

# Strategic Plan Engagement Summary

City of Snoqualmie

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# Outreach & Engagement Overview

From May through July 2025, the consulting team working closely with City staff conducted outreach and engagement that balanced **breadth** (broad community representation) and **depth** (focused conversations with specific groups). Community input gathered during this period will directly inform the Strategic Plan’s priorities and strategies.

- 200+ individuals engaged
- 5 interviews
- 4 discussion groups
- 2 tabling sessions
- 363 respondents to the NCS survey (Note: this document does not include the summary of NCS results, which are presented in a separate document provided by Polco.)

We used a mix of engagement methods to balance breadth and depth—gathering broad input from the wider community while also collecting deeper insights from groups whose voices are often underrepresented in City decision-making, including:

- **Interviews** with key community leaders and partners, including:
  - Human and Social Service providers
  - Youth representatives
  - YMCA staff
  - ROA representative
- **Discussion groups** with priority populations, including:
  - Business Community
  - Seniors
  - Downtown Residents
  - Human Services Providers (10 organizations)
- **Tabling** at community events to connect with the public, including:
  - Splash Pad Opening
  - Big Truck Day
- **Surveys and online engagement** to gather broad input from across Snoqualmie

The priority populations were identified in collaboration with City staff and included:

- **South Asian residents and new residents** – to better understand the experiences of newer and culturally diverse community members
- **Downtown residents** – to reflect perspectives of those living in the city’s historic center
- **Seniors** – to highlight aging-related needs and access to services
- **The business community** – to gather input on economic conditions, challenges, and opportunities

# Summary of Key Themes

- There is an opportunity to improve City communication and better educate residents about city services. Some stakeholders expressed a desire for more meaningful community engagement in decision-making. Investing in communication and engagement efforts could help build and strengthen community trust in the City.
- Building relationships and leveraging partnerships such as with businesses, the SnoValley Chamber, Tribes, youth, and human service providers can strengthen community and partner engagement and alignment across key topics. Community members that were engaged in this process welcome partnerships and being invited to the table.
- A lack of cohesion between the Ridge and Downtown is driven by economic and racial differences, perceptions of uneven City investment, school district boundaries, and physical distance.
- Despite the community's overall affluence, human service needs remain urgent for some, particularly around housing instability and food insecurity. There is interest in the City helping to tell this story and involving service providers in planning efforts.
- There is strong interest in revitalizing economic development by filling vacant storefronts with essential businesses, increasing transparency and support for local businesses, boosting tourism and generating revenue through economic development growth rather than tax increases.

# Detailed Summary

The following summarizes key insights from interviews and discussion groups organized by participant group: Human Services, Business Community, YMCA Staff, Youth, Older Adults, Downtown Residents, and ROA. It does not include input from the NCS survey. Direct quotes are included throughout to reflect and amplify participants' voices and perspectives.

## Human Services Themes

The following themes reflect insights from an individual interview with the Executive Director of A Supportive Community for All, as well as a focus group with 10 human service providers from the Snoqualmie Valley Local Advocacy Team.

### *Despite high average incomes and low poverty rates, the need for human services remains.*

- Service providers in the Valley do not view Snoqualmie as less in need than other nearby communities.
- In fact, the Snoqualmie Valley Navigation Program, which launched in 2021, has served more people from Snoqualmie than any other city in the Valley.
- Residents who are struggling financially often feel invisible, unsupported, or like they don't belong. Reference to federal poverty rates and median household income obscures the real need. Providers expressed a desire to incorporate self-sufficiency and Homeless Management Information System (HMIS) data for a fuller picture.

*"Since we launched the Snoqualmie Valley Navigation Program in 2021, we have served more folks from Snoqualmie than any other city in the Valley."*

*"Housing is the biggest pain point especially for lower-income service workers. We have a difficult time hiring local employees because they can't afford to live here."*

### *Housing instability and food insecurity are the most pressing needs.*

- There is sustained demand for rent and food assistance, and there is very little affordable housing available in Snoqualmie for those who work in the local economy.
- Gentrification and rising housing costs are pushing out residents, families, and individuals.
- In addition to housing instability and food insecurity, additional needs include:
  - Affordable and available childcare and infant care.
  - Transportation access and car repair assistance.
  - Availability of mental health and addiction services.

