

CITY OF SNOQUALMIE

Strategic Plan:

2026-2030



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STRATEGY ■ ANALYSIS ■ COMMUNICATIONS

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Founded in 1988, we are an interdisciplinary strategy and analysis firm providing integrated, creative and analytically rigorous approaches to complex policy and planning decisions. Our team of strategic planners, policy and financial analysts, economists, cartographers, information designers and facilitators work together to bring new ideas, clarity, and robust frameworks to the development of analytically-based and action-oriented plans.

Project Team

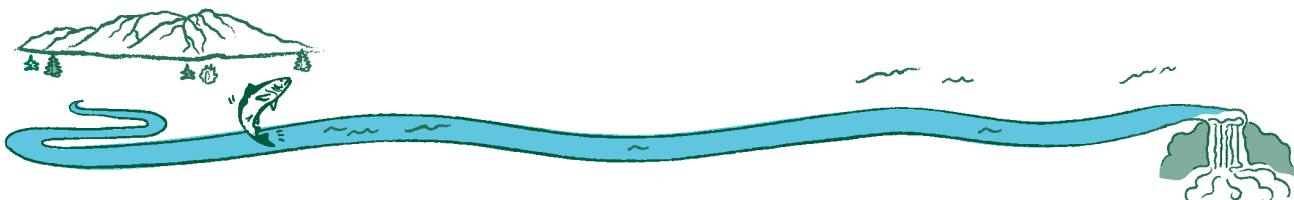
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Welcome to SNOQUALMIE

Small Town Charm.
Modern Living. Outdoor Beauty.





INTRODUCTION

This Strategic Plan is a five-year guide for the City of Snoqualmie. This plan was developed with community input and analytic work with the goal of guiding and aligning Council and staff decision-making. It is a flexible tool intended to clarify the vision of the Council and serve as a roadmap to achieving those goals, rather than a rigid list of instructions.

This Plan is structured as follows:

- **Role of the City of Snoqualmie.** Describes the role of the City and the values that guide how we operate.
- **Vision for Snoqualmie's Future.** Narrates our aspirations for the future of the Snoqualmie community.
- **Context.** Outlines Snoqualmie's recent history and the context for this Strategic Plan.
- **Strategic Focus.** Establishes three Strategic Initiatives designed to address the challenges and constraints, opportunities, choices, and tradeoffs, described in the Context section.
- **Implementation Framework.** Describes how the City will tie this Strategic Plan to ongoing decision making and reporting.



ROLE OF THE CITY OF SNOQUALMIE

Our Mission

We are the stewards of our natural and built environment, striving to preserve and create an extraordinary community for our residents, businesses, and visitors.

Our Guiding Principles

The City of Snoqualmie's approach to governance is informed by the following Guiding Principles.

Council members and staff:

- **Engage openly and honestly** with residents, seeking input on choices and tradeoffs to be made, being responsive to that input, and seeking continuous improvement in our efforts.
- **Serve as trusted leaders in managing public resources** by making transparent, accountable decisions that respond to community priorities.
- **Build an inclusive community** by welcoming and valuing all people.
- **Plan proactively for the future** by anticipating long-term challenges and opportunities.
- **Collaborate across city government and with regional partners** to coordinate efforts and achieve shared goals.



VISION FOR SNOQUALMIE'S FUTURE

As we advance this Strategic Plan, it is important that we establish and work towards a shared understanding of the desired future of the Snoqualmie community.

Our Vision for the future of the Snoqualmie community features:

- **A welcoming and safe place** to live, work, and visit, where people at every stage of life can thrive.
- **Strong physical and social connections** that bring the community together through trails and transit, as well as cultural and civic life.
- **A small-town character enhanced by natural beauty, historic roots, and local arts**, with growth managed in a balanced and thoughtful way.
- **Opportunities for health and well-being**, supported by parks, recreation, and access to the outdoors.
- **A resilient local economy** with thriving businesses and commercial districts that strengthen both the community and the region.
- **High quality City services that are efficient financially sustainable**, responding to community needs and priorities while delivering strong value.
- **Collaboration with neighbors and regional partners**, seeking mutually beneficial goals and coordinated action to benefit Snoqualmie and our Snoqualmie Valley neighbors.





