ECONOMIC ENVIRONMENT

GOAL
Develop the local economy consistent with established plans and policies in order to provide a diversity of jobs for residents, and a diverse and sustainable tax base to support city services.

OBJECTIVES

		Assigned to:	**May 9, 2011 Progress Report/Notes**
1	Prioritize and implement recommendations of the Economic Development Plan (Destination Development) per the established matrix. (*See Addendum)		See addendum for update. #7 – Beginning to define target industries for comp. plan update and work with Get-it Group #12, 15 & 19 – downtown gateways, Railroad Ave. parking & streetscape enhancements will be included in Phase II design for Railroad Ave. #18 – continuing to apply for funding to acquire targeted Riverwalk properties #22 – have received 4-culture grant for downtown façade improvement design services #27 – Option agreement approved for development of King St. property
2	Continue to investigate Mill Site options consistent with Economic Development Plan, including transportation issues.	Planning Director	Currently processing potential annexation and zoning.
3	Continue to explore possibilities for I-90 / Highway 18 Interchange	City Administrator	Included in docket to King County Comprehensive Plan; city participating in market and land use analysis to support docket request

MUNICIPAL SERVICES

GOAL
Provide efficient, effective and high-quality services to the residents and businesses of Snoqualmie.

OBJECTIVES

		Assigned to:	**May 9, 2011 Progress Report/Notes**
1	Reevaluate the Level of Service for appropriateness and sustainability. Assess 2010 Level of Service as related to 2011.	Departmental	Likely will not be complete until 2012 with the Comprehensive Plan Update, except for parks, recreation and open space plan which will be completed by August 1, 2011. Information will be included in Department Director/Program Manager work plans.

2			
3	Evaluate arts programs	Arts Commission	The Art Commission's new leadership is working on their Vision. From that will come recommendations regarding procedures for existing and new events and programs, including their role in recommending public art to CEAC and the Council.

PLANNING/ENVIRONMENT

GOAL
Enhance the quality of life in Snoqualmie through planned conservation and development activities that serve to improve, protect and preserve important built and natural environments of the community.

OBJECTIVES

		Assigned to:	**May 9, 2011 Progress Report/Notes**
1	Continue to assist the Meadowbrook Farm Preservation Association in achieving self-sufficiency of Meadowbrook Farm while recognizing the city's fiscal obligations as co-owner.	Council appointed Liaison (Bob Jeans).	North Bend and Snoqualmie are working towards changing the bylaws and anticipate that the proposed changes will come before the respective Council's in the near future. Collaborative effort between cities for the Warrior Dash in July 2011.
3	Evaluate stability of secondary bank of Sandy Cove Park.	Public Works Director	Added to Open Issues of Public Works Council Committee. Funds are set aside.
5	Support the evaluation of initiatives identified in the Hazard Mitigation Plan	Departmental	The Plan is being updated as part of its annual review. The initiatives should be included in the Department Work Plans. At the completion of the annual review, migration efforts over the past year will be identified and published. Status?

HUMAN SERVICES

GOAL
Play a supportive role for human service providers in the Upper Snoqualmie Valley.

OBJECTIVES

		Assigned to:	**May 9, 2011 Progress Report/Notes**
1	Maintain inner-city shuttle service through partnerships with Mt. Si Community Shuttle, Metro, Snoqualmie Tribe, and the Salish Lodge. Establish a fixed route schedule.	City Administrator	This issue is being addressed by the Snoqualmie Valley Governments Association.
2	Advocate for and retain regional transportation through Metro. Include Microsoft Connector service in the discussion.	City Administrator	Partially accomplished with announcement of new Metro bus service in Snoqualmie. Need transportation from Valley floor to Community Center

3	Evaluate human services expenditure effectiveness and develop benchmarking for future support. Provide annual report. Note: Close Objective once Council has received report	Human Service Committee /Director of Administrative Service	Human Services Committee members include Katherine Ross, David Wendleton, Steve Smith, Matt Mattson, Councilmember Kingston Wall and staff members Rob Orton and Debra Whalawitsa. Each recipient of Human Service Funds is providing a report identifying the percentage of Snoqualmie citizen's served. This will provide a matrix/reporting tool.

CITY INFRASTRUCTURE

GOAL
Implement cost-effective maintenance and replacement of city infrastructure consistent with adopted plans and policies.

