticsReports.aspx?Query=LocalSales>

Table 8
CITY OF NORTH BEND TAXABLE RETAIL STORE SALES
(Thousands of Dollars)

	<u>1994</u>	<u>1995</u>	<u>1996</u>	<u>1997</u>	<u>1998</u>	<u>1999</u>	<u>2000</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>	Rate of Growth <u>1994-2004</u>
Apparel Stores	\$10,651	\$17,712	\$17,146	\$20,555	\$19,835	\$20,158	\$22,011	\$21,727	\$26,790	\$27,890	\$29,246	10.63%
Gen. Merchandise	585	*	*	133	145	164	188	221	177	250	2,492	15.60%
Food Stores	7,854	8,292	9,352	11,355	12,734	12,687	12,295	12,715	13,080	13,854	14,575	6.38%
Grocery Stores	7,754	7,948	9,015	10,833	12,223	12,311	11,514	11,949	12,468	13,241	14,013	6.10%
Eating & Drinking Places	10,517	10,096	10,923	11,195	12,918	13,533	14,315	14,991	16,194	17,436	18,813	5.99%
Furnishing & Appliances	4,060	5,086	4,162	4,663	4,400	4,894	4,981	5,005	4,889	4,086	3,791	-0.68%
Bldg Materials & Hardware	2,260	3,101	3,030	3,237	2,992	2,641	4,536	4,878	5,253	5,362	3,224	3.62%
Automotive Dealers & Gasoline	8,923	10,042	11,716	13,085	12,400	12,488	12,841	14,519	15,695	17,913	18,845	7.76%
Misc Retail Stores	6,429	5,771	6,809	8,888	17,410	18,153	17,772	15,919	16,084	17,334	16,823	10.10%
Durg Stores	*	*	*	*	*	*	*	*	*	753	*	*
Total City of North Bend	\$51,279	\$60,101	\$63,139	\$73,110	\$82,834	\$84,718	\$88,940	\$89,974	\$98,162	\$104,125	\$107,810	
Annual Growth		17.2%	5.1%	15.8%	13.3%	2.3%	5.0%	1.2%	9.1%	6.1%	3.5%	

*Some data is missing due to non disclosure agreements.

Source: Washington State Department of Revenue

<http://dor.wa.gov/content/statistics/TID/StatisticsReports.aspx?Query=LocalSales>

Source: Washington State Department of Revenue

Table 9

TOTAL RETAIL DEMAND FROM SNOQUALMIE CITY & UGA RESIDENTS


(Thousands of Dollars)

	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2012</u>	<u>2014</u>	<u>2016</u>	<u>2018</u>	<u>2020</u>	<u>2022</u>
Population in Snoqualmie	7,390	8,208	9,594	10,666	11,611	12,431	13,312	14,040	14,646	15,133	15,423	15,718
Real Income Adjustment	1,000	1,012	1,024	1,036	1,049	1,061	1,087	1,113	1,140	1,168	1,196	1,225
Apparel Stores	\$3,335	\$3,748	\$4,433	\$4,988	\$5,495	\$5,954	\$6,530	\$7,053	\$7,535	\$7,973	\$8,323	\$8,687
Gen. Merchandise	9,469	10,644	12,590	14,165	15,604	16,907	18,543	20,028	21,398	22,642	23,634	24,667
Food Stores	22,006	24,736	29,258	32,918	36,364	39,291	43,093	46,546	49,730	52,621	54,925	57,327
Grocery Stores	15,392	17,301	20,465	23,025	25,365	27,482	30,141	32,556	34,784	36,806	38,418	40,097
Eating & Drinking Places	9,367	10,529	12,454	14,012	15,437	16,725	18,343	19,813	21,169	22,399	23,380	24,402
Furnishing & Appliances	6,540	7,352	8,696	9,784	10,778	11,678	12,808	13,834	14,780	15,639	16,324	17,038
Bldg Materials & Hardware	6,566	7,380	8,730	9,822	10,820	11,723	12,858	13,888	14,838	15,700	16,388	17,105
Auto Dealers & Gasoline	14,108	15,858	18,757	21,103	23,248	25,189	27,626	29,839	31,881	33,734	35,211	36,751
Misc Retail Stores	11,854	13,324	15,760	17,732	19,534	21,164	23,212	25,072	26,787	28,344	29,586	30,879
Durg Stores	3,883	4,365	5,163	5,809	6,399	6,933	7,604	8,213	8,775	9,285	9,692	10,115
Total Snoqualmie	\$83,245	\$93,570	\$110,679	\$124,524	\$137,179	\$148,631	\$163,012	\$176,073	\$188,118	\$199,054	\$207,772	\$216,856
Annual Growth		12.4%	18.3%	12.5%	10.2%	8.3%	2.7%	3.9%	2.9%	2.9%	2.2%	2.2%

Source: Economics Research Associates

Table 11

CENTER ST & SNOQUALMIE PARKWAY RETAIL DEMAND FROM RESIDENTS
(Thousands of Dollars)

	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2012</u>	<u>2014</u>	<u>2016</u>	<u>2018</u>	<u>2020</u>	<u>2022</u>
Population in City & UGA	7,390	8,208	9,594	10,666	11,611	12,431	13,312	14,040	14,646	15,133	15,423	15,718
Apparel Stores	\$167	\$187	\$222	\$254	\$286	\$316	\$359	\$402	\$445	\$486	\$524	\$565
Gen. Merchandise	1,420	1,597	1,888	2,139	2,372	2,587	2,874	3,144	3,402	3,645	3,852	4,070
Food Stores	7,262	8,410	10,240	11,554	12,765	13,870	15,298	16,617	17,853	18,996	19,938	20,924
 Grocery Stores	5,079	5,882	7,163	8,082	8,928	9,701	10,700	11,623	12,487	13,287	13,946	14,635
Eating & Drinking Places	1,405	1,895	2,366	2,676	2,964	3,228	3,577	3,903	4,213	4,502	4,746	5,002
Furnishing & Appliances	523	662	870	988	1,099	1,203	1,345	1,480	1,611	1,736	1,845	1,959
Bldg Materials & Hardware	525	664	873	992	1,104	1,208	1,350	1,486	1,617	1,743	1,852	1,967
Auto Dealers & Gasoline												
Misc Retail Stores	1,778	1,999	2,364	2,677	2,969	3,238	3,598	3,936	4,259	4,563	4,822	5,095
Durg Stores	971	1,091	1,291	1,458	1,613	1,754	1,939	2,111	2,273	2,423	2,549	2,681
Total	\$13,081	\$15,414	\$18,823	\$21,282	\$23,558	\$25,649	\$28,401	\$30,969	\$33,400	\$35,672	\$37,580	\$39,583
Annual Growth		17.8%	22.1%	13.1%	10.7%	8.9%	3.1%	4.4%	3.4%	3.3%	2.6%	2.6%

Source: Economics Research Associates


Table 12
SNOQUALMIE EMPLOYEE GENERATED TOTAL SALES
(In Thousands of Dollars)