### ***Snoqualmie is seen as a leader in the Valley for supporting human services through local funding.***

- The City of Snoqualmie is recognized for being generous in its contributions to regional human services organizations. Many providers feel that the City is one of their strongest supporters and appreciate its leadership in human services funding.
- Even with this support, providers emphasized the need for more flexible (indirect) funding to cover overhead and strengthen the infrastructure that enables collaboration.
- It is difficult for small organizations to apply for and manage grants, requiring significant staff time and resources.

*“Cannot emphasize enough the importance of unrestricted funding and trusting organizations to do the work. When we are funded well, everyone benefits.”*

### ***Human services providers often serve as the City’s de facto human services department, but the City could play a stronger role in telling the story of community needs.***

- Many providers feel they are the human services department for the City and as such continued support through funding is essential.
- They would like the City to help tell the story of community needs, through the State of the City address and other public communications.
- Providers are eager to move beyond a transactional relationship with the City and cultivate a more reciprocal, strategic partnership.

*“If they want human services to stay in their communities, they have to support. What we get from other contracts and federal funding is not enough... we’re really counting on that support.”*

### ***Specific recommendations for City action from human services providers***

- Help tell the story of human services needs in Snoqualmie and address the misconception that services are not needed.
- Invite providers to the table by seeking their input and included them in City Council and committee meetings.
- Share information on community needs and service gaps from the City’s perspective to foster a more reciprocal relationship.
- Continue investing in human services and increase access to flexible, unrestricted general operating support.

# YMCA Interview Themes

The following themes reflect insights from an interview with the Snoqualmie Valley YMCA's Executive Director and Family Programs Director.

## *Expanding the Community Center is a top priority to meet the City's needs and growth.*

- Additional space is needed to expand programming; the facility is currently at capacity and would have to cut existing programs to add new ones.
- The YMCA is interested in reaching youth ages 8–18, a group that is often difficult for both YMCAs and other community centers to engage.
- There is a need for a pool for the community.

## *Snoqualmie is experiencing change, with high turnover and growth in young families.*

- Many families who previously used YMCA services have moved away for a variety of reasons, including job changes and relocating closer to extended family.
- At the same time, new housing has brought an influx of younger families to the area.
- Participation in programming has come back to pre-pandemic levels especially among seniors.

*"Our top priority for the City to focus on would be the Expansion Project. We need a pool in the community and more space to do more programming for the growing community."*

## *The YMCA services low income and unhoused residents.*

- Through the shower free program, the YMCA serves approximately 2,500 showers annually, primarily for unhoused individuals – many of whom are employed.

## *There is interest in deepening collaboration with the City.*

- The YMCA sees its relationship with the City as a two-way partnership and is eager to work together on programming and outreach. They would appreciate support from the City in promoting under-attended programs to boost community participation.
- Given limited staff capacity, the YMCA is also interested in co-hosting community events and collaborating on shared resources.

# Youth Interview Themes

The following themes reflect insights from an interview with two student representatives from the School District.

## *Mental health and suicide are significant concerns for youth.*

- Suicide has directly impacted students in the Valley.
- Youth described a hypercompetitive environment driven by academics, sports, extracurriculars, and pressure to get into a “good” college. This creates significant stress and promotes a narrow definition of success and options after high school.

*“Expand having people talk about mental health, to help destigmatize it. There aren’t enough resources.”*

### *Specific recommendations for City action to support mental health.*

- Create more community events for teens and youth to build community and strengthen their sense of belonging.
- Address the hypercompetitive culture and expand the definition of success and promote a wider range of post high school pathways.
- Expand conversations and resources related to mental health, with a focus on reducing stigma.
- Provide more safe spaces and mentorship opportunities for middle and high school students: places and opportunities where they can study, connect, and feel supported.
- Support and expand the work of Empowering Youth Network, including its events and mental health resources. Youth appreciate the staff members as familiar, trusted adults.

## *Youth are concerned about increasing substance use among their peers.*

- Alcohol and marijuana are the most common substances used. Youth expressed concern that students are starting at increasingly younger ages.
- Youth emphasized the importance of supporting organizations like Empower Youth Network, which offer prevention and education programs, and are a trusted resource among youth.

## *E-bike use is rising, but youth are not always riding safely.*

- Snoqualmie’s layout makes e-bikes a convenient alternative to driving, but youth often ignore traffic rules, speed, and don’t use hand signals.
- There is a need for more education around safe riding practices to help prevent accidents involving riders, pedestrians, and drivers.

