

Woodinville Tourism Study

Survey Findings and Recommendations

May 2017



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EXECUTIVE SUMMARY

Known for its wine tourism and agricultural setting, Woodinville has grown substantially over the past few decades. This growth is due to the increase of wine-related tourism and new residents looking for a charming semi-rural setting close to services and amenities. Growth has brought new challenges, for example increased traffic and parking constraints, as well as new opportunities, such as renewed interest for development in Downtown Woodinville and the addition of new businesses. A growing city like Woodinville must balance the needs of homegrown industries, while maintaining the community character that is attractive to visitors and residents.



Wilmot Gateway Park

Despite the rapid proliferation of wine and tourism businesses, no formal analysis or recommendations have been made on what steps the City could take to support this unique industry. The City of Woodinville, with funding support from the Port of Seattle, surveyed local citizens, visitors, and business owners to understand the biggest challenges and opportunities the wine and tourism industry faces and what interventions could be made to encourage growth and to strengthen tourism. This, in conjunction with King County's Sammamish Valley Wine and Beverage Study, could guide policymakers and officials in identifying supporting interventions necessary in the immediate future and what should be considered long-term.

The recommended interventions in this report center around four Core Themes: Placemaking, Business Support, Mobility, and Exploration and Activities. These core themes were common messages that were present during the survey portion of this study. The body of the report is organized through Focus Areas:

- 1) Land Uses
- 2) Celebrating Art, Culture, and Heritage
- 3) Supporting Local Food
- 4) District Connections
- 5) Congestion and Parking
- 6) Outdoor Recreation

These focus areas serve as a method to categorize common messages and suggestions identified in surveys, grouping together potential tools, examples, and case studies. While the list of potential tools is not exhaustive or prioritized, they provide suggestions that may be applied to a specific district or citywide.



Street Banner Sign in the Hollywood District

In this report, many focus areas have overlapping recommendations. For example, tours or shuttle service serve as a strategy to alleviate traffic congestion, but may also, alternatively, extend a visitor's stay or encourage new visitors to the area. These solutions may be mentioned in more than one place within the report. Although this may seem redundant, it illustrates the multi-connected nature of implementation measures. Examining the overlapped areas might help policymakers and stakeholders redefine the purpose of a targeted area and prioritize plans for the greatest impact and benefit.

The idea of supporting and creating a vibrant, livable, and authentic community can be found throughout the research of this report. **Tourism and attracting visitors, at its foundation, is built upon a strong and distinctive sense of place.** These unique places can take centuries to build or can be intentionally and strategically created in decades through placemaking. Placemaking “animates public and private spaces, rejuvenates structures and streetscapes, improves local business viability and public safety, and brings diverse people together to celebrate, inspire, and be inspired¹.” Though the lens of art, history, community, and connection, placemaking has the power to bring people together and bring deeper meaning and experiences to a community. Understanding how Woodinville visitors, residents, and businesses perceive their community and environment is fundamental to making a city thrive.

In many of the examples in this report, a key element of a successful program implementation is the contributions of that town’s citizens. Volunteers, fundraising, and community involvement are vital to the success of programs and the growth of initiatives. For example, in Lincoln, Nebraska and Edmonds, Washington (both contributing case studies in this report), volunteers are the catalyst behind the planting and success of their garden programs. Without volunteers and community contributions, plants wouldn’t be purchased, planted, or maintained. With community buy-in, the power to accomplish projects and improvements increases substantially. By offering volunteer opportunities and the ability for people to be involved, this will enhance the connection of a citizen to their community. When Woodinville and the community stakeholders come together to make projects happen, the likelihood of implementing successful projects increases.



City of Woodinville Volunteer Trailer

In order to be successful in making lasting improvements to Woodinville’s tourism industry and local businesses, the City will need to consider the following:

- Long-term goals and priorities regarding economic development.
- Implementation of short-term “quick win” measures versus long-term projects.
- Financing tools and resources, including grants or partnerships, available to the City to invest in projects.
- Staffing needs to implement and maintain projects.
- Identifying what options are available to implement or execute solutions.
- Cultivate community partnerships and a culture of volunteerism.