	Est Annual Sales/Employee	2005	2006	2007	2008	2009	2010	2012	2014	2016	2018	2020	2022
Employees in Snoqualmie		2,018	2,079	2,501	2,627	2,742	2,845	3,053	3,268	3,501	3,753	4,027	4,324
Rent Income Adjustment		1,000	1,012	1,024	1,036	1,049	1,061	1,087	1,113	1,140	1,168	1,196	1,225
Apparel Stores	\$0.050	\$101	\$105	\$128	\$136	\$144	\$151	\$166	\$182	\$200	\$219	\$241	\$265
Gen. Merchandise	0.100	202	210	256	272	288	302	332	364	399	438	482	530
Food Stores	0.600	1,211	1,262	1,537	1,634	1,725	1,812	1,992	2,183	2,395	2,630	2,890	3,178
Grubby Stores	0.540	1,089	1,136	1,383	1,470	1,553	1,631	1,792	1,965	2,155	2,367	2,601	2,860
Eating & Drinking Places	0.900	1,816	1,893	2,305	2,450	2,588	2,718	2,987	3,275	3,592	3,944	4,334	4,767
Furnishing & Appliances	0.030	61	63	77	82	86	91	100	109	120	131	144	159
Bldg Materials & Hardware	0.240	484	505	615	653	690	725	797	873	958	1,052	1,156	1,271
Auto Dealers & Gasoline	0.300	605	631	768	817	863	906	996	1,092	1,197	1,315	1,445	1,589
Misc Retail Stores	0.250	504	526	640	681	719	755	830	910	998	1,096	1,204	1,324
Durg Stores	0.200	404	421	512	545	575	604	664	728	798	877	963	1,059
Total Employee Spending	\$2.470	\$4,983	\$5,196	\$6,326	\$6,725	\$7,103	\$7,459	\$8,198	\$8,987	\$9,859	\$10,825	\$11,895	\$13,082
Annual Growth			4.3%	21.7%	6.3%	5.6%	5.0%	4.7%	4.7%	4.8%	4.8%	4.8%	4.9%

Source: Urban Land Institute, Dollars & Cents of Shopping Centers 2004 and Economics Research Associates

Table 13

CENTER & SNOQUALMIE PARKWAY CAPTURE RATES OF EMPLOYEE DEMAND


	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2012</u>	<u>2014</u>	<u>2016</u>	<u>2018</u>	<u>2020</u>	<u>2022</u>
Employees in Snoqualmie	2,018	2,079	2,501	2,627	2,742	2,845	3,053	3,268	3,501	3,753	4,027	4,324
Apparel Stores	50.0%	50.0%	50.0%	50.1%	50.2%	50.3%	50.5%	50.7%	50.9%	51.1%	51.3%	51.5%
Gen. Merchandise	75.0%	75.0%	75.0%	75.1%	75.2%	75.3%	75.5%	75.7%	75.9%	76.1%	76.3%	76.5%
Food Stores	70.0%	70.0%	70.0%	70.1%	70.2%	70.3%	70.5%	70.7%	70.9%	71.1%	71.3%	71.5%
 Grocery Stores	70.0%	70.0%	70.0%	70.1%	70.2%	70.3%	70.5%	70.7%	70.9%	71.1%	71.3%	71.5%
Eating & Drinking Places	65.0%	65.0%	65.0%	65.1%	65.2%	65.3%	65.5%	65.7%	65.9%	66.1%	66.3%	66.5%
Furnishing & Appliances	50.0%	50.0%	50.0%	50.1%	50.2%	50.3%	50.5%	50.7%	50.9%	51.1%	51.3%	51.5%
Bldg Materials & Hardware	65.0%	65.0%	65.0%	65.1%	65.2%	65.3%	65.5%	65.7%	65.9%	66.1%	66.3%	66.5%
Auto Dealers & Gasoline	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%
Misc Retail Stores	65.0%	65.0%	65.0%	65.0%	65.0%	65.0%	65.0%	65.0%	65.0%	65.0%	65.0%	65.0%
Durg Stores	70.0%	70.0%	70.0%	70.0%	70.0%	70.0%	70.0%	70.0%	70.0%	70.0%	70.0%	70.0%

Source: Economics Research Associates

Table 14

CENTER ST & SNOQUALMIE PARKWAY RETAIL DEMAND FROM EMPLOYEES


(In Thousands of Dollars)

	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2012</u>	<u>2014</u>	<u>2016</u>	<u>2018</u>	<u>2020</u>	<u>2022</u>
Employees in Snoqualmie	2,018	2,079	2,501	2,627	2,742	2,845	3,053	3,268	3,501	3,753	4,027	4,324
Apparel Stores	\$50	\$53	\$64	\$68	\$72	\$76	\$84	\$92	\$102	\$112	\$124	\$136
Gen. Merchandise	151	158	192	204	216	227	251	275	303	334	367	405
Food Stores	847	884	1,076	1,145	1,211	1,274	1,404	1,543	1,698	1,870	2,060	2,272
 Grocery Stores	763	795	968	1,031	1,090	1,146	1,264	1,389	1,528	1,683	1,854	2,045
Eating & Drinking Places	1,180	1,231	1,498	1,595	1,687	1,775	1,957	2,151	2,367	2,607	2,874	3,170
Furnishing & Appliances	30	32	38	41	43	46	50	55	61	67	74	82
Bldg Materials & Hardware	315	328	400	425	450	473	522	574	631	695	766	845
Auto Dealers & Gasoline												
Misc Retail Stores	328	342	416	442	467	491	539	591	649	712	783	861
Durg Stores	282	295	359	381	403	423	465	509	559	614	674	741
Total Employee Spending	\$2,902	\$3,026	\$3,684	\$3,922	\$4,148	\$4,362	\$4,807	\$5,283	\$5,811	\$6,397	\$7,048	\$7,771
Annual Growth		4.3%	21.7%	6.5%	5.8%	5.2%	4.8%	4.8%	4.9%	4.9%	5.0%	5.0%

Source: Urban Land Institute, Dollars & Cents of Shopping Centers 2004 and Economics Research Associates

Table 15

CENTER ST & SNOQUALMIE PARKWAY RETAIL DEMAND FROM RESIDENTS AND EMPLOYEES
(Thousands of Dollars)

	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2012</u>	<u>2014</u>	<u>2016</u>	<u>2018</u>	<u>2020</u>	<u>2022</u>
Population in Snoqualmie	7,390	8,208	9,594	10,666	11,611	12,431	13,312	14,040	14,646	15,133	15,423	15,718
Employees in Snoqualmie	2,018	2,079	2,501	2,627	2,742	2,845	3,053	3,268	3,501	3,753	4,027	4,324
Apparel Stores	\$217	\$240	\$286	\$323	\$358	\$391	\$443	\$494	\$546	\$598	\$648	\$701
Gen. Merchandise	1,572	1,754	2,081	2,343	2,588	2,814	3,125	3,420	3,705	3,979	4,220	4,475
Food Stores	8,109	9,294	11,316	12,699	13,976	15,144	16,702	18,160	19,551	20,866	21,998	23,196
 Grocery Stores	5,842	6,678	8,131	9,112	10,019	10,848	11,964	13,012	14,016	14,969	15,800	16,680
Eating & Drinking Places	2,585	3,126	3,865	4,272	4,651	5,003	5,534	6,055	6,580	7,109	7,620	8,172
Furnishing & Appliances	553	693	908	1,029	1,143	1,248	1,395	1,536	1,672	1,803	1,919	2,041
Bldg Materials & Hardware	840	992	1,273	1,417	1,554	1,681	1,872	2,060	2,249	2,438	2,618	2,812
Auto Dealers & Gasoline												
Misc Retail Stores	2,106	2,340	2,780	3,120	3,436	3,729	4,137	4,528	4,908	5,276	5,605	5,956
Durg Stores	1,253	1,386	1,649	1,839	2,015	2,177	2,404	2,620	2,832	3,037	3,223	3,422
Total	\$15,983	\$18,440	\$22,508	\$25,203	\$27,706	\$30,010	\$33,208	\$36,252	\$39,211	\$42,069	\$44,628	\$47,354
Annual Growth		15.4%	22.1%	12.0%	9.9%	8.3%	3.4%	4.5%	3.6%	3.6%	3.0%	3.0%