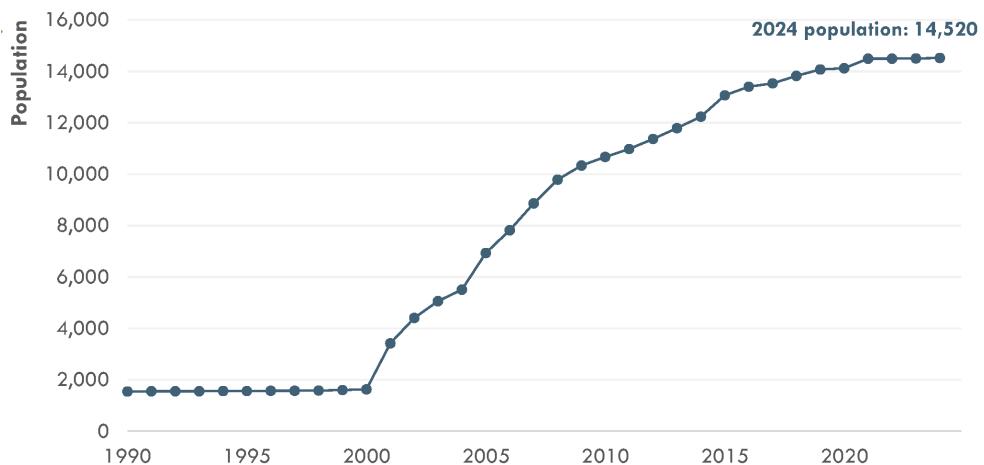
CONTEXT AND STRATEGIC FOCUS

This Strategic Plan has been developed to advance the aspirational Vision described on the previous page by addressing constraints and challenges, advancing key opportunities, and identifying important choices and tradeoffs that will need to be made.

Once the fastest-growing city in Washington, Snoqualmie experienced rapid expansion during the 1990s and 2000s, transforming from a small town to a thriving community. That period of growth has since slowed, **with limited undeveloped land remaining for additional single-family housing or commercial development**. Given this constraint, the City is focusing on infill and redevelopment; strengthening existing neighborhoods; efficient land use strategies that balance growth with community character, and potential opportunities to augment our land supply and leverage City- and partner-owned properties.

These strategies will contribute to a **varied housing mix with opportunities for people from many different walks of life; increased services, amenities, and employment opportunities for local residents; and a more robust tax base to support the delivery of quality city services**.

Snoqualmie's Population Growth, 1990-2024



Source: 2044 targets from PSRC; historical population data from the WA Office of Financial Management

These three elements are part of the foundation of what makes Snoqualmie an attractive place to live, and each features its own challenges that must be addressed:

- **Housing.** The affordable housing crisis is impacting communities across Washington, making it difficult for people at all income levels to find suitable housing. Snoqualmie shares this challenge, which is intensified by our limited buildable land supply, some of which is located in a floodplain or may need to be rezoned to support desire development. High housing costs and a lack of diverse housing types create barriers for people who work locally, young families, seniors, and others- limiting the City's ability to realize our vision of a welcoming community.
- **Economic development.** Snoqualmie's economic development opportunities are constrained by its small population, limited commercial property inventory, and location on the eastern edge of the Puget Sound. As a result, the community relies heavily on regional retailers and employers located elsewhere. The City is working to support commercial redevelopment and strengthen the success of local-serving businesses. Anchored by Snoqualmie Falls and attractions like the Northwest Railway Museum and nearby outdoor recreation, tourism offers another economic development opportunity and could play a larger role in supporting local businesses and diversifying the tax base.
- **Sustainable city services.** Residents, business owners, and visitors value the outcomes produced by City services, including access to a stunning natural environment, high-quality parks, public safety, family-friendly character, and support for regional human services. Fiscal pressures from Washington's tax structure, unfunded mandates, and inflation create ongoing budget challenges. City of Snoqualmie expenditures are projected to exceed revenues beginning in 2029. While the City will continue deliver efficient, responsive services and pursue economic development opportunities, long-term planning for infrastructure improvements over the coming decades will be essential and future tradeoffs between service levels or new revenue sources may be necessary.

Strategic Focus

Given the above context, three Strategic Initiatives will focus City efforts for the coming five years:

- I. **Invest in a trusted community relationship**
- II. **Provide responsive and fiscally responsible City services**
- III. **Proactively increase housing options and economic vitality**

These Initiatives are described in greater detail on the following pages.