By combining citizen responses, business input, and case study examples from locations around the country, the City should continue the discussion of how to improve the tourism industry in an impactful and meaningful way. Each of the Core Themes and Focus Areas show that there is impact to be made with projects both on limited budget and those requiring capital investments. The combination of City staff, City Council, and citizen input will make a lasting and measurable improvement on Woodinville for both citizens and visitors for years to come.

¹ Ann Markusen and Anne Gadwa, “Creative Placemaking,” *National Endowment for the Arts*. 2010, www.arts.gov.

INTRODUCTION

Woodinville is located in the heart of the Sammamish River Valley with a long history of agriculture, industry, and commerce. The City is committed to preserving the Northwest woodland character, open space, and environment that makes it an attractive setting to live, work, play, and visit, while supporting the needs of a growing population and business community.

Woodinville's progress forward, as a highly-desirable residential community and as a business-supportive environment, relies on the City's ability to support a place that is healthy, vibrant, and authentic. City policies and plans can have a large influence on the success of a district and the businesses that flourish there. The City can play a positive role in creating opportunities for residents, businesses, or visitors to work and play in Woodinville's tourism districts.

Woodinville's Tourism Industry

Tourism encompasses a wide range of industries that attract and entertain visitors. These industries typically include lodging, dining, sightseeing, shopping, arts and culture, and more. Woodinville is home to a thriving tourism industry focused primarily on food and beverage. Today, over 120 wineries, breweries, and distilleries are housed within a compact six square miles. Woodinville's tourism industry is also uniquely driven by the beverage industry (wine, beer, and liquor) as the primary attraction.

What is a Visitor?

A visitor is a traveler taking a trip to a main destination outside his/her usual environment, for less than a year, for any main purpose (business, leisure, or other personal purpose) other than to be employed by a resident entity in the country or place visited. A visitor (domestic, inbound, or outbound) is classified as a tourist if his/her trip includes an overnight stay, or as a same-day visitor (or excursionist) otherwise.

World Tourism Organization (UNWTO)

Although Woodinville grows no grapes, the area is considered "the most common destination for wine visitors" in the state.² An estimated 795,000 people visit the Woodinville area each year for wine tourism.³ Tasting

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² Economic & Fiscal Impacts of Wine & Wine Grapes in Washington State, prepared for the Washington State Wine Association by Community Attributes Inc. August 2015, page 52.

³ King County, "[Sammamish Valley Area Wine and Beverage Industry Study](#)," accessed April 2017.