Source: Economics Research Associates

Table 16

CENTER ST & SNOQUALMIE PARKWAY RETAIL DEMAND FROM RESIDENTS AND EMPLOYEES
(In Square Feet of Retail Space)

	<u>Sales per Sq Ft/Year</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2012</u>	<u>2014</u>	<u>2016</u>	<u>2018</u>	<u>2020</u>	<u>2022</u>
Apparel Stores	\$250	869	960	1,143	1,290	1,432	1,566	1,772	1,977	2,185	2,393	2,591	2,804
Gen. Merchandise	250	6,287	7,017	8,322	9,373	10,352	11,257	12,499	13,680	14,821	15,916	16,879	17,901
Food Stores	400	20,273	23,234	28,290	31,749	34,940	37,859	41,755	45,401	48,878	52,164	54,995	57,991
Grocery Stores	400	14,605	16,694	20,327	22,781	25,046	27,119	29,910	32,529	35,039	37,424	39,499	41,701
Eating & Drinking Places	280	9,233	11,164	13,802	15,256	16,612	17,867	19,763	21,624	23,500	25,391	27,214	29,187
Furnishing & Appliances	250	2,214	2,773	3,632	4,116	4,571	4,994	5,580	6,142	6,688	7,213	7,675	8,165
Bldg Materials & Hardware	250	3,360	3,970	5,090	5,670	6,215	6,723	7,487	8,239	8,995	9,752	10,473	11,249
Auto Dealers & Gasoline													
Misc Retail Stores	250	8,424	9,362	11,121	12,480	13,746	14,916	16,549	18,110	19,631	21,102	22,420	23,823
Durg Stores	300	3,236	3,637	4,302	4,860	5,375	5,847	6,463	7,036	7,576	8,078	8,496	8,935
Total		50,660	58,480	71,400	79,934	87,867	95,181	105,405	115,172	124,697	133,932	142,248	151,120
Annual Growth			15.4%	22.1%	12.0%	9.9%	8.3%	3.4%	4.5%	3.7%	3.6%	3.1%	3.1%

Source: Urban Land Institute, Dollars & Cents of Shopping Centers 2004 and Economics Research Associates

Table 17

**MEDIAN SIZE OF TENANT MOST FREQUENTLY FOUND
IN US NEIGHBORHOOD SHOPPING CENTERS**

Variety Store	7,377	9.6%
Supermarket	34,187	44.5%
Restaurant without Liquor	2,500	3.3%
Restaurant with Liquor	3,200	4.2%
Sandwich Shop	1,400	1.8%
Pizza	1,550	2.0%
Chinese Fast Food	1,400	1.8%
Liquor or Wine Store	2,400	3.1%
Drug Store/Pharmacy	8,993	11.7%
Other Retail Store	1,600	2.1%
Video Sales & Rental	<u>3,992</u>	<u>5.2%</u>
Total Retail Stores	68,599	89.3%
Woman's Hair Salon	1,204	1.6%
Dry Cleaners	1,450	1.9%
Unisex Hair	1,260	1.6%
Mail/Packaging	1,395	1.8%
Nail Salon	1,133	1.5%
Tanning Salon	<u>1,750</u>	<u>2.3%</u>
Total Personal Services	8,192	10.7%
Grand Total	76,791	100.0%

Source: Dollars and Cents of Shopping Centers, 2004

Table 18

SNOQUALMIE RIDGE NEIGHBORHOOD CENTER RETAIL

Built Space		Tenant	Total SF	Non Retail Tenant	Retail Space Occup or Avail
Retail #1	A	Bibo's Coffee Shop	1,362	0	1,362
	B	Vacant	1,200	0	1,200
	C	Chiropractic	800	800	0
	D	Geogio's Subs	1,150	0	1,150
	E	UPS	1,200	0	1,200
	F	Ichiban Teriyaki Rest.	1,200	0	1,200
	G	Andres Cleaners	1,275	0	1,275
	H	Key Bank	<u>3,057</u>	<u>3,057</u>	<u>0</u>
			11,244	3,857	7,387
Retail #2	A	Uncle Si's Pizza	1,281	0	1,281
	B	Mike's Cascade Grill	2,517	0	2,517
	C	Vacant	1,092	0	1,092
	D	Physical Therapy	1,483	1,483	0
	E	Hair Salon	1,094	0	1,094
	F	Dental Clinic	970	970	0
	G	Dental Clinic	1,020	1,020	0
	H	Nail Salon	<u>879</u>	<u>0</u>	<u>879</u>
			10,336	3,473	6,863
Retail #3 North Bldg.	A	Veterinary Hospital	887	887	0
	B	Veterinary Hospital	833	833	0
	C	Restaurant	1,235	0	1,235
	D	Martial Arts	946	0	946
	E	Martial Arts	1,472	0	1,472
	F	Royal Clips LLC	<u>957</u>	<u>0</u>	<u>957</u>
			6,330	1,720	4,610
South Bldg.	G	Zeebi's Toys	1,222	0	1,222
	H	Secret Sun LLC	1,210	0	1,210
	I	Ladies Workout	1,453	0	1,453
	J	SV Eye Care	1,440	0	1,440
	K	Indigo Ridge	1,108	0	1,108
	L	Valley View Fam Med	1,475	1,475	0
	M	Valley View Fam Med	883	883	0
	N	Vacant	<u>1,462</u>	<u>0</u>	<u>1,462</u>
			10,253	2,358	7,895
Total Built			38,163	11,408	26,755

Table 18

SNOQUALMIE RIDGE NEIGHBORHOOD CENTER RETAIL**Yet to be Built**

Retail #4	A1	Grocery Store	21,400	0	21,400
North	A2	Shop/Grocery Expansion	1,200	0	1,200
Bldg	A3	Shop/Grocery Expansion	1,200	0	1,200
	A4	Shop/Grocery Expansion	1,200	0	1,200
	A5	Shop/Grocery Expansion	<u>1,400</u>	<u>0</u>	<u>1,400</u>
			26,400	0	26,400
South	B1	Future Shops	2,400	0	2,400
Bldg	B2	Future Shops/Office Upper	4,800	2,400	2,400
	B3	Future Shops	2,400	0	2,400
	B4	Future Shops/Office Upper	6,064	3,664	2,400
	B5	Future Shops	<u>1,284</u>	<u>0</u>	<u>1,284</u>
			16,948	6,064	10,884
Pad	C	Future Shop or Restaurant	2,400	0	2,400
Library	D1	Library	6,000	6,000	0
	D2	Library Expansion	<u>4,000</u>	<u>4,000</u>	<u>0</u>
			10,000	10,000	0
Retail #5	A1	Future Pre School	10,000	10,000	0
	A2	Physical Therapy	1,600	1,600	0
	A3	Future Retail	<u>16,400</u>	<u>0</u>	<u>16,400</u>
			28,000	11,600	16,400
Total To be Built			83,748	27,664	56,084
Grand Total Neighborhood Center			121,911	39,072	82,839

