



**---- City of Snoqualmie:
Council Retreat**

March 24 & 25, 2023

Focus: Identifying our Priorities

**Designed & facilitated by
certified Technology of
Participation Facilitator:**



Una McAlinden, CTF



**Creative
Strategy
Solutions**

What is going on around us that we need to HEED or pay attention to?



What trends might we leverage to our advantage?

generative AI, for content creation for community engagement and information

regional collaborations, if local revenue is diminishing, we can pool resources,

doing more together than apart

climate resiliency - building code, mitigation aspects which can leverage things beyond public safety - fire breaks could lead to other types of activities

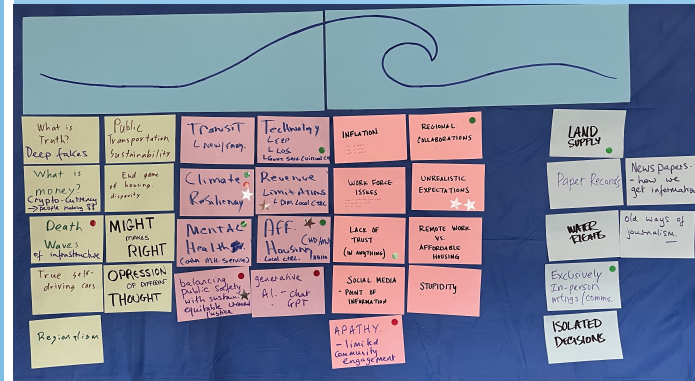
concept of land supply - protects the environment by limiting where we build, make this clearer

mental health services, behavioral health specialist in the police dept, opportunity to support community

What trends point to challenges or issues we need to address?

Land supply - future growth, affordable housing

water rights, finite resource



What implications are emerging for our work?

financial solvency - our revenues are dropping below our expenditures rapidly

urgent budget considerations

overall sustainability - financial, economic, environmental

we need the city to be here for long time, forward thinking

Encourage Economic Vibrancy

Bold = likely community priority
★ = Council member priority

Current Reality

What's in place now?

- Shop-local campaigns
- Reasonably walkable retail outlets/centers
- Mill site approved and in phase 1
- Fully built out Snoq Ridge business park
- Tourist attractions: railway museum and falls
- Chamber & City highlights unique elements

What's missing?

- Transportation options
- Not all retail/full service available
- Local workforce - 88% of workers don't live here
- Opportunities for recreation in the City

What are relevant opportunities?

- Provide more retail options
- Residents go elsewhere to spend money
- Encourage the right kinds of retail
- Highly skilled professional resident work base
- Expansion of business park - new jobs

What are relevant threats?

- Cost of commercial rent
- Inflation & interest rates
- Cost of housing stock

1-2 year Accomplishments

Mill Site

Train Museum

Rails Project

Successfully defend appeal

Special Event

GEMT

Model Train

Green = completed

Those remaining = in progress

Success Indicators



Increase tax base by more business & economic activity

Creation of more local jobs

Increase in people who live and work here

Increase in tourist spend here - come to falls and shop here



Retention of the small businesses

Increase in new business in the area

More retail on center street

Commercial activity expanded to Douglas

Staff Update: What specific projects are underway that will move the needle?

What would be different in 2 years that shows the city really mobilized behind this priority area? What shifts or changes would we see?

Bolster Neighborhood Livability

Bold = likely community priority
★ = Council member priority

Current Reality

What's in place now?

- Partners other community events
- Architectural charm
- Dark sky status
- Walkable community
- Urban trails system
- Really good parks system - well used
- Community events both coordinated and not coordinated: music, block party
- Large urban forest / many street trees

What's missing?

- Walkable trail in residential area
- Corner stores
- Lack of housing diversity - largely single family houses
- Bicycle paths/protected bike lanes
- Youth-focused activities - community center, pool
- Seniors-focused activities
- Do something with the Woodman

What are relevant opportunities?