Woodinville Tourism-Related NAICS Industry Codes

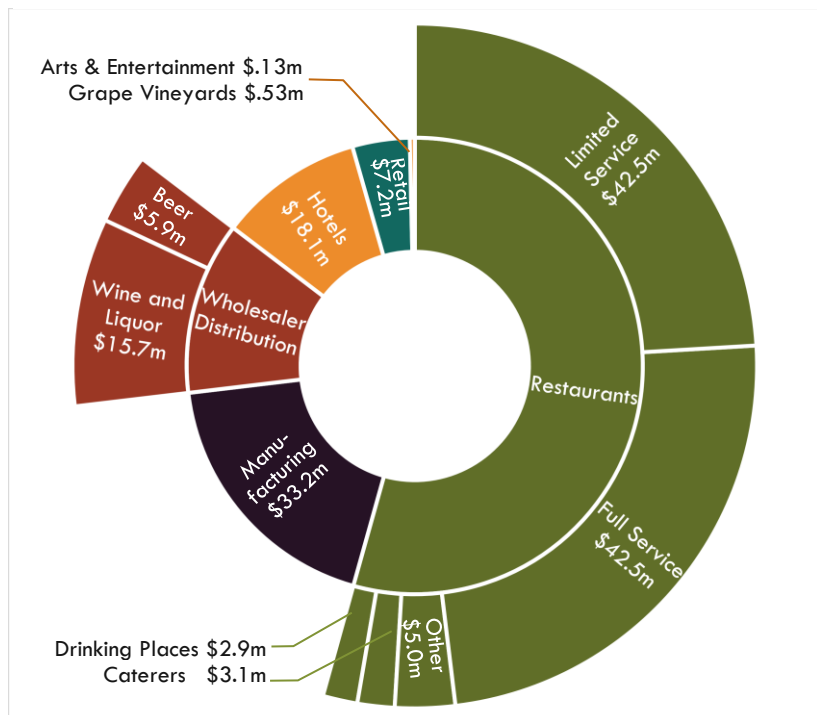
1113 Grape Vineyards
 3121 Breweries, Distilleries, Wineries,
 4248 Beer, Wine, Distilled Alcoholic
 Beverage Merchant Wholesalers
 4452 Specialty Food Stores
 4453 Beer, Wine, and Liquor Stores
 4853 Taxi and Limousine Services
 487 Scenic and Sightseeing
 Transportation
 5616 Travel Arrangements and
 Reservation Services
 7111 Performing Arts Companies
 7112 Spectator Sports
 7115 Independent Artists, Writers, and
 Performer
 7121 Museums, Historical Sites
 7131 Amusement Parks and Arcades
 7132 Gambling Industries
 7211 Hotels, Bed and Breakfasts
 7221 Full Service Restaurants

rooms and restaurants are set in two contrasting areas: in the scenic farmland of the Sammamish Valley and in the emerging industrial Warehouse District. Visitors are coming to Woodinville for the experience to be close to the producers of some of Washington's best wines, liquors, and beers.

By far, Woodinville is known best for its wineries. Nearly 95 percent of survey respondents associated "Woodinville" with wineries. Beginning in the 1970s, Chateau Ste. Michelle built its iconic French style winery building on the former Hollywood Farm. Columbia Winery followed in 1988, also locating in the Sammamish River Valley. Since these early years, wineries have flocked to Woodinville bringing their products close to the consumers. Today, King County produces the second largest quantity of wine in the state with over 2.2 million cases and \$357.6 million in business revenues in 2013, with a majority of these originating from Woodinville.⁴

Tourism related industries contribute significantly to the City's economy, as evidenced by taxable sales. In 2016, wine, beer and liquor related manufacturing and sales generated over \$62.7 million in taxable sales and restaurants and cafes generated \$93 million in taxable sales. Hotels and lodging totaled \$18.2 million in taxable sales in 2016. Although these dollars are not entirely generated from tourists, it speaks to the strength these sectors have in Woodinville as an economic cluster.

FIGURE 1 TOURISM-RELATED INDUSTRIES TAXABLE SALES IN 2016



⁴ Economic & Fiscal Impacts of Wine & Wine Grapes in Washington State, prepared for the Washington State Wine Association by Community Attributes Inc. August 2015, page 71.

Woodinville's Districts

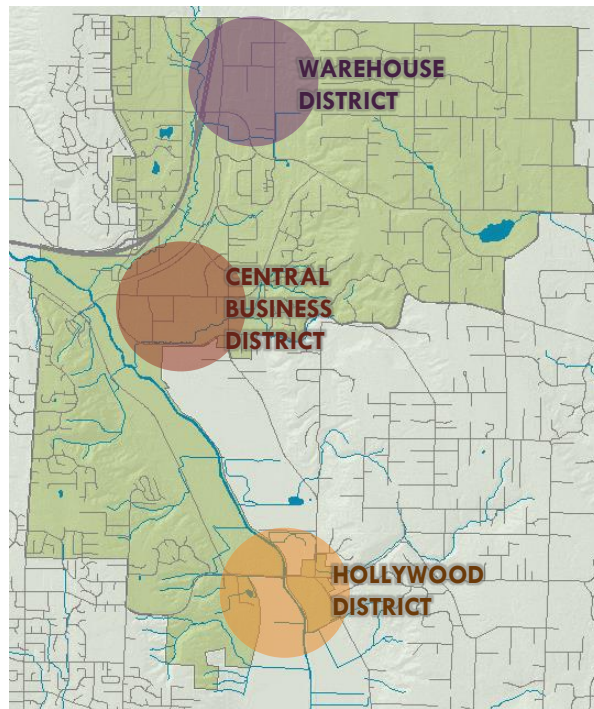
Three commercial districts comprise Woodinville's tourism clusters: the Hollywood District, Central Business District, and Warehouse District.