Source: City of Snoqualmie and Mark McDonald

Table 19

RETAIL DEMAND AND SUPPLY COMPARISON FOR SNOQUALMIE RIDGE
(In Square Feet of Retail Space)

	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>
Total Demand										
Grocery Store	14,605	16,694	20,327	22,781	25,046	27,119	28,999	29,910	31,200	32,529
Drug Store & Gen Merchandise	9,523	10,655	12,624	14,233	15,727	17,103	18,355	18,962	19,825	20,715
Other Food Stores	5,668	6,540	7,963	8,968	9,894	10,740	11,501	11,846	12,352	12,871
Eating and Drinking Places	9,233	11,164	13,802	15,256	16,612	17,867	19,047	19,763	20,676	21,624
Other Retail Stores	11,630	13,427	16,683	18,696	20,587	22,351	23,996	24,925	26,156	27,432
Total Retail Store Space Demand	50,660	58,480	71,400	79,934	87,867	95,181	101,897	105,405	110,209	115,172
Add 12% for Personal Services	6,079	7,018	8,568	9,592	10,544	11,422	12,228	12,649	13,225	13,821
Total Retail Space Demand	56,739	65,498	79,968	89,526	98,411	106,603	114,125	118,054	123,434	128,992
Total Retail Space Supply										
Grocery Store	0	21,400	21,400	21,400	26,400	26,400	26,400	26,400	26,400	26,400
Other Retail Stores Restaurants & Service	26,755	31,755	31,755	31,755	40,039	56,439	56,439	56,439	56,439	56,439
Total Neighborhood Center Supply	26,755	53,155	53,155	53,155	66,439	82,839	82,839	82,839	82,839	82,839
Kimball Creek Retail Space	0	0	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Total Retail Space Supply	26,755	53,155	73,155	73,155	86,439	102,839	102,839	102,839	102,839	102,839
Excess Demand or (Supply)	29,984	12,343	6,813	16,371	11,972	3,764	11,286	15,215	20,595	26,153
Additional Acreage Required (FAR=.25)	2.8	1.1	0.6	1.5	1.1	0.3	1.0	1.4	1.9	2.4

Source: Economics Research Associates

Table 19

RETAIL DEMAND AND SUPPLY COMPARISON I
(In Square Feet of Retail Space)

	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>
Total Demand								
Grocery Store	33,897	35,039	36,214	37,424	38,446	39,499	40,584	41,701
Drug Store & Gen Merchandise	21,633	22,397	23,184	23,994	24,675	25,376	26,096	26,836
Other Food Stores	13,405	13,839	14,284	14,741	15,113	15,496	15,888	16,290
Eating and Drinking Places	22,607	23,500	24,427	25,391	26,284	27,214	28,181	29,187
Other Retail Stores	28,756	29,923	31,131	32,383	33,503	34,663	35,863	37,106
Total Retail Store Space Demand	120,298	124,697	129,240	133,932	138,023	142,248	146,611	151,120
Add 12% for Personal Services	14,436	14,964	15,509	16,072	16,563	17,070	17,593	18,134
Total Retail Space Demand	134,734	139,661	144,749	150,003	154,585	159,317	164,205	169,254
Total Retail Space Supply								
Grocery Store	26,400	26,400	26,400	26,400	26,400	26,400	26,400	26,400
Other Retail Stores Restaurants & Service	56,439	56,439	56,439	56,439	56,439	56,439	56,439	56,439
Total Neighborhood Center Supply	82,839	82,839	82,839	82,839	82,839	82,839	82,839	82,839
Kimball Creek Retail Space	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Total Retail Space Supply	102,839	102,839	102,839	102,839	102,839	102,839	102,839	102,839
Excess Demand or (Supply)	31,895	36,822	41,910	47,164	51,746	56,478	61,366	66,415
Additional Acreage Required (FAR=.25)	2.9	3.4	3.8	4.3	4.8	5.2	5.6	6.1

Source: Economics Research Associates

Table 20

POPULATION ESTIMATES & FORECASTS FOR S-21 TRADE AREA

	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2012</u>	<u>2014</u>	<u>2016</u>	<u>2018</u>	<u>2020</u>	<u>2022</u>
Snoqualmie City & UGA	7,390	8,208	9,594	10,666	11,611	12,431	13,312	14,040	14,646	15,133	15,423	15,718
North Bend	5,254	5,454	5,654	5,854	6,054	6,254	6,654	7,054	7,454	7,854	8,254	8,654
Other Areas	<u>1,264</u>	<u>1,366</u>	<u>1,525</u>	<u>1,652</u>	<u>1,766</u>	<u>1,868</u>	<u>1,997</u>	<u>2,109</u>	<u>2,210</u>	<u>2,299</u>	<u>2,368</u>	<u>2,437</u>
Total S-21 Trade Area	13,908	15,028	16,772	18,171	19,430	20,553	21,962	23,202	24,310	25,285	26,044	26,808

Source: Economics Research Associates

Table 21
TOTAL RETAIL DEMAND FROM S-21 TRADE AREA RESIDENTS
(Thousands of Dollars)

	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2012</u>	<u>2014</u>	<u>2016</u>	<u>2018</u>	<u>2020</u>	<u>2022</u>
Pop in S-21 Trade Area	13,908	15,028	16,772	18,171	19,430	20,553	21,962	23,202	24,310	25,285	26,044	26,808
Real Income Adjustment	1,000	1,012	1,024	1,036	1,049	1,061	1,087	1,113	1,140	1,168	1,196	1,225
Apparel Stores	\$6,275	\$6,862	\$7,751	\$8,498	\$9,196	\$9,844	\$10,773	\$11,656	\$12,507	\$13,323	\$14,054	\$14,816
Gen. Merchandise	17,821	19,487	22,009	24,132	26,114	27,953	30,592	33,100	35,517	37,833	39,910	42,073
Food Stores	41,415	45,287	51,150	56,082	60,688	64,963	71,094	76,923	82,541	87,923	92,750	97,777
Eating & Drinking Places	17,629	19,277	21,773	23,873	25,833	27,653	30,263	32,744	35,135	37,426	39,481	41,621
Furnishing & Appliances	12,309	13,460	15,202	16,668	18,037	19,308	21,130	22,862	24,532	26,131	27,566	29,060
Bldg Materials & Hardware	12,357	13,512	15,262	16,733	18,108	19,383	21,213	22,952	24,628	26,234	27,674	29,174
Auto Dealers & Gasoline	26,550	29,033	32,791	35,953	38,906	41,647	45,577	49,314	52,915	56,365	59,460	62,683
Misc Retail Stores	22,308	24,394	27,552	30,209	32,690	34,993	38,295	41,435	44,461	47,360	49,960	52,668
Total	\$156,665	\$171,312	\$193,490	\$212,149	\$229,571	\$245,744	\$268,936	\$290,985	\$312,235	\$332,595	\$350,856	\$369,872
Annual Growth		9.3%	12.9%	9.6%	8.2%	7.0%	3.2%	4.0%	3.3%	3.2%	2.7%	2.7%