- Form-based code - use land and buildings for multiple things (multi-use zoning)
- Comp plan update in process - ability to define what we want
- Annexable area
- Riverwalk - recreation
- Proposed improvements/expansion at Community Center

What are relevant threats?

- Kingco planning code - prevents us moving into UGA
- Lower population density limits retail spend and success
- Floodplain and flood way - limits growth
- Sandy Cove park - erosion by River
- Eradicate community uniqueness
- Last mile problem - How do we convince busses to come out here

1-2 year Accomplishments

CRS & Flood Mitigation

UGA boundaries

SMC code amendment on retail

Pavements (PCI)

Riverwalk

Sandy Cove

Special Events

Sidewalk repairs

Community Center Expansion

Staff Update: What specific projects are underway that will move the needle?

Success Indicators

★ ★
Community center expanded - added pool

Comp plan done - expected end of 2024

More youth and senior programs and engagement

★
Woodman building re-activated

Residents can walk to retail

What would be different in 2 years that shows the city really mobilized behind this priority area? What shifts or changes would we see?

Invest in Transportation & infrastructure

Current Reality

What's in place now?

- Metro Bus service infrequent
- SVT - local transit
- State funding @ various levels for priority projects
- Investment in historic downtown infrastructure
- Significant sidewalk installation

What's missing?

- Bus service for SR-18
- Bus drivers
- Bus shelters
- Private for higher options - Lack of Uber and Lyft
- Park 'n Rides, rush hour services, ways to connect our residents to transit hubs/nubs
- Sufficient facilities for youth and seniors city-wide

What are relevant opportunities?

- Social media as a way to share successes - celebrating when we get things done
- Infrastructure updates - improve when upgrading
- More innovated ways of re-doing our intersections etc traffic calming - signals to drivers

What are relevant threats?

- Possibility of losing \$\$ for SR-18
- Aging infrastructure, all coming due for upgrades
- Constrained funding
- Staff capacity
- Inflationary cost - cost more later, sense of urgency

1-2 year Accomplishments

Parkway Overlay

PW On Call Staff

City Hall & Fire Station Improvements

FD station Location Planning

CIP

NPDES Permit Renewal

Financial Transparency Models

Wastewater Phase 3 Project

Road Marking Program

Tribe & City Fee for Service Agreement

Sign Program

Aquifer Storage Recovery

Staff Update: What specific projects are underway that will move the needle?

Success Indicators

Metro service on SR-18 ★

Residents have public transit options

Bus shelters

Community aware of impacts/results

★ Expanded infrastructure for seniors and youth

Funding for all key projects

Towncenter phase 3, Riverwalk, Sandy cove

What would be different in 2 years that shows the city really mobilized behind this priority area? What shifts or changes would we see?

Enhance Quality of Life

Bold = likely community priority
★ = Council member priority

Current Reality

What's in place now?

- Sidewalks in place - reasonable infrastructure
- Trail networks
- Extensive network of parks - well maintained
- Urban forest
- Strong community events program - city and partners
- Beautiful views
- Strong public safety response
- Safe streets
- Local hospital
- Clean water and clean air

What's missing?

- Not enough activities etc for youth and seniors
- Primary care physicians
- Max capacity for HHS providers - waitlists
- Middle housing and affordable housing
- Learning to swim and river safety - capacity and waitlisted for existing programs

What are relevant opportunities?

- Comprehensive plan
- Parks plan - 46 parks - opportunity for new facilities, ages & activities
- Adult sports activities support
- Pocket parks - smaller parks that are easier to maintain
- Attracting regional sports arenas
- All-inclusive playground
- Government & public partnerships

What are relevant threats?