Hollywood District. Woodinville was first established as a wine destination in the 1970s, beginning with the siting of Chateau Ste. Michelle in the Hollywood District. Fifty years later, the Hollywood District is the most iconic of Woodinville's districts and is the go-to destination for most visitors. Over 30 wineries, breweries, and distilleries are located in this area with high-profile and award winning producers featured here. Growth of the Hollywood District has attracted a number of new tasting rooms and manufacturing spaces in the West Valley, which has quickly grown into a destination of its own. For the purposes of this study, the West Valley is included as part of the Hollywood District.

Central Business District (CBD), or Downtown Woodinville, is centrally located between the Warehouse District and the Hollywood District. This area is the City's major hub for day-to-day shopping and business services. NE 175th Street serves as the main street in the downtown core. Although the Central Business District primarily serves local needs, there is a growing number of restaurants and shops that attract visitors to this area.

Warehouse District. This unassuming district is nestled within an active industrial area. Between industrial uses in warehouses and tilt-up concrete buildings, there is a thriving winery and brewery industry. The Warehouse District is an incubator for new businesses with affordable manufacturing space. Several successful wineries first located in the Warehouse District have opened second locations in the Hollywood District. This area has become popular for new and innovative businesses looking to start or grow their brands.

FIGURE 2 WOODINVILLE'S DISTRICTS



Chateau Ste Michelle

*“I really
enjoy
coming to
Woodinville,
for wine,
food,
scenery (the
valley is
beautiful,
don’t lose
it!).”*

Purpose of This Report

This document is intended to be a supporting document in the City’s efforts to assist and strengthen a healthy and vibrant business community and support placemaking for both visitors and residents. With the goal of developing specific implementation measures, this report identifies gaps or barriers to the tourism industry through the eyes of local businesses and visitors.

This report develops potential implementation options and strategies to support future decision making on economic development and quality of life issues in the City. This was done through an assessment of existing conditions through the eyes of visitors and businesses, as well as an “audit” of city plans and policies (see Box at right).

Although this report focuses on tourism, it is important to note that these issues are not solely tourism-specific in nature, but are illustrative when framed through the eyes of a visitor. How a community is built, its character, and its people have a considerable influence on those who see it for the first time. What the “Woodinville Brand” is to a tourist is the community that Woodinville citizens experience every day.

Layout of This Report

Common issues and ideas identified during the studies are bound together by four Core Themes: Placemaking, Business Support, Mobility, and Exploration and Activities. These Core Themes are carried throughout the report, including within each one of the Focus Areas. These Focus Areas serve as broad areas to group potential policy, programming, or capital changes.

This report focuses on an outcome-oriented approach. Within each Focus Area is a “toolbox”, providing potential options to advance future efforts with the area of interest. The toolbox approach provided in this report is not intended to be an exhaustive or prioritized list of actions. Instead, this toolbox includes interventions that are actionable, regionally-tested, and locally applicable. These tools range from policy or code changes to place-based interventions. Where possible, examples of measures that have been enacted by other organizations or jurisdictions are included.