Source: Economics Research Associates

Table 22
S-21 CAPTURE OF TRADE AREA DEMAND

	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2012</u>	<u>2014</u>	<u>2016</u>	<u>2018</u>	<u>2020</u>	<u>2022</u>
Pop in S-21 Trade Area	13,908	15,028	16,772	18,171	19,430	20,553	21,962	23,202	24,310	25,285	26,044	26,808
Apparel Stores	0.0%	0.0%	0.0%	0.1%	0.2%	0.3%	0.5%	0.7%	0.9%	1.1%	1.3%	1.5%
Gen. Merchandise	2.0%	2.0%	2.0%	2.1%	2.2%	2.3%	2.5%	2.7%	2.9%	3.1%	3.3%	3.5%
Food Stores	2.0%	2.0%	2.0%	2.1%	2.2%	2.3%	2.5%	2.7%	2.9%	3.1%	3.3%	3.5%
Eating & Drinking Places	4.0%	4.0%	4.0%	4.1%	4.2%	4.3%	4.5%	4.7%	4.9%	5.1%	5.3%	5.5%
Furnishing & Appliances	5.0%	5.0%	5.0%	5.1%	5.2%	5.3%	5.5%	5.7%	5.9%	6.1%	6.3%	6.5%
Bldg Materials & Hardware	5.0%	5.0%	5.0%	5.1%	5.2%	5.3%	5.5%	5.7%	5.9%	6.1%	6.3%	6.5%
Auto Dealers & Gasoline	8.0%	8.0%	8.0%	8.1%	8.2%	8.3%	8.5%	8.7%	8.9%	9.1%	9.3%	9.5%
Misc Retail Stores	2.0%	2.0%	2.0%	2.1%	2.2%	2.3%	2.5%	2.7%	2.9%	3.1%	3.3%	3.5%

Source: Economics Research Associates

Table 23
S-21 SALES TO TRADE AREA RESIDENTS
 (Thousands of Dollars)

	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2012</u>	<u>2014</u>	<u>2016</u>	<u>2018</u>	<u>2020</u>	<u>2022</u>
Pop in S-21 Trade Area	13,908	15,028	16,772	18,171	19,430	20,553	21,962	23,202	24,310	25,285	26,044	26,808
Apparel Stores	\$0	\$0	\$0	\$8	\$18	\$30	\$54	\$82	\$113	\$147	\$183	\$222
Gen. Merchandise	356	390	440	507	575	643	765	894	1,030	1,173	1,317	1,473
Food Stores	828	906	1,023	1,178	1,335	1,494	1,777	2,077	2,394	2,726	3,061	3,422
Bakery & Drinking Places	705	771	871	979	1,085	1,189	1,362	1,539	1,722	1,909	2,093	2,289
Furnishing & Appliances	615	673	760	850	938	1,023	1,162	1,303	1,447	1,594	1,737	1,889
Bldg Materials & Hardware	618	676	763	853	942	1,027	1,167	1,308	1,453	1,600	1,743	1,896
Auto Dealers & Gasoline	2,124	2,323	2,623	2,912	3,190	3,457	3,874	4,290	4,709	5,129	5,530	5,955
Misc Retail Stores	446	488	551	634	719	805	957	1,119	1,289	1,468	1,649	1,843
Total	\$5,693	\$6,226	\$7,032	\$7,922	\$8,802	\$9,668	\$11,118	\$12,612	\$14,157	\$15,745	\$17,312	\$18,990
Annual Growth		9.3%	12.9%	12.7%	11.1%	9.8%	5.8%	6.4%	5.6%	5.4%	4.8%	4.7%

Source: Economics Research Associates

Table 24
SUPPORTABLE SF FROM S-21 TRADE AREA
(In Square Feet of Retail Space)

	Sales per Sq Ft/Year	2005	2006	2007	2008	2009	2010	2012	2014	2016	2018	2020	2022
Apparel Stores	\$250	0	0	0	34	74	118	215	326	450	586	731	889
Gen. Merchandise	250	1,426	1,559	1,761	2,027	2,298	2,572	3,059	3,575	4,120	4,691	5,268	5,890
Food Stores	400	2,071	2,264	2,557	2,944	3,338	3,735	4,443	5,192	5,984	6,814	7,652	8,555
Eating & Drinking Places	280	2,518	2,754	3,110	3,496	3,875	4,247	4,864	5,496	6,149	6,817	7,473	8,176
Furnishing & Appliances	250	2,462	2,692	3,040	3,400	3,752	4,093	4,649	5,213	5,790	6,376	6,947	7,556
Bldg Materials & Hardware	250	2,471	2,702	3,052	3,414	3,766	4,109	4,667	5,233	5,812	6,401	6,974	7,585
Auto Dealers & Gasoline	1,500	1,416	1,548	1,749	1,941	2,127	2,304	2,583	2,860	3,140	3,419	3,687	3,970
Misc Retail Stores	250	1,785	1,952	2,204	2,538	2,877	3,219	3,830	4,475	5,157	5,873	6,595	7,374
Total		14,149	15,472	17,474	19,794	22,106	24,398	28,309	32,371	36,602	40,978	45,326	49,995
Annual Growth			9.3%	12.9%	13.3%	11.7%	10.4%	6.2%	6.9%	6.0%	5.8%	5.1%	5.0%

Source: Urban Land Institute, Dollars & Cents of Shopping Centers 2004 and Economics Research Associates

Table 25
SUPPORTABLE SF FROM S-21 TRADE AREA PLUS I-90 SUPPORT
(In Square Feet of Retail Space)

	Percent From I-90	2005	2006	2007	2008	2009	2010	2012	2014	2016	2018	2020	2022
Apparel Stores	40%	0	0	0	57	123	197	359	544	750	977	1,218	1,482
Gen. Merchandise	50%	2,851	3,118	3,522	4,054	4,596	5,143	6,118	7,150	8,240	9,382	10,536	11,780
Food Stores	60%	5,177	5,661	6,394	7,361	8,345	9,338	11,109	12,981	14,960	17,035	19,130	21,389
Eating & Drinking Places	60%	6,296	6,885	7,776	8,739	9,687	10,617	12,159	13,741	15,372	17,042	18,683	20,439
Furnishing & Appliances	50%	4,924	5,384	6,081	6,801	7,503	8,186	9,297	10,425	11,579	12,752	13,893	15,111
Bldg Materials & Hardware	50%	4,943	5,405	6,105	6,827	7,533	8,218	9,334	10,466	11,624	12,802	13,948	15,170
Auto Dealers & Gasoline	65%	4,046	4,424	4,997	5,547	6,077	6,584	7,379	8,172	8,970	9,770	10,533 ^e	11,343
Misc Retail Stores	50%	3,569	3,903	4,408	5,075	5,753	6,439	7,659	8,950	10,315	11,745	13,189 ^e	14,747
Total		31,806	34,779	39,282	44,461	49,617	54,723	63,414	72,428	81,811	91,506	101,130	111,461
Annual Growth			9.3%	12.9%	13.2%	11.6%	10.3%	6.2%	6.8%	5.9%	5.7%	5.1%	4.9%

Source: Urban Land Institute, Dollars & Cents of Shopping Centers 2004 and Economics Research Associates