- Ongoing funding
- Competing regional recreational entities
- Competing regional political interests
- Limited local control over regulations from legislative or higher bodies
- Wildfires - climate resiliency

Designed & facilitated by Una McAlinden, Creative Strategy Solutions

1-2 year Accomplishments

Snow
Plowing

Scada Cellular
Modems

Middle
Housing

Financial
Transparency
Tools

Alternative FD
Response
Models

Park/Playground
Inclusive
Improvements

Sidewalk
Projects

Road
Projects

Urban
Forestry

Success Indicators

Residents are happy.
Quality of life is
maintained or
expanded

Maintaining +
expanding the historic
heart/district look and
feel

Expanded
opportunities for
recreation incl
aquatics

We keep our green
spaces, parks, and
urban forests

Healthy air



Shift in policy
toward diversity
of housing



All-age, indoor
recreation
spaces

Staff Update: What specific projects are underway that will move the needle?

What would be different in 2 years that shows the city really mobilized behind this priority area? What shifts or changes would we see?

Assure a Safe Community

Bold = likely community priority
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Current Reality

What's in place now?

- Full service public safety system
- No call too small policy
- Regional fire aids & accredited fire dept
- Coalition of small police agencies
- Behavioral health specialist

What's missing?

- Vacant police positions
- Curtailed response options
- Limited academy space - 9 months
- No mental health crisis venue (jail or ER)

What are relevant opportunities?

- Behavioral health spec increasing capacity & effectiveness
- Alternatives to punishment/incarceration

What are relevant threats?

- Climate change
- Blake Fix - impact on drug law
- Ltd availabilities of incarceration
- Not jailing when we should
- Closing King county jail (proposed) with no proposed replacement
- Echo Glen juvenile center - state not taking responsibility
- Poor quality lithium batteries

1-2 year Accomplishments

Dept of Ecology H2O 3yr Inspection	Viable & Secure Network
Hired new water superintendent	WRF Phase 3 Expansion
Citywide Badge (ID)	Police Programs
Maintained "no call too small"	Regional Involvement in Police Matters
EOC Support	Hired police captain BHS
Streamline Police Hiring	Crime Enforcement & Investigations
Accredited FD	

Success Indicators

Fully staffed - more officers present

★

Police attend more events - schools

Drug court - Blake fix => drop in drug crimes

Uninterrupted clean water supply and sewer

★ ★

Ongoing status quo of response maintained

★ ★

Neighborhood relationships

Retention of police & fire - community benefits from longevity

Is crime going down - houses and businesses safe

★ ★

Staff Update: What specific projects are underway that will move the needle?

What would be different in 2 years that shows the city really mobilized behind this priority area? What shifts or changes would we see?

Insure Fiscal Transparency & Operational Stability

Bold = likely community priority

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Current Reality

What's in place now?

- Clear, well thought-out budget
- Strong finance team
- Revised and updated finance & policies
- Clean audit multiple years
- More career development opportunities internally

What's missing?

- Ability to be comfortable with financial forecasting
- Need to recognize the reality ahead
- Other revenue streams

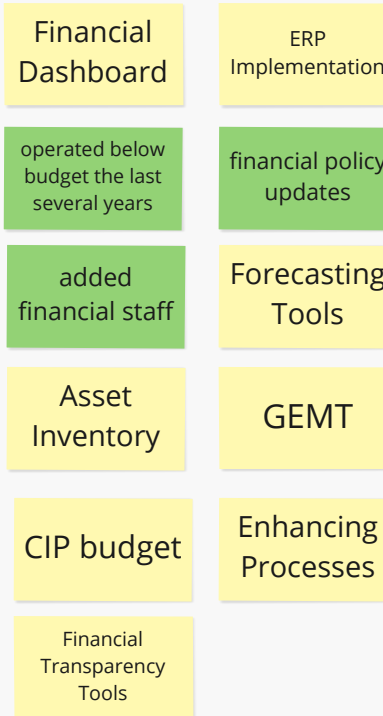
What are relevant opportunities?

- New ERP systems
- Increase career ladder opportunities internally
- Plan ahead for revenue needs or service levels
- New revenue streams
- Economic development
- Inter-government partnerships

What are relevant threats?

- Staffing levels, open positions
- Legislative limitations to 1% on property tax
- Not enough funding to maintain services
- Unstable job market
- Competing for staff with other cities

1-2 year Accomplishments



Staff Update: What specific projects are underway that will move the needle?