### Youth want to be included in city decisions and conversations.

- Youth expressed a desire for City leaders to actively seek out their perspectives not just during strategic planning, but in ongoing government processes.
- They suggested creating a youth role in city government, modeled after the student representative on the School District Board of Directors, and involving youth of different ages.

*"Snoqualmie is built around youth: we are a suburban community with a lot of kids and youth. The City should reflect that and get youth involved in their decisions and processes."*

### Youth want more community events for all age groups.

- Youth appreciate well-attended, all-ages community events, such as the past Fourth of July celebration with booths, food trucks, and vendors.
- With youth spending so much time online, they see value in events that foster real-life connection.
- Events could also help bridge the gap between Ridge and Downtown residents, whose separation is reinforced by school boundaries and limited walkability.



## Older Adults Resident Themes

The following themes reflect insights from a focus group with 10 Snoqualmie older adult residents. All participants live on the Ridge and were recruited through the YMCA's older adult programming. See the Appendix for the list of participants.

### *There is appreciation for the City's responsiveness and upkeep of infrastructure.*

- The City is seen as doing a good job maintaining public spaces and prioritizing families and children. Several participants noted the need to balance that focus by considering residents of all ages beyond just a focus on young kids.

### *Older adults live in Snoqualmie for a variety of reasons, and most plan to stay.*

- Many moved here to be near younger relatives, enjoy the natural beauty, and small-town feel.
- Most do not plan to leave and value living in Snoqualmie.

### *Transportation access is limited and could become a greater barrier in the future.*

- Bus routes are infrequent and not convenient.
- While most participants currently drive, they expressed concern about limited transportation options in the future once they can no longer drive.

### *Need for age-inclusive community amenities.*

- Residents want the City to consider amenities that serve all age groups, not just young children.
- Suggestions included more courts for pickleball and other ball sports.

### *Residents expressed a strong desire to prioritize economic growth as a way to sustain services without raising residential taxes.*

- The City should attract and promote local businesses to expand the tax base.
- Essential services should remain fully funded.
- Residents expressed concern about the closure of key businesses, which forces them to rely on neighboring cities for basic needs. There is a strong desire to attract more everyday services and food options.

### *There is a need to support people who are earning less than the median income.*

- Some residents emphasized the need for more support and opportunities for those earning below Snoqualmie's high median income, citing high demand at the Snoqualmie Food Bank.

*"I can afford to pay more but if I'm speaking for other people... there a plenty of people that can't afford it."*

## Downtown Resident Themes

The following themes reflect insights from a focus group with 10 Snoqualmie downtown residents. See the Appendix for the list of participants.

### *The relationship between the Ridge and Downtown is complex, with many Downtown residents feeling that the Ridge receives more investment in infrastructure and facilities.*

- Several participants described the Ridge as feeling "manufactured" and receiving more City investment. This perceived imbalance has led to concerns about Downtown being overlooked, particularly in terms of infrastructure and right-of-way maintenance. However, there was appreciation for the recent Downtown sidewalk improvements.
- One participant noted the socioeconomic divide between the two areas.

*"There is such a divide in Snoqualmie. I feel like you have the "old-timers" (residents who've been here forever and forbid change) and the "newbies" (who welcome some change, and understand it's needed to keep people coming to the area, and to keep Snoqualmie relevant)."*

### *Satisfaction with City services and maintenance was mixed.*

- Some residents recognized and appreciated recent City investments Downtown.
- Others expressed concern that key needs like safer intersections and long-term maintenance are not receiving enough attention. Participants emphasized the importance of maintaining what already exists, rather than focusing solely on new projects.
- Overgrown planters, unkempt flower beds, and litter were cited as visible signs of under-enforced maintenance and code enforcement.

### *There was a desire for greater transparency and communication from the City.*

- Participants generally felt that City government lacks transparency and doesn't adequately communicate with residents.
- Concerns were raised about new projects such as mixed-use development in the downtown core being advanced without meaningful public input.
- Several participants noted that while mailers and social media are somewhat helpful, they still feel out of the loop about what the City Council is doing. There was a desire for two-way communication, where community feedback is heard, valued, and reflected in City decisions.

### *School district boundaries and city limit lines reinforce divisions and limit connection between different parts of the community.*

- Participants noted that connections across neighborhoods are often tied to school district lines and related activities.
- Schools and clubs were highlighted as important hubs for community interaction.