Table 26
S-21 ACREAGE DEMAND AND RETAIL PROGRAM
(In Square Feet of Retail Space)

	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2012</u>	<u>2014</u>	<u>2016</u>	<u>2018</u>	<u>2020</u>	<u>2022</u>
Restaurant & Coffee Shops	6,296	6,885	7,776	8,739	9,687	10,617	12,159	13,741	15,372	17,042	18,683	20,439
Convenience Market	5,177	5,661	6,394	7,361	8,345	9,338	11,109	12,981	14,960	17,035	19,130	21,389
Appliance Hardware & Bldg Materials	9,866	10,789	12,186	13,628	15,036	16,405	18,631	20,891	23,203	25,554	27,841	30,282
Miscellaneous Retail Stores	<u>6,421</u>	<u>7,021</u>	<u>7,930</u>	<u>9,129</u>	<u>10,349</u>	<u>11,582</u>	<u>13,777</u>	<u>16,099</u>	<u>18,555</u>	<u>21,128</u>	<u>23,726</u>	<u>26,527</u>
Retail Store Total SF Demand	27,760	30,355	34,285	38,857	43,418	47,942	55,676	63,712	72,090	80,759	89,379	98,637
Retail Store Acreage Demand ¹	3.2	3.5	3.9	4.5	5.0	5.5	6.4	7.3	8.3	9.3	10.3	11.3
Service Stations	4,046	4,424	4,997	5,547	6,077	6,584	7,379	8,172	8,970	9,770	10,533	11,343
Service Station Acreage Demand	1.7	1.8	2.1	2.3	2.5	2.7	3.0	3.4	3.7	4.0	4.4	4.7
Total S-21 Acreage Demand	4.9	5.3	6.0	6.8	7.5	8.2	9.4	10.7	12.0	13.3	14.6	16.0
Annual Growth		9.3%	12.9%	12.5%	11.0%	9.7%	5.7%	6.4%	5.5%	5.3%	4.8%	4.6%

¹ FAR = .2

Source: Urban Land Institute, Dollars & Cents of Shopping Centers 2004 and Economics Research Associates


Table 27
POTENTIAL SNOQUALMIE CITYWIDE CAPTURE OF RESIDENT DEMAND IF SITES WERE AVAILABLE

	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2012</u>	<u>2014</u>	<u>2016</u>	<u>2018</u>	<u>2020</u>	<u>2022</u>
Population in Snoqualmie	7,390	8,208	9,594	10,666	11,611	12,431	13,312	14,040	14,646	15,133	15,423	15,718
Apparel Stores	15.0%	17.0%	18.0%	18.2%	18.4%	18.6%	19.0%	19.4%	19.8%	20.2%	20.6%	21.0%
Gen. Merchandise	18.0%	19.0%	20.0%	20.3%	20.6%	20.9%	21.5%	22.1%	22.7%	23.3%	23.9%	24.5%
Food Stores	45.0%	47.0%	49.0%	49.2%	49.3%	49.5%	49.8%	50.1%	50.4%	50.7%	51.0%	51.3%
Food Stores Grocery Stores	45.0%	47.0%	49.0%	49.1%	49.2%	49.3%	49.5%	49.7%	49.9%	50.1%	50.3%	50.5%
Eating & Drinking Places	20.0%	22.0%	24.0%	24.1%	24.2%	24.3%	24.5%	24.7%	24.9%	25.1%	25.3%	25.5%
Furnishing & Appliances	15.0%	16.0%	17.0%	17.1%	17.2%	17.3%	17.5%	17.7%	17.9%	18.1%	18.3%	18.5%
Bldg Materials & Hardware	20.0%	21.0%	22.0%	22.2%	22.4%	22.6%	23.0%	23.4%	23.8%	24.2%	24.6%	25.0%
Auto Dealers & Gasoline	9.0%	9.5%	10.0%	10.1%	10.2%	10.3%	10.5%	10.7%	10.9%	11.1%	11.3%	11.5%
Misc Retail Stores	20.0%	21.0%	22.0%	22.2%	22.4%	22.6%	23.0%	23.4%	23.8%	24.2%	24.6%	25.0%
Durg Stores	25.0%	25.0%	25.0%	25.1%	25.2%	25.3%	25.5%	25.7%	25.9%	26.1%	26.3%	26.5%

Source: Economics Research Associates

Table 28

POTENTIAL SNOQUALMIE CITYWIDE SALES GENERATED BY RESIDENTS IF SITES WERE AVAILABLE
(Thousands of Dollars)

	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2012</u>	<u>2014</u>	<u>2016</u>	<u>2018</u>	<u>2020</u>	<u>2022</u>
Population in City & UGA	7,390	8,208	9,594	10,666	11,611	12,431	13,312	14,040	14,646	15,133	15,423	15,718
Apparel Stores	\$500	\$637	\$798	\$908	\$1,011	\$1,107	\$1,241	\$1,368	\$1,492	\$1,611	\$1,714	\$1,824
Gen. Merchandise	1,704	2,022	2,518	2,875	3,214	3,534	3,987	4,426	4,857	5,276	5,649	6,044
Food Stores	9,903	11,626	14,337	16,179	17,878	19,430	21,439	23,296	25,039	26,652	27,984	29,380
 Grocery Stores	6,926	8,132	10,028	11,305	12,479	13,549	14,920	16,181	17,357	18,440	19,324	20,249
Eating & Drinking Places	1,873	2,316	2,989	3,377	3,736	4,064	4,494	4,894	5,271	5,622	5,915	6,223
Furnishing & Appliances	981	1,176	1,478	1,673	1,854	2,020	2,241	2,449	2,646	2,831	2,987	3,152
Bldg Materials & Hardware	1,313	1,550	1,921	2,180	2,424	2,649	2,957	3,250	3,531	3,800	4,031	4,276
Auto Dealers & Gasoline	1,270	1,506	1,876	2,131	2,371	2,594	2,901	3,193	3,475	3,744	3,979	4,226
Misc Retail Stores	2,371	2,798	3,467	3,936	4,376	4,783	5,339	5,867	6,375	6,859	7,278	7,720
Durg Stores	971	1,091	1,291	1,458	1,613	1,754	1,939	2,111	2,273	2,423	2,549	2,681
Total	\$19,915	\$23,632	\$29,383	\$33,261	\$36,864	\$40,182	\$44,598	\$48,743	\$52,687	\$56,395	\$59,538	\$62,845
Annual Growth		18.7%	24.3%	13.2%	10.8%	9.0%	3.3%	4.5%	3.5%	3.4%	2.7%	2.7%