Success Indicators



What would be different in 2 years that shows the city really mobilized behind this priority area? What shifts or changes would we see?

Success Indicators: Council Members' Priorities & Anticipated Community Priorities

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Enhance Quality of Life

Residents are happy. Quality of life is maintained or expanded

Maintaining + expanding the historic heart/district look and feel

Expanded opportunities for recreation incl aquatics

We keep our green spaces, parks, and urban forests



Healthy air

Shift in policy toward diversity of housing



All-age, indoor recreation spaces

Assure a Safe Community

Fully staffed - more officers present



Ongoing status quo of response maintained



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Insure Fiscal Transparency & Operational Stability

Maintained or expanded service levels



Continue to operate in the black - operating expenses do not exceed operating revenue



More robust and diverse revenue sources



We don't have to go to community for \$\$ or for less \$\$

New ERP system has atomic level of data availability

Leverage grants opportunity

Maintain levels of reserve

Collective Criteria for Decision-making & Prioritization

In selecting their individual priorities, council members used these filters to guide their thinking

- ✓ Ongoing provision of essential services
- ✓ What does the public value and care about
- ✓ Keeping the city fiscally sustainable and responsible
- ✓ What would have the biggest impact on the community
- ✓ Keeping our community safe
- ✓ Things we have some agency or control over
- ✓ Things that would increase economic development
- ✓ What does the community have a right to expect
- ✓ Maintains the quality of life

To enable us to collaborate as an effective & thriving governance team, we intend to:

What practices will enable us to collaborate as an effective & thriving governance team?

Establish regular formal & informal gatherings & communication

More informal & social communications between comm chair & director: comms & coordination

Improved communications with staff & community

Fully transparent city processes & metrics, virtual city hall

Demonstrate mutual respect by giving & seeking additional information in advance

Respect- no surprises rule

Council preparation pre-meeting, questions to staff in advance

Active listening, not scoring points. Build on what you're hearing

Be proactive & informed

Respect through active listening

Make decisions for the greater good based on rational analysis of evidence incl. alternative options

Listen to most rational voices, not the loudest

Evidence based decision making

Thorough staff analysis including options (approval as well as disapproval, or hybrid)

Make agenda bills better even if against

Don't relitigate decisions

Recognize diminishing returns in discussions

Budget for the forest not the trees

Look to financial model to forecast spending needs & resources

Expect a high quality of life

Prioritize collaborative decision making while seeking to understand others

Regional & local collaborations

Identifying common goals

Committee reform

Celebrate good work & ideas of others

Speak to council reasoning first, individual concerns second

Full council workshops for large items

Collegial with mutual respect

Remember it's not about you

Seek understanding through respectful creative conflict

Question obvious assumptions

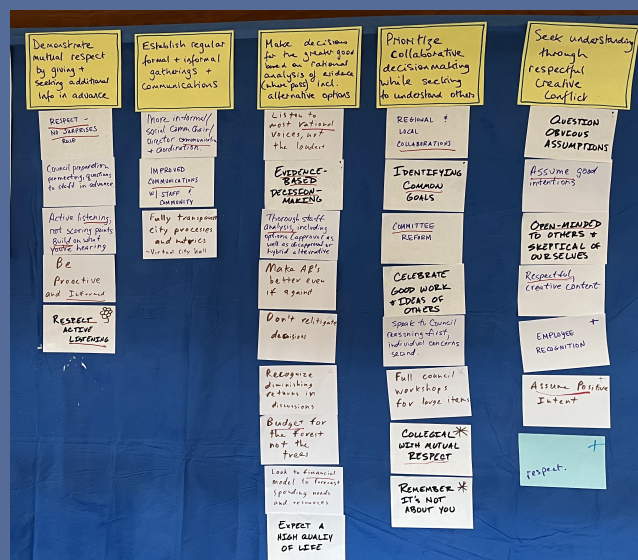
Assume good intentions

Open minded to others, skeptical to our selves

Respectful creative content

Employee recognition

Assume positive intent



Types of Planning