*Residents want more frequent and inclusive community events that connect all parts of Snoqualmie.*

- A farmers market was identified as a key opportunity to bring residents together and activate downtown.
- Existing parks in downtown are underutilized and could better support recurring community events.
- There's a shared belief that downtown has potential to be both a stronger local gathering place and a more vibrant tourist destination with more support for downtown businesses needed to help realize that vision.

## Ridge ROA Themes

The following themes reflect insights from an individual interview with the Outreach Manager of the Ridge ROA. She spoke both in her professional capacity and as a South Asian resident with strong connections to Ridge residents, new residents, and the South Asian community. These reflections primarily represent perspectives from the Ridge.

### *New residents are drawn to Snoqualmie for its small-town feel, relatively affordable new construction homes, family-friendly environment, and proximity to I-90.*

- Many people move from nearby cities like Sammamish and Issaquah due to lower housing prices.
- The area is viewed as safe and family-oriented.

### *Some feel that Snoqualmie lacks youth-focused amenities and everyday services.*

- Families often leave Snoqualmie for youth-centered activities in Bellevue and Issaquah, such as indoor sports and trampoline parks.
- As the community's demographics shift, there is growing demand for amenities that serve South Asian families, including an international grocery store.
- Some residents point to the number of vacant storefronts in Snoqualmie and express interest in more diverse retail options for everyday needs.

### *There is limited connection and interaction between Ridge and downtown residents.*

- Downtown is often perceived as a tourist destination rather than a place for locals.
- Some Ridge residents rarely visit downtown, noting that if they have to get in the car, they might as well go to Issaquah or other nearby cities with more amenities.
- Downtown is seen as less diverse and less appealing to newer residents, many of whom are looking for newly built homes, low-maintenance properties, and a sense of community with other South Asian families.

### *Economic development is preferred over raising taxes and there's an opportunity to better inform residents about current City services.*

- The Outreach Manager believes most Ridge residents would oppose tax increases, especially if service levels remain unchanged. There is strong support for growing the tax base through economic development.
- Some residents question what services could be reduced, as they already feel little is offered, highlighting an opportunity to educate residents on what the City currently provides.

*"Focus on economic development. People would not be happy with an increase in taxes, especially at current service level. We hardly have services: what would they take away?"*

***Residents would benefit from improved communication and orientation resources from the City.***

- Many residents, especially new residents are unfamiliar with City services or how to access them.
- The Ridge ROA frequently fields questions about how to rent park shelters or navigate City processes, indicating a need for clearer information and outreach.
- Suggested topics include updates on business openings and closures, how to reserve event space, and a “City Services 101” guide.
- There was some frustration with recent City decisions, including delays in opening the splash pad (over a year), removing basketball courts to build it, and the YMCA pool initiative.

***Some South Asian residents feel a strong sense of belonging, while also recognizing the value of cultural representation.***

- There is an understanding that it can be difficult for the City to meet all cultural needs, but representation remains important.
- Past efforts, such as the City’s Diwali celebration were noted and appreciated.
- Future efforts could include partnering with schools or community organizations to support recognition of a broader range of cultural traditions.

# Business Community Themes

The following themes reflect insights from a focus group with 11 Snoqualmie businesses representing a range of locations across the community and varying years in operation, as well as an interview with the SnoValley Chamber of Commerce CEO. See the Appendix for the list of business participants.

## *Snoqualmie's location, natural beauty, and small-town feel are core strengths.*

- Snoqualmie's proximity to I-90, SR-202, and SR-203, along with its natural beauty, public safety, and family-oriented environment contribute to a high quality of life that attracts both residents and visitors.
- The small-town feel fosters a strong sense of community and supports word-of-mouth marketing and local customer loyalty.
- However, some noted a decline in the community feel of Snoqualmie compared to the past, pointing to fewer volunteers and less attendance at events.

## *Workforce and affordability challenges are impacting business stability.*

- Business owners reported ongoing difficulty recruiting and retaining workers, likely largely due to the lack of affordable housing.
- Commercial rents were cited as prohibitively high, and there is interest in the City to offer relief or incentives.
- Raising the B&O tax was seen as harmful.
- The City could be a more active partner in workforce programs and initiatives through the SnoValley Chamber of Commerce.

