

# Strategic Plan: Initial Draft Outline

City of Snoqualmie | August 4, 2025

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## Introduction

- Strategic Plan purpose
- Brief summary of planning process
- How the City will use the Strategic Plan (Implementation Framework)

## Context: Key Takeaways from City Effectiveness Assessment and Stakeholder Engagement

1. Residents enjoy living in Snoqualmie and value its parks, public safety, and family-friendly community feel.
2. City expenditures are projected to outpace revenues beginning in 2029. Residents favor economic development over tax increases or reduction in City services.
3. Economic development opportunities are limited by population size and location.
4. Development land supply constrains both housing and commercial growth.
5. Affordable and diverse housing options are limited for Snoqualmie's workforce.
6. Snoqualmie has demonstrated leadership in human services investment, which remains critical to meeting the needs of all residents.
7. Tourism is a strength with untapped economic development potential.
8. There is interest in attracting essential businesses and supporting local entrepreneurship to help prevent retail leakage and improve declining tax revenues.
9. With limited staff capacity, partnerships are viewed as a practical and efficient strategy for service delivery.
10. Community engagement will be important in determining the best path on housing, economic development, and fiscal sustainability.

## City of Snoqualmie Vision, Mission, and Governing Guidelines

To be developed.

# Major Initiatives (DRAFT!)

## Expand Housing Options for a Thriving Community

- Determine the community vision for growth and additional housing density.
- Pursue land use strategies to support infill development and potentially add to the City's land base.
- Advance implementation of the 2023 Housing Strategy Plan to incentivize new and diverse types of housing, reduce development barriers, and expand affordability.

## Grow the City's Economy and Tourism Base

- Support the success of local businesses and entrepreneurs.
- Invest in the downtown and preservation of the natural environment to support small businesses and attract visitors.
- Strengthen equitable partnerships with regional organizations and the Snoqualmie Tribe to collaboratively grow Snoqualmie's tourism economy.
- Attract new businesses to serve a growing population and create opportunities.
- Create opportunities for regional retail and employment.
- Enhance events and programming that drive community connection and foot traffic.
- Provide infrastructure and services that connect people and places across the community.

## Provide High-Quality, Sustainable City Services

- Implement a multi-pronged approach to balancing the City's budget:
  - Support population and economic development.
  - Continue to align staffing and City services with community priorities to deliver the greatest value possible.
  - Evaluate a full range of revenue options to determine the appropriate mix.

## Be Responsive, Transparent, and Inclusive

- Increase public understanding of the City's responsibilities, services, and decision-making processes.
- Share information through trusted channels while continuing to build those relationships.
- Create opportunities for meaningful two-way communication that actively seeks resident feedback—especially from those often underrepresented in government such as youth, BIPOC communities, and those with lower incomes to ensure voices shape City decisions.
- Strengthen the City's relationship with the Snoqualmie Tribe through regular communication, shared initiatives, and respectful collaboration.

## Additional Strategies

To be added, with possible focus on youth, seniors, public safety, etc.