Source: Economics Research Associates


Table 22
S-21 CAPTURE OF TRADE AREA DEMAND

	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2012</u>	<u>2014</u>	<u>2016</u>	<u>2018</u>	<u>2020</u>	<u>2022</u>
Pop in S-21 Trade Area	13,908	15,028	16,772	18,171	19,430	20,553	21,962	23,202	24,310	25,285	26,044	26,808
Apparel Stores	0.0%	0.0%	0.0%	0.1%	0.2%	0.3%	0.5%	0.7%	0.9%	1.1%	1.3%	1.5%
Gen. Merchandise	2.0%	2.0%	2.0%	2.1%	2.2%	2.3%	2.5%	2.7%	2.9%	3.1%	3.3%	3.5%
Food Stores	2.0%	2.0%	2.0%	2.1%	2.2%	2.3%	2.5%	2.7%	2.9%	3.1%	3.3%	3.5%
Eating & Drinking Places	4.0%	4.0%	4.0%	4.1%	4.2%	4.3%	4.5%	4.7%	4.9%	5.1%	5.3%	5.5%
Furnishing & Appliances	5.0%	5.0%	5.0%	5.1%	5.2%	5.3%	5.5%	5.7%	5.9%	6.1%	6.3%	6.5%
Bldg Materials & Hardware	5.0%	5.0%	5.0%	5.1%	5.2%	5.3%	5.5%	5.7%	5.9%	6.1%	6.3%	6.5%
Auto Dealers & Gasoline	8.0%	8.0%	8.0%	8.1%	8.2%	8.3%	8.5%	8.7%	8.9%	9.1%	9.3%	9.5%
Misc Retail Stores	2.0%	2.0%	2.0%	2.1%	2.2%	2.3%	2.5%	2.7%	2.9%	3.1%	3.3%	3.5%

Source: Economics Research Associates

Table 28


POTENTIAL SNOQUALMIE CITYWIDE SALES GENERATED BY RESIDENTS IF SITES WERE AVAILABLE
(Thousands of Dollars)

	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2012</u>	<u>2014</u>	<u>2016</u>	<u>2018</u>	<u>2020</u>	<u>2022</u>
Population in City & UGA	7,390	8,208	9,594	10,666	11,611	12,431	13,312	14,040	14,646	15,133	15,423	15,718
Apparel Stores	\$500	\$637	\$798	\$908	\$1,011	\$1,107	\$1,241	\$1,368	\$1,492	\$1,611	\$1,714	\$1,824
Gen. Merchandise	1,704	2,022	2,518	2,875	3,214	3,534	3,987	4,426	4,857	5,276	5,649	6,044
Food Stores	9,903	11,626	14,337	16,179	17,878	19,430	21,439	23,296	25,039	26,652	27,984	29,380
 Grocery Stores	6,926	8,132	10,028	11,305	12,479	13,549	14,920	16,181	17,357	18,440	19,324	20,249
Eating & Drinking Places	1,873	2,316	2,989	3,377	3,736	4,064	4,494	4,894	5,271	5,622	5,915	6,223
Furnishing & Appliances	981	1,176	1,478	1,673	1,854	2,020	2,241	2,449	2,646	2,831	2,987	3,152
Bldg Materials & Hardware	1,313	1,550	1,921	2,180	2,424	2,649	2,957	3,250	3,531	3,800	4,031	4,276
Auto Dealers & Gasoline	1,270	1,506	1,876	2,131	2,371	2,594	2,901	3,193	3,475	3,744	3,979	4,226
Misc Retail Stores	2,371	2,798	3,467	3,936	4,376	4,783	5,339	5,867	6,375	6,859	7,278	7,720
Durg Stores	971	1,091	1,291	1,458	1,613	1,754	1,939	2,111	2,273	2,423	2,549	2,681
Total	\$19,915	\$23,632	\$29,383	\$33,261	\$36,864	\$40,182	\$44,598	\$48,743	\$52,687	\$56,395	\$59,538	\$62,845
Annual Growth		18.7%	24.3%	13.2%	10.8%	9.0%	3.3%	4.5%	3.5%	3.4%	2.7%	2.7%

Source: Economics Research Associates

Table 29


POTENTIAL SNOQUALMIE CITYWIDE CAPTURE OF EMPLOYEE DEMAND IF SITES WERE AVAILABLE

	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2012</u>	<u>2014</u>	<u>2016</u>	<u>2018</u>	<u>2020</u>	<u>2022</u>
Employees in Snoqualmie	2,018	2,079	2,501	2,627	2,742	2,845	3,053	3,268	3,501	3,753	4,027	4,324
Apparel Stores	85.0%	85.0%	85.0%	85.1%	85.2%	85.3%	85.5%	85.7%	85.9%	86.1%	86.3%	86.5%
Gen. Merchandise	90.0%	90.0%	90.0%	90.1%	90.2%	90.3%	90.5%	90.7%	90.9%	91.1%	91.3%	91.5%
Food Stores	95.0%	95.0%	95.0%	95.1%	95.2%	95.3%	95.5%	95.7%	95.9%	96.1%	96.3%	96.5%
 Grocery Stores	95.0%	95.0%	95.0%	95.1%	95.2%	95.3%	95.5%	95.7%	95.9%	96.1%	96.3%	96.5%
Eating & Drinking Places	90.0%	90.0%	90.0%	90.1%	90.2%	90.3%	90.5%	90.7%	90.9%	91.1%	91.3%	91.5%
Furnishing & Appliances	75.0%	75.0%	75.0%	75.1%	75.2%	75.3%	75.5%	75.7%	75.9%	76.1%	76.3%	76.5%
Bldg Materials & Hardware	90.0%	90.0%	90.0%	90.1%	90.2%	90.3%	90.5%	90.7%	90.9%	91.1%	91.3%	91.5%
Auto Dealers & Gasoline	65.0%	65.0%	65.0%	65.1%	65.2%	65.3%	65.5%	65.7%	65.9%	66.1%	66.3%	66.5%
Misc Retail Stores	85.0%	85.0%	85.0%	85.1%	85.2%	85.3%	85.5%	85.7%	85.9%	86.1%	86.3%	86.5%
Durg Stores	95.0%	95.0%	95.0%	95.1%	95.2%	95.3%	95.5%	95.7%	95.9%	96.1%	96.3%	96.5%

Source: Economics Research Associates


Table 30

POTENTIAL SNOQUALMIE CITYWIDE SALES GENERATED BY EMPLOYEES IF SITES WERE AVAILABLE
(In Thousands of Dollars)

	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2012</u>	<u>2014</u>	<u>2016</u>	<u>2018</u>	<u>2020</u>	<u>2022</u>
Employees in Snoqualmie	2,018	2,079	2,501	2,627	2,742	2,845	3,053	3,268	3,501	3,753	4,027	4,324
Apparel Stores	\$86	\$89	\$109	\$116	\$123	\$129	\$142	\$156	\$171	\$189	\$208	\$229
Gen. Merchandise	182	189	230	245	259	273	300	330	363	399	440	485
Food Stores	1,150	1,199	1,460	1,554	1,643	1,727	1,902	2,089	2,297	2,527	2,783	3,067
 Grocery Stores	1,035	1,079	1,314	1,398	1,478	1,554	1,712	1,880	2,067	2,274	2,504	2,760
Eating & Drinking Places	1,634	1,704	2,074	2,208	2,334	2,454	2,703	2,970	3,266	3,593	3,957	4,361
Furnishing & Appliances	45	47	58	61	65	68	75	83	91	100	110	122
Bldg Materials & Hardware	436	454	553	589	623	654	721	792	871	958	1,055	1,163
Auto Dealers & Gasoline	393	410	499	532	562	592	652	717	789	869	958	1,057
Misc Retail Stores	429	447	544	579	613	644	709	780	857	943	1,039	1,145
Durg Stores	383	400	487	518	548	576	634	696	766	842	928	1,022
Total Employee Spending	\$4,355	\$4,541	\$5,528	\$5,884	\$6,221	\$6,541	\$7,205	\$7,916	\$8,705	\$9,579	\$10,550	\$11,628
Annual Growth		4.3%	21.7%	6.4%	5.7%	5.1%	4.8%	4.8%	4.9%	4.9%	5.0%	5.0%