## *Some see the City as collaborative and supportive, while others expressed concerns.*

- Some business owners described City staff, Council, and the Chamber of Commerce as approachable, responsive, and collaborative in addressing concerns, making businesses feel supported.
- Others expressed a lack of trust in City leadership citing staff turnover, and lack of communication and involvement of business on decisions that directly impact them.

*"The City's leadership, including the Chamber of Commerce, the Mayor, and City Council, has been approachable and collaborative, making us feel welcomed and supported from the beginning."*

### **Local businesses have concerns over the physical separation between the Ridge and downtown, as well as challenges getting local residents to shop in town.**

- Although word of mouth works for some, business owners also shared concerns about low awareness of shops and difficulty drawing local customers.
  - City and media can take a more supportive approach and amplify businesses to spread the word.
- The physical separation between the Ridge and historic downtown limits walkability and reinforces a sense of disconnect and isolation between the two areas.
- Traffic congestion and ongoing freeway construction were a challenge shared by many.

*"We are a small town, we need to bring more attention to both areas [downtown and the Ridge]. Infrastructure to connect the two parts of the city is really important and relevant."*

### **Improving signage could help draw visitors into Snoqualmie.**

- Businesses emphasized the need for more prominent and strategic signage. Especially on and off I-90, near the Falls (e.g., Gateway Park) to help redirect visitor traffic to Snoqualmie.
  - Suggestions included larger, more visible signs with maps and clear language promoting shopping, dining, and activities.
- Business owners noted that the City and Economic Development Commission (EDC) are actively discussing signage improvements at Gateway Park, and there was broad support for moving this forward.
- Some noted that millions of visitors come to Snoqualmie Falls, DirtFish, and the Casino each year, but that poor infrastructure, lack of wayfinding, and missed partnerships especially with the Tribe limits the benefit to local businesses.

*"All the traffic is directed to exit at the Ridge and bypasses historic Snoqualmie—that really hurts businesses. If traffic has to be directed to the Ridge then there at least needs to be better and more signs. Stating historic Snoqualmie is this way is not enough. People don't understand what that means. It doesn't sound appealing. We need something that says "shopping, activities and food" or something like that."*

### **Collaboration and events are key to draw people in.**

- There is strong interest in regular events that drive foot traffic and community connection, such as farmers markets or seasonal festivals.
  - There is interest in utilizing Railroad Park as a potential anchor space for hosting events.
- Business owners pointed to successful events in neighboring cities (e.g., Issaquah Salmon Days) as inspirational models, emphasizing the importance of collaboration.
- Businesses recognized that the City has limited capacity to support such events, suggesting that this is an opportunity for greater collaboration with the business community.

### **Marketing, tourism, and Tribal partnerships remain underdeveloped.**

- Despite heavy tourist foot traffic in the region, some feel that the City has missed opportunities to coordinate marketing and partnerships that drive benefit to local businesses.

- SnoValley encourages the City to take a regional, valley approach to economic development.
- The loss of the Lodging Tax Advisory Committee (LTAC) funds and deteriorating relationships with Tribes were seen as missed opportunities to collaborate on culturally rich and mutually beneficial tourism initiatives.
- Some urged the City to re-engage Tribal partners in mutual beneficial and respectful relationship and invest in infrastructure and marketing that brings tourists to town.

### *City process improvements are needed.*

- While there was appreciation for the City's collaborative spirit, participants also cited challenges with delays, process complexity, and limited staffing capacity.
- Several expressed concern that the City's permitting and development processes could discourage new investment or expansion, particularly for those unfamiliar with the community.

### *There is opportunity for the City to support entrepreneurship and innovation.*

- Snoqualmie has a growing base of entrepreneurs, including tech professionals launching new ventures. There is potential to focus on industry clusters such as outdoor recreation or technology and incentivize and support innovation, startups, and businesses beyond storefronts.
- Some suggested that City-owned utilities could be leveraged to offer incentives and promote business growth.