This icon represents early focus areas for the City of Snoqualmie to focus on.

I. Invest in a trusted community relationship

**A**

Identify and maximize partnerships with community organizations to serve as trusted intermediaries.

- Grow partnerships with organizations and community leaders that help gather feedback from community members often underrepresented in government to ensure a range of voices shape City decisions.

**B**

Explore pressures and tradeoffs in two-way engagement with community members.

- Implement a “meet people where they’re at” model of community engagement by joining community events and attending standing community meetings.
- Use the City Academy to explore these issues more deeply and to develop the next generation of local leaders.

II. Provide responsive and fiscally responsible City services

**A**

Make efficient use of resources.

- Consider prioritizing deferred maintenance before adding significant new capital assets.
- Continue to audit revenue accounts.
- Explore mutually beneficial regional partnership opportunities.
- Continue to calibrate staffing and City services with community priorities and the evolution of the community.

B

Seek to maintain current service levels aligned with community priorities.

- Identify current service levels and establish community-driven targets.
- Maintain accreditation of the Snoqualmie Fire Department.
- Align Police Department staffing with community needs and pursue accreditation.
- Maintain human services contributions.
- Maintain and improve road and trail connections.

C

Evaluate community needs for expanded services and support for revenues necessary to address inflation and support service delivery.

III. Proactively increase housing options and economic vitality



A

Support infill development and redevelopment.

- Update the Future Land Use Map and Zoning Map.
- Engage downtown residents, businesses, and property owners in discussing the future of the city, including locations for infill housing and commercial development.
- Engage the Residential Owners Association in discussing opportunities for accessory dwelling units in all of Snoqualmie Ridge.
- Use City infrastructure and amenity investments, as well as other tools, to support desired development.
- Leverage City- and partner-owned properties for efficiency and desired outcomes.
- Explore the feasibility of strategic annexation opportunities that may advance housing and economic development goals.



B

Diversify housing options.

- Advance implementation of the 2023 Housing Strategy Plan to incentivize new and diverse types of housing, reduce development barriers, and expand affordability.
- Work with regional partners to enhance workforce housing and senior housing.

C

Grow the community's economy and tourism sector.

- Revitalize Falls Avenue for retail.
- Continue to support tourism with development of the Riverwalk and support for the Mill Site development, the Northwest Railway Museum Roundhouse, and the Pacific West Rail Model Train Museum.
- Support regional efforts to increase tourism.
- Enhance events and programming that drive community connection and foot traffic.
- Support private investment on the Snoqualmie Mill Site.
- Work with regional partners to promote investment in the region and raise awareness of infill development opportunities.





IMPLEMENTING THE STRATEGIC PLAN

This Strategic Plan will guide how the City sets priorities, makes budget decisions, and measures progress. It will be used consistently over time, with City leaders reviewing it, tracking outcomes, and sharing updates with the community.

Because the City operates on a two-year budget cycle, the plan's priorities will directly shape the budget and workplans every biennium, with refinements made in between to reflect current needs. Each year, the City will publish a report showing how the Strategic Plan is being carried out and what results it is achieving, ensuring that the Snoqualmie community can see how the plan is turning vision into action.

Clear Roles

- The **City Administrator** is responsible for maintenance of and reporting on the Strategic Plan.
- The City's **Leadership Team** will collectively review progress and manage implementation.
- **Leads or co-leads** will be established for each major area of focus, along with supporting roles, resource needs, and target milestones or outcomes. This information will be captured in an internal Implementation Plan.

Planning and Implementation Cycle

Key features of this cycle include:

- Providing **regular updates at Council meetings** and sharing **regular updates with staff**.
- Tracking and reporting on **milestones, outcomes, and performance metrics**.
- Publishing an **annual report** linking Strategic Plan implementation and organizational outcomes, including performance measures.



BIENNIAL PLANNING AND IMPLEMENTATION CYCLE

The City is on a biennial budget cycle with full budget development occurring every other year. The schematic below demonstrates how the City will identify strategic plan priorities for the coming biennia, develop the City's budget and workplans with them in mind, and implement this focus in the coming two years. Non-budget years feature an interim budget update and will include a refinement of identified two-year priorities.