Source: Urban Land Institute, Dollars & Cents of Shopping Centers 2004 and Economics Research Associates

Table 31
POTENTIAL CITYWIDE SALES TO VISITORS
(In Thousands of Dollars)

	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2012</u>	<u>2014</u>	<u>2016</u>	<u>2018</u>	<u>2020</u>	<u>2022</u>
Index of Expected Increase	1.00	1.05	1.26	1.34	1.38	1.42	1.51	1.60	1.70	1.80	1.91	2.03
Apparel Stores	\$134	\$140	\$168	\$179	\$184	\$190	\$201	\$214	\$227	\$240	\$255	\$271
Gen. Merchandise	0	0	0	0	0	0	0	0	0	0	0	0
Food Stores	0	0	0	0	0	0	0	0	0	0	0	0
 Grocery Stores	0	0	0	0	0	0	0	0	0	0	0	0
Eating & Drinking Places	4,973	5,221	6,266	6,663	6,862	7,068	7,499	7,955	8,440	8,954	9,499	10,078
Furnishing & Appliances	0	0	0	0	0	0	0	0	0	0	0	0
Bldg Materials & Hardware	0	0	0	0	0	0	0	0	0	0	0	0
Auto Dealers & Gasoline	176	185	222	236	244	251	266	282	299	318	337	358
Misc Retail Stores	1,884	1,978	2,373	2,524	2,599	2,677	2,840	3,013	3,197	3,391	3,598	3,817
Durg Stores	0	0	0	0	0	0	0	0	0	0	0	0
Total Visitor Spending	\$7,166	\$7,525	\$9,029	\$9,603	\$9,889	\$10,186	\$10,806	\$11,464	\$12,163	\$12,903	\$13,689	\$14,523
Annual Growth		5.0%	20.0%	6.3%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%

Source: Urban Land Institute, Dollars & Cents of Shopping Centers 2004 and Economics Research Associates

Table 32

POTENTIAL SNOQUALMIE CITYWIDE SALES GENERATED BY RESIDENTS - EMPLOYEES - VISITORS
(Thousands of Dollars)

	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2012</u>	<u>2014</u>	<u>2016</u>	<u>2018</u>	<u>2020</u>	<u>2022</u>
Population in City & UGA	7,390	8,208	9,594	10,666	11,611	12,431	13,312	14,040	14,646	15,133	15,423	15,718
Employees in Snoqualmie	2,018	2,079	2,501	2,627	2,742	2,845	3,053	3,268	3,501	3,753	4,027	4,324
Apparel Stores	\$719	\$867	\$1,075	\$1,203	\$1,318	\$1,426	\$1,584	\$1,738	\$1,890	\$2,040	\$2,177	\$2,324
Gen. Merchandise	1,886	2,212	2,748	3,121	3,474	3,806	4,287	4,756	5,220	5,675	6,088	6,528
Food Stores	11,053	12,825	15,796	17,733	19,521	21,156	23,341	25,385	27,336	29,179	30,767	32,446
Grocery Stores	7,961	9,211	11,342	12,703	13,958	15,103	16,632	18,061	19,424	20,714	21,828	23,009
Eating & Drinking Places	8,480	9,242	11,329	12,248	12,932	13,587	14,696	15,819	16,976	18,169	19,371	20,662
Furnishing & Appliances	1,026	1,224	1,536	1,734	1,919	2,088	2,317	2,531	2,737	2,931	3,098	3,274
Bldg Materials & Hardware	1,749	2,004	2,474	2,769	3,046	3,304	3,678	4,042	4,402	4,758	5,087	5,439
Auto Dealers & Gasoline	1,840	2,102	2,597	2,900	3,177	3,437	3,819	4,192	4,564	4,931	5,274	5,641
Misc Retail Stores	4,683	5,223	6,385	7,040	7,587	8,104	8,889	9,660	10,429	11,194	11,915	12,682
Durg Stores	1,354	1,491	1,777	1,976	2,160	2,330	2,573	2,807	3,038	3,266	3,476	3,703
Total Sales Potential	\$31,436	\$35,698	\$43,941	\$48,747	\$52,974	\$56,909	\$62,610	\$68,123	\$73,554	\$78,877	\$83,777	\$88,996
Annual Growth		13.6%	23.1%	10.9%	8.7%	7.4%	3.4%	4.3%	3.6%	3.5%	3.1%	3.1%
Percent from Residents	63%	66%	67%	68%	70%	71%	71%	72%	72%	71%	71%	71%
Percent from Employees	14%	13%	13%	12%	12%	11%	12%	12%	12%	12%	13%	13%
Percent from Visitors	23%	21%	21%	20%	19%	18%	17%	17%	17%	16%	16%	16%

Source: Economics Research Associates

Table 33
POTENTIAL SNOQUALMIE CITYWIDE DEMAND GENERATED BY RESIDENTS - EMPLOYEES - VISITORS
(In Square Feet and Acres of Retail Space)

	Sales per Sq.Ft/Year	2005	2006	2007	2008	2009	2010	2012	2014	2016	2018	2020	2022
Apparel Stores	\$233	3,094	3,728	4,624	5,173	5,668	6,133	6,813	7,474	8,129	8,773	9,365	9,995
Gen. Merchandise	233	8,112	9,512	11,821	13,422	14,941	16,371	18,439	20,457	22,453	24,408	26,186	28,078
Food Stores	372	29,712	34,476	42,463	47,669	52,475	56,872	62,744	68,240	73,483	78,439	82,707	87,222
Eating & Drinking Places	260	32,567	35,491	43,507	47,036	49,664	52,176	56,437	60,750	65,103	69,775	74,391	79,346
Furnishing & Appliances	233	4,415	5,263	6,606	7,460	8,252	8,983	9,964	10,887	11,770	12,605	13,323	14,080
Bldg Materials & Hardware	233	7,522	8,621	10,640	11,911	13,102	14,211	15,820	17,384	18,934	20,463	21,878	23,395
Auto Dealers & Gasoline	1,500	1,226	1,401	1,732	1,933	2,118	2,291	2,546	2,795	3,042	3,288	3,516	3,760
Misc Retail Stores	233	20,142	22,464	27,461	30,278	32,634	34,858	38,230	41,547	44,857	48,147	51,248	54,547
Personal Services		10,679	12,096	14,885	16,488	17,885	19,189	21,099	22,953	24,786	26,590	28,261	30,042
Total		117,469	133,051	163,739	181,369	196,740	211,084	232,092	252,487	272,649	292,488	310,876	330,465
Annual Growth			13.3%	23.1%	10.8%	8.5%	7.3%	3.4%	4.3%	3.6%	3.6%	3.1%	3.1%
Acresage Needed @ FAR=2		13	15	19	21	23	24	27	29	31	34	36	38
Interstate Oriented Retail													
Non Local Portion of S21	3	3	3	3	4	4	5	5	6	7	7	8	9
Allowance for Other Highway Commercial							5	5	6	7	10	15	20
Total Commercial Zoning Needed	16	18	22	25	27	27	34	37	41	45	51	59	67
Additional Commercial Needed			0	2	5	5	12	15	19	23	29	37	45

Source: Economics Research Associates