OBJECTIVES

		Assigned to:	**May 9, 2011 Progress Report/Notes**
2	Pursue funding for expansion of Phase II of the Downtown Master Plan for downtown parking and street improvements.	Public Works Director	A grant has been secured for planning.
3	Continue to engage the citizens of Snoqualmie and develop a plan to address infrastructure needs including levels of service and funding	Public Works Director	Initial process to secure consultant put on hold for Council to reconsider timing. Departments continue to address infrastructure needs using Councilmanic bonds (Public Works) and capital funds from real estate excise tax (Parks & Recreation).
4	Research and adopt funding strategy for infrastructure plan	City Administrator/Finance Director	

GOVERNANCE

GOAL
Foster effective communications/operations within and between the Mayor, Council, city staff, the public, media and other agencies through improved policies and more involvement in public relations.

OBJECTIVES

		Assigned to:	**May 9, 2011 Progress Report/Notes**
1	Identify ways to partner with the school district to improve services to the community by both agencies and encourage other governmental agencies to do the same	City Administrator	Council received staff review regarding redistricting of board member seats. Staff has offered to assist district in developing a master parking plan for high school area. Committed to partner in analyzing elementary school site (S12) for

			additional recreational & athletic fields (long-term) We have partnered to provide CPR to all 8th and 12th grade students at SMS and Mt. Si, provide job shadow opportunities to Mt. Si students, provide "free" aid car and medical crew to the football games and use their culinary school to provide cookies at the safety fair. We also continue to enjoy a partnership to receive fuel at the lowest possible price allowed under the state purchasing contract. The City Administrator and Parks & Recreation Director have had several conversations with the school district on a joint facility use agreement that would include the Si View MPD and North Bend. The district requested that the discussion be put on hold pending the outcome of the bond issue. In the meantime, partnerships for shared parking at SES and CVES function well and CVES has engaged in discussions of options for win-win agreements regarding programming by the Y and drop off/pick up at Snoqualmie Community Park.

FISCAL MANAGEMENT

GOAL
Develop and maintain proper financial capacity for present and future municipal needs.

OBJECTIVES

		Assigned to:	**May 9, 2011 Progress Report/Notes**
1	Use long range fiscal planning/modeling to achieve a sustainable budget without using one-time revenues.	Finance Officer	Finance Officer provided a five year forecast at the Council Retreat and identified non-recurring revenues
2	Perform full audit of B&O Taxes and examine alternative methods of other local B&O tax approaches in order to develop cost/benefit matrix to compare other methodologies to Snoqualmie's current practice.	Finance Officer	

MUNICIPAL FACILTIIES

GOAL
Develop and implement a plan to meet and fund long- and short-term capital facility needs.

OBJECTIVES

		Assigned to:	**May 9, 2011 Progress Report/Notes**
1	Sell downtown city-owned properties.	City Administrator	Market Driven. Option agreement approved for sale and development of King St. property.

GREEN INITIATIVE

GOAL
In response to growing national, regional, and local concerns about the environment and energy costs, increase Snoqualmie's efforts in the areas of conservation and environmental sustainability. In partnership with more than 1056 U.S. cities to date, strive to achieve the commitments and goals of the U.S. Mayors Climate Protection Agreement. (See http://usmayors.org/climateprotection/agreement.htm)

OBJECTIVES

		Assigned to:	**May 9, 2011 Progress Report/Notes**
1	Conduct a carbon footprint for the city to include energy use, travel (staff/council attending meetings and conferences outside of city limits), employee commuting, and paper use. Evaluate and begin implementing the strategies of the Sustainability Study to reduce carbon footprint by *X% by the end of 2011. *The percentage *depends on how bad the current carbon footprint is. A measurable tool for our overall carbon footprint is needed as it will give us a starting point and will give us an ability to see what type of progress we've made and how much we need to do.*	Council to revisit later this year Quantify footprint or remove from list	It is anticipated that a report will be available during the month of July. Working on electric vehicle charging stations. Public Works is working on a green fleet policy. Staff is working with King County group on King County-cities Climate Collaboration Pledge – to provide guidance for programs. Have also developed climate pledge for Snoqualmie citizens for future promotion Note: Request that Nicole provide report on King County Cities Climate Collaborative and sustainability