CITY OF WOODINVILLE ADOPTED PLANS AND POLICIES

- Woodinville Zoning Code
- 2017-2022 Capital Improvement Plan
- 2017-2022 Transportation Improvement Plan
- 2015 Comprehensive Plan
- 2014 Parks, Recreation, and Open Space Plan
- 2013 Transportation Infrastructure Standards and Specifications (2016 amendments)
- 2013 Industrial Design Guidelines
- 2010 Commercial Design Guidelines
- 2010 Shoreline Master Program
- 2009 Transportation Master Plan
- 2008 Downtown Little Bear Creek Corridor Master Plan
- 2008 Economic Development Strategic Action Plan
- 2005 Non-Motorized Transportation Plan
- 1997 Tourist District Master Plan

NEEDS AND OPPORTUNITIES

With a focus on developing an understanding of gaps, barriers, and opportunities to tourism in Woodinville, engagement from visitors, residents, and businesses is critical. These groups are all stakeholders in Woodinville's tourism industry with diverse perspectives on the current environment and what could be done to improve it in the future. Given the wide range of stakeholders, a multi-part survey process was developed.

Needs Assessment

The approach taken in this report leverages information from those who know Woodinville's tourism best: residents, visitors, and businesses. These are individuals that experience Woodinville's tourism firsthand and see the benefits or barriers of being in Woodinville. Additionally, this report explores the concept of hearing from future visitors and what Woodinville could be doing to serve this untapped market.

HEARING FROM EXISTING VISITORS

Many visitors are local from the Seattle metropolitan region but international and out-of-state visitors to Woodinville's tasting rooms are also common. The motivations of these visitors range widely, from those attending outdoor special events, trail users, and wine enthusiasts. These visitors experience the look and feel of Woodinville's brand of tourism, and their impressions of Woodinville provide invaluable data as to how well each of the districts currently function.

HEARING FROM POTENTIAL VISITORS

Equally important to hearing from existing visitors is hearing from *future or potential* visitors. These are individuals who have visited the Seattle region and have an interest in wine tasting but have not visited Woodinville. The factors that motivate their decisions to visit certain local destinations, their understanding of Woodinville's reputation, and the reasons why they have not visited are critical in understanding how to attract future visitors.

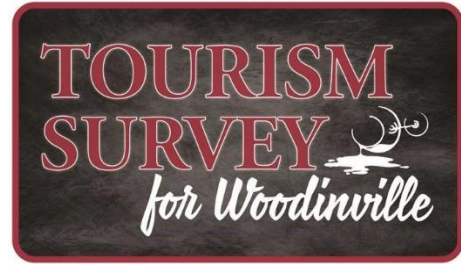
HEARING FROM BUSINESSES

Woodinville's success is a direct result of the success of its businesses. The City works with businesses in matters of permitting and licensing, but no significant effort to date has closely examined the experience of business owners and employees in running, managing, and growing a business in Woodinville. The input from this group is critical in understanding how to support Woodinville's prominence as a tourism destination and what kinds of tools or resources are needed to further strengthen it.

Engagement

A multi-survey public engagement process was completed between January and April 2017 to engage the range of stakeholders essential to Woodinville's tourism. This engagement process was intended to identify needs and opportunities for tourism by understanding existing conditions and future desires. With support from local business organizations, Woodinville Wine Country, and the Woodinville Chamber of Commerce, the City designed four surveys to engage each of the different stakeholder groups.

The **Local Survey** was designed to gather information from past visitors and residents. This survey was open to all interested and was advertised broadly, with access to the survey online. The **Onsite Survey** was a paper format survey designed for participants to be able quickly complete while actively visiting Woodinville at a winery, hotel, or other tourist related location. The primary purpose of the Local and Onsite Survey was to understand what visitors think of Woodinville, what they perceive as the problems, and what activities and amenities they would like to see.



Logo courtesy of Woodinville Wine Country

With support from the Chamber of Commerce and Woodinville Wine Country, local tourism-related businesses were contacted with an online **Business Survey** that asked what improvements need to be made to support their business and what their greatest challenges are. EMC Research facilitated a survey designed to gather information from visitors who had come to Western Washington in the past three years, are interested in wine tasting, and had not visited Woodinville. The purpose of the online surveys was to understand what barriers exist to people visiting the city from out of town. This survey is known as the **Potential Visitor Survey**. The table below summarizes the different surveys, target groups, methods of outreach, and number of responses to each of the four surveys.