### *Specific recommendations for City action from business owners*

- Streamline the business licensing process and make B&O digital.
- Improve guidance and resources for when someone applies for a general business license.
- Reduce red tape and streamline processes for businesses.
- Invest in infrastructure improvements such as connected walking and biking trails to connect downtown and the Ridge.
- Invest in beautification and maintenance of downtown:
  - Improve lighting and public restroom
  - Require building owners to take more responsibility for the condition of their properties (windows, storefront, alleys, garbage)
  - Falls Avenue was identified as needing upgrades to better serve as part of the historic business core and become less of an alley
  - Behind the Railroad was identified as another place to invest and improve
  - A central garbage facility to reduce clutter and improve the experience for visitors
- Improve signage to inform people of Snoqualmie; downtown, the Ridge, and the many businesses across the city.
- Update sign codes and more flexible temporary signage allowances to better market events and store promotions.
- Build mutual beneficial relationship with the Tribe.
- Establish clear and strategic economic development strategies through partnership with the SnoValley Chamber of Commerce.



# Tabling

We tabled at two community events to inform residents about the strategic planning process and gather input on city priorities:

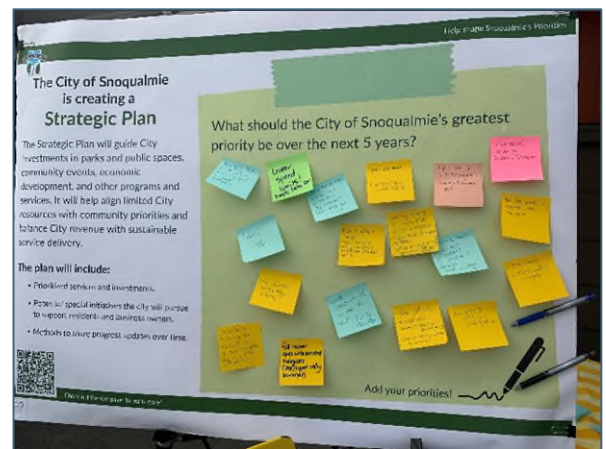
- June 6, 2025 | 2-4 PM - Splash Pad Opening at the Snoqualmie Community Park
- June 26, 2025 | 10-12PM - Annual Big Truck Day at Centennial Fields Park

At both events, we used three interactive boards:

1. City Services Priorities Voting Board – Residents voted for their top three City service areas (from six options) to help identify priority areas under limited resources and capacity.
2. Visioning Board – Residents shared what they hope will be the City's top priority over the next five years to help inform the Strategic Plan.
3. Kids' Board – Children drew or wrote about their favorite part of living in Snoqualmie.



Splash Pad Opening Tabling



## Tabling Themes

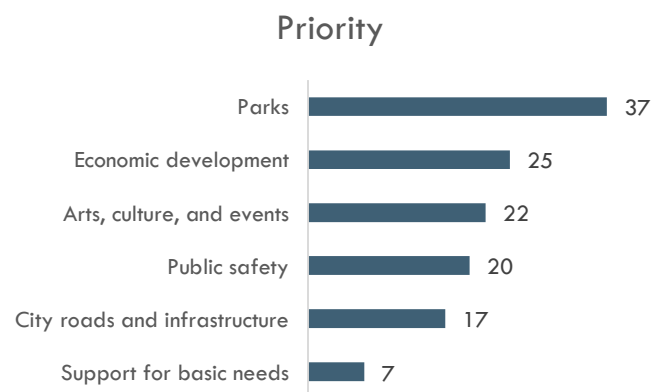
The following reflects findings and takeaways from both tabling activities.

**Residents prioritize parks, trails, bike infrastructure and a pool as essential to family life, recreation, and community well-being.**

- These results were shaped in part by the demographics of the event, many attendees were families with young children. However, the responses reflect broader community values, especially the importance of parks for family life, community connection, and quality of life.
- There was strong interest in building a community pool accessible to all.

**Economic development is a key strategy for improving quality of life and reducing financial burden.**

- Residents would like more everyday retail and dining options in Snoqualmie. Examples included fast food, family-friendly



Tabling Board Activity Results (Splash Pad and Big Truck Day)

*"Right now, I have to drive to Issaquah, Bellevue, or North Bend to go shopping or eat out with my family." – Splash Pad Opening attendee*

restaurants, and big box stores like Target and Trader Joes, to avoid traveling to nearby cities.

### ***Support for expanding the local economy to keep dollars in Snoqualmie and reduce tax burdens through increased revenue.***

- There is a desire to invest in economic development to drive down taxes.
- Specific economic development initiatives included:
  - Developing areas along the river.
  - Investing in downtown Snoqualmie (improving the facade and filling vacant buildings and store fronts).
  - Mill Site project.
  - Small business support

### ***Public safety continues to be a priority and a foundational expectation.***

- Residents highlighted the importance of emergency services and maintaining a safe, livable city.
- Specific concerns included incidents of petty crime, the desire to lower and enforce speed limits, and addressing nighttime street racing.

### ***Some residents advocated for more affordable housing options for families, seniors, and workers.***

- Many residents said that even current affordable units are still expensive and insufficient to meet community needs.
- Some residents emphasized that lower-income community members need more support, even if they are less visible due to Snoqualmie's reputation for affluence.

*"I work full time as a teacher and live in one of the 'affordable units,' but it's still too expensive. There needs to be more options." – Splash Pad Opening attendee*

### ***The community wants more public spaces that promote connection, access, and inclusion.***

- Residents expressed a strong interest in investing in a larger, welcoming community center and creating more youth-friendly spaces.
- They noted a significant lack of spaces for youth ages 12–18, despite this group making up a large portion of the population.
- Other creative ideas included:
  - Planting fruit trees and blueberries for public foraging (like on Gilman Boulevard).
  - Becoming a "golf cart community" by allowing carts in specific zones.

# Appendix. Participant List

Topic	Name	Organization	Title
<b>Interviews</b>			
Human Services	Jody Miesel	A Supportive Community For All	Executive Director
SnoValley Chamber	Kelly Coughlin	SnoValley Chamber of Commerce	CEO
YMCA	Diana Reul	YMCA	Branch Executive Director
YMCA	Zach Well	YMCA	Family Programs Director
Youth	Graysen Davis	School District	Class of 2026 Snoqualmie Valley School District Student Representative
Youth	Henry Ehrnman	School District	Class of 2025 Snoqualmie Valley School District Student Representative
Ridge ROA	Shilpa Hastu	Ridge ROA	Outreach Manager
<b>Focus Groups</b>			
Human Services	Human Services Focus Group		
	Steve Wright	Snoqualmie Health Foundation	Executive Director
	Jennifer Kirk	Reclaim	Executive Director
	Salwa Raphael	Hopelink	Center Manager
	Brooke Drennon	Youth and Family Services	Senior Director
	Karen Rodriguez La Paz	Hopelink	Vice President of Community Affairs
	Alison Roberts	Snoqualmie Valley Food Bank	Executive Director
	Misty Messer	CarePoint Clinic	Executive Director

Topic	Name	Organization	Title
	Kira Avery	SnoValley Senior	Program Coordinator
	Max Harrison	Empower Youth Network	Executive Director
	Nella Cumming	Encompass	Executive Director
Businesses			
	Alice Friedel	Down to Earth	Owner
	Ashley Grammer*	June and Gem	Owner
	Brandi Lily*	Pineapple Life Studios	Owner
	Gary Skiba	No Boat Brewing	Owner
	Heather Dean	Snoqualmie Ice Cream	Co-Owner
	Julie Chung	Snoqualmie Ice Cream	Co-Owner
	Julie Thomas	Books & Bottles	Owner
	Katie Podschwit	Chickadee Bakeshop	Owner
	Paula Shively	Sno-King Ice Arena	Assistant Director of Facilities
	Selena Ma	Snoqualmie Inn	General Manager
	Zhanna Bogomaz	Mini Treehouse	Owner
Older Adult Residents			
	Barry Johnson		Older Adult Resident
	Carlo Spani		Older Adult Resident
	Doug Jansen		Older Adult Resident
	Gary Lane		Older Adult Resident
	Jean Lane		Older Adult Resident
	Man Ling Thibert		Older Adult Resident
	Marcia Spani		Older Adult Resident
	Neil Thibert		Older Adult Resident
	Patty Johnson		Older Adult Resident

Topic	Name	Organization	Title
	Ralph Riden		Older Adult Resident
	Vonne Cunningham		Older Adult Resident
Downtown Residents			
	Amanda Rich Anderson		Downtown Resident
	Ashley Chan		Downtown Resident
	Diana Reul*		Downtown Resident
	Dorie Ross		Downtown Resident
	Jeremy Fursman		Downtown Resident
	Josh Wilund		Downtown Resident
	Katy Lindell		Downtown Resident
	Kramer Lindell		Downtown Resident
	Lindsey Setterlund		Downtown Resident
	Matthew Mullvain		Downtown Resident
	Nate Ziemkowski		Downtown Resident

\*Provided responses via email.