Item	*Priority*	*EDP Planned Timeline*	*Estimated Cost*	*Funding Source*	*Responsibility*	*Current Status/Comments*

ECONOMIC DEVELOPMENT PLAN TIMELINE AND ACTION PLAN

Economic Development Specialist additional goals:

--Workforce development
--Business retention and attraction

Item	Priority	EDP Planned Timeline	Estimated Cost	Funding Source	Responsibility	Current Status/Comments
1. Wayfinding system committee (EDP #4)	High	Ongoing 2011-2012	$12,000 annually	Not Applicable	Community & Economic Affairs Committee	Recommend that CEAC review the current standards/style guide for materials, colors and fonts to comply with King County road sign standards. Current signs need to be refreshed.
2. Recruit targeted industries EDP #7	High	2006 -2013			Economic Development Commission	Assigned to Economic Development Coordinator. Gather information for the top 10 private employers in Snoqualmie that identifies similar or support businesses that could compliment and assist their businesses.
3. Recruit business mix downtown EDP #8	High	2006 -2013			Economic Development Commission	Assigned to Economic Development Coordinator. Continue to work with a developer on the development of the King Street Lot. Continue to work closely with the commercial property owners and merchants to identify new opportunities.

Item	*Priority*	*EDP Planned Timeline*	*Estimated Cost*	*Funding Source*	*Responsibility*	*Current Status/Comments*
EDP #10 ??? RENAME TO DOWNTOWN MASTER PLAN	High	2006 -2010	$95,000/yr		Economic Development Commission	Downtown Merchants Association is established and meets monthly.
4. Business Improvement District EDP #11	Medium	2006 -2015	$40,000		City Administration	Research funding mechanisms.
5. Downtown Gateways EDP #12	High	2012 – 2014	$155,000		Community & Economic Affairs Committee	Design in process. Construction 2010-2012. Part of Phase II, Downtown Infrastructure Improvement Program
6. Falls Avenue Plaza Development EDP #13	Medium	2007-2012	$1.3 million	EDA Grant	Public Works	Redefine objectives in light of EDA project completion. Part of Phase II, Downtown Infrastructure Improvement Program
7. Power and utility lines underground for phases 2 and 3 EDP #14	High	2012 -2013	TBD	EDA grant and utility bond	Public Works	Design and construction 2010-2012. Part of Phase II, Downtown Infrastructure Improvement Program
8. Additional downtown parking EDP #15	High	2007 -2013	TBD		Finance & Administration Committee	Design 2010-11; Construction 2010-2012. To include property negotiation and acquisition. Part of Phase II, Downtown Infrastructure Improvement Program
9. Mid-block crosswalks EDP #16	High	2012	TBD		Public Works	Contingent on resolution of SR 202 ownership or WSDOT approval
10. Open riverfront for public access EDP #18	Medium	2006 -2015	$40,000/yr	King County Flood Control District (KCFCD) and FEMA grants	Planning and Parks Committee	Pursue opportunities that arise.
11. Streetscape and beautification EDP #19	High	2007 - 2015	TBD	EDA grant	Public Works, Planning and Parks Committees	Phase I completed. Included in Phase II, Downtown Infrastructure Improvement Program

Item	*Priority*	*EDP Planned Timeline*	*Estimated Cost*	*Funding Source*	*Responsibility*	*Current Status/Comments*
12. Public art program EDP #20	High	2006 -2015	TBD		Arts Commission working with Economic Development Commission and Planning	Arts Commission will propose public art projects to be developed by local artists; projects to be open to the public and private sector.
13. Planning Dept. Building EDP #21	High	2006 -2011	Done,		Economic Development Commission, Finance & Administration Committee, Council	Sell the building when economy strengthens. Currently Leasing the building to the Chamber of Commerce for offices and a Visitor's Information Center in 2011.
14. Downtown facade improvement EDP #22	High	2006 -2011	$10,000/yr		Economic Development Commission, Downtown Master Plan	Continuing. Create a partnership so that grants can be applied for. Recognize building owners who make improvements. 4Culture has awarded the City a grant for facade improvements.
15. Recruit destination retail EDP #23	High	2006 -2012			Economic Development Commission, Downtown Master Plan	Assigned to Economic Development Coordinator Continue to work with a developer on the development of the King Street Lot. Continue to work closely with the commercial property owners and merchants to identify new opportunities.
16. Retail incubator downtown EDP #24	Low	2010 -2014	$25,000/ 1st yr $10,000/yr after		Economic Development Commission, Downtown Master Plan	Consider removing.