TABLE 1 SURVEY TYPES

	TARGET GROUPS	METHODS OF OUTREACH	NUMBER OF RESPONDENTS
Local Survey	Past visitors and residents	Press releases, City website, Woodinville Wire, emails sent to the Woodinville Wine Country email list	334
Onsite Survey	Current visitors in Woodinville	Placement at various locations (William Church Winery, Purple Café, Pondera Winery, Patterson Cellars, Woodinville Visitor Center, Efeste Wines, Two Vintners Winery, J. Bookwalter, Airfield Estates, Willows Lodge, The Commons, Molbak's, 21 Acres)	112
Business Survey	Existing business owners	Targeted email list provided by Woodinville Wine Country and Woodinville Chamber of Commerce	54
Potential Visitors	Potential visitors	National web panel of individuals who visited the Seattle area and did not visit Woodinville	300

The public engagement process was completed over the span of four months, soliciting a total of over 800 responses. The City used a range of outreach channels to disseminate the surveys to as many stakeholders as possible. These channels included:

- Press releases.
- Posting on the city website.
- Notification through the Woodinville Wire (a City produced online newsletter).
- Paper surveys placed at local businesses.
- Blast emails from Woodinville Wine Country to a list of 10,00 emails.

- Engagement through the Woodinville Chamber of Commerce and Woodinville Wine Country organizations.

Study Results

Surveys of businesses, residents, and past and current visitors (Business, Local, and Onsite Surveys) similarly identified a range of topics addressing gaps and barriers to tourism in Woodinville.

TABLE 2 SUMMARY OF SURVEY RESULTS

	LOCAL/ONSITE SURVEYS	BUSINESS SURVEY
Transportation Improvements	82% of respondents state that traffic is an important consideration when travelling to Woodinville. Many cite lack of parking, congestion on regional roads, and poor connections within a district as major issues. They identify shuttles as an important alternative to driving.	96% of respondents state that transportation improvements are important. 93% of respondents support a local shuttle, 81% support a shared parking facility, and 81% supported improved pedestrian infrastructure.
Lodging	Respondents identify that lodging was not an important consideration for them, but would be an important consideration for other kinds of visitors (such as out of town guests).	87% of respondents state that more lodging would have an important impact on supporting the local tourism economy. Responses were supportive of reducing land use barriers to siting hotels.
Mix of Activities	A majority of respondents state that expanding the types of activities available is important. Activities such as special events, concerts, festivals, and markets were identified as desirable temporary activities.	Businesses supported expanding the range of land uses in the Industrial zone. Businesses identified signature special events, and drop-in events such as farmers markets, wine tasting events, etc., as important to supporting tourism.
Setting	Respondents overwhelmingly identified quality of experience as an important consideration. Those identifying as residents believe that farmland is important to Woodinville's identity. Visitors identify similar characteristics, such as the pastoral setting, trees, quiet, and peacefulness.	Businesses identified street beautification and visitor wayfinding as important improvements, which support the identity of Woodinville tourism.

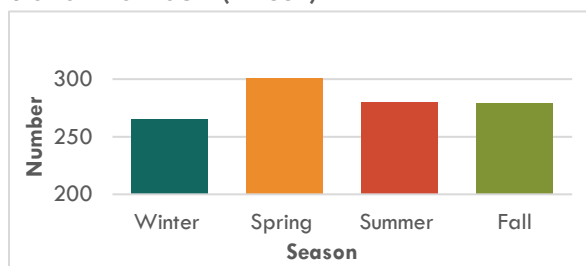
The fourth survey targeted Potential Visitors and was intended to look at barriers to visiting Woodinville. Of the 300 respondents who had been to the Seattle area in the past three years but not visited Woodinville, 68 percent did not know that Woodinville was a popular wine destination. Of those that knew of Woodinville, most considered visiting but had time and other constraints that precluded them from visiting.

LOCAL SURVEY AND ONSITE SURVEY

The Onsite Survey