Item	*Priority*	*EDP Planned Timeline*	*Estimated Cost*	*Funding Source*	*Responsibility*	*Current Status/Comments*
17. Public market EDP #25	High	2006 -2015			Economic Development Commission, Downtown Master Plan, Business Association and Staff	Bike Safety Rodeo Day Out with Thomas 3 on 3 Basketball Tournament Legends Classic Car Show Railroad Days Snoqualmie Plein Air Paint Out Boeing Classic Parks & Recreation Dept. events Merchant associations' events Recommend that Snoqualmie not host a "Public Market", but focus on encouraging current grocers to promote local produce and products. Reason: 1. Public Markets are not profitable. 2. Public Market takes up space around Railroad Museum and blocks access. 3. Carnation and North Bend support Farmer's Markets and a 3rd market in Snoqualmie cannot be supported by the Snoqualmie Valley small population.
18. Signage and Display Standards EDP #26	High	2010-11			Downtown Master Plan, Planning, and Community & Economic Affairs Committee	Sign ordinance completed 2009. Update and recommend new sign ordinance.

Item	*Priority*	*EDP Planned Timeline*	*Estimated Cost*	*Funding Source*	*Responsibility*	*Current Status/Comments*
19. Sell city-owned lot with strings EDP #27	High	2010-2011			Economic Development Commission and City Administration	Included in Downtown Master Plan. The city has signed and agreement with Tom Sroufe, Developer, to develop the King Street Lot.
20. Northwest Railway Museum assistance EDP #29	High	Ongoing		Various	Finance & Administration Committee	1. Move Railcars 2. Museum upkeep
21. Pedestrian trail system EDP #30	High	2010 -2011		Grants	Planning and Parks Committee	Snoqualmie Falls to Downtown. Seek funding and partnerships. Part of Phase II, Downtown Infrastructure Improvement Program
22. SR 202 and Snoqualmie Parkway park EDP #31	High	2011-2012		Rotary	Planning and Parks Committee	Rotary Park development in process.
23. Recruit moderate- to low-income housing EDP #34	Medium	2012-2014		Housing and Urban Development or private financing	Economic Development Commission and City Administration	Provide housing opportunities for all income levels. This item needs to be added to the agenda for the EDC.
24. Valley-wide wayfinding plan EDP #39	Low	2012			Community & Economic Affairs Committee	Continue to coordinate with SVGA Review the status of the "Valley-wide wayfinding plan. (Note: partner communities have installed signs, but currently there is no dialogue among the partners.)
25. Implement wayfinding system EDP #40	Low	2012			Community & Economic Affairs Committee	Continue to coordinate with SVGA Wayfinding system needs to be reviewed by SVGA in 2012

Item	*Priority*	*EDP Planned Timeline*	*Estimated Cost*	*Funding Source*	*Responsibility*	*Current Status/Comments*
26. Identify branding icon, lure, diversions EDP #41	High	2012 - 2015			City Administration, Economic Development Commission	Develop marketing plan and specific branding for downtown. With the completion of Phase II for the Downtown Infrastructure Improvement Program and the completion of the Northwest Railway Museum complex, the EDC should lead an effort to help brand the Historical Downtown District.
27. Pole banner program EDP #42	High	2012	$10,000	General Fund or grant	Economic Development Commission	Part of Downtown Master Plan process. Purchase banners to be used in the Downtown Commercial District and on the Snoqualmie Parkway.
28. Visitor information kiosks EDP #43	Medium	2012	$43,500 $6,000/ea $4,000/ea	LTAC	Community & Economic Affairs Committee EDC/Outside Seattle	Focus efforts on kiosk(s) for Snoqualmie. New Kiosks are now readily available for use by visitor and local residents.
29. Activities Guide EDP #44	Medium	Ongoing annually			Community & Economic Affairs Committee	The Valley Record produces a print activities guide annually. Outside Seattle provides an online guide.
30. Marketing opportunities brochure EDP #46	High	2010-2014	$4,500	General Fund	Economic Development Commission	Economic Development Coordinator and Communications Coordinator to work together for content and design.

Item	*Priority*	*EDP Planned Timeline*	*Estimated Cost*	*Funding Source*	*Responsibility*	*Current Status/Comments*
31. Visitor-oriented Website EDP #47	High	2010 -2015	$10,000	Lodging Tax Funds or General Fund	Information Technology with Economic Development Commission and Chamber of Commerce	Continue to support Outside Seattle tourism website. 2011 – Outside Seattle will adopt a new logo and continue to promote www.outsideseattle.org and a mobile website go.outsideseattle.org.

Recommended new Goal/Strategies for Economic Development

Item	Priority	EDP Planned Timeline	Estimated Cost	Funding Source	Responsibility	Current Status/Comments
1. Support a Wayfinding Sign Program (WSP)						
1.1 Review and adopt the Style Guide for WSP	High	2012			CEAC	King County style guide is different than Snoqualmie style guide. (Reflective background, arrows, fonts)
1.2 Refurbish current Wayfinding Signs	Medium	2011-2013	$4,000/yr	General Fund	EDC/Public Works	Currently 12 Wayfinding Signs that must be addressed.
1.3 Install new Wayfinding and Directional Signs	Medium	2012-2014	$10,000/yr	LTAC	EDC/Sign Company	Plan is to install 2 -3 new signs annually if needed.
2. Support Tourism Promotion						
2.1 Contract with Outside Seattle (501(c)6 for tourism promotion services.	High	2012 – 2015	$10,000/yr	LTAC	CEAC/EDC	Sign a 3 year contract Appoint a board member to Outside Seattle as a representative for the City of Snoqualmie. Outside Seattle will promote tourism in Snoqualmie and on a regional basis.
2.2 Contract with Sno Valley Chamber of Commerce to provide	High	2012-2015	$5,000/yr	LTAC	CEAC/EDC	Sign a 3 year contract The Sno Valley Chamber of

Item	*Priority*	*EDP Planned Timeline*	*Estimated Cost*	*Funding Source*	*Responsibility*	*Current Status/Comments*
a Visitor Information Center in Snoqualmie						Commerce will provide staff for a year round Visitor Information Center.
2.3 Contract with the Northwest Railway Museum to plan and host the Snoqualmie Railroad Days annually.	High	2012 – 2015	$10,000/yr	LTAC	CEAC/EDC	Sign a 3 year contract with the Northwest Railway Museum to deliver a Friday – Sunday event called Snoqualmie Days.
2.4 Help promote the Boeing Classic at the TPC	High	Annually			CEAC/EDC	Access Snoqualmie resources and connections to help promote the Boeing Classic. (e.g. Outside Seattle)
3. Business Retention/ Expansion						
3.1 Provide free business counseling to current and prospective Snoqualmie small businesses	High	On-going		Part of ED Coordinator funding: General Fund	CEAC/EDC	The Economic Development Coordinator, Chamber Executive, Green River CC/SBDC, SBA/Score Volunteers will provide free counseling.
3.2 Provide monthly business training classes for Snoqualmie businesses.	High	On-going		Part of ED Coordinator funding: General Fund	CEAC/EDC	The Economic Development Coordinator, Chamber Executive, Green River CC/SBDC, SBA/Score Volunteers will provide curriculum and instructors.
3.3 Help to secure technical assistance and grants for small businesses	High	On-going		Grants Planning and Economic Development	CEAC/EDC	Planning Director, Economic Development Coordinator, Chamber Executive, Green River CC/SBDC, SBA/Score Volunteers will assist with grant writing.
	High	On-going		Part of ED	CEAC/EDC	Economic Development Coordinator

Item	*Priority*	*EDP Planned Timeline*	*Estimated Cost*	*Funding Source*	*Responsibility*	*Current Status/Comments*
3.4 Support the Ridge and Downtown Merchant Associations				Coordinator funding: General Fund		or Chamber of Commerce Executive Director. Provide support for monthly meetings and scheduled events.
3.5 Support Commercial Property Owners to retain small businesses	High	On-going		Part of ED Coordinator funding: General Fund	CEAC/EDC	The Economic Development Coordinator will meet at least once a year with individual or groups of property owners to identify opportunities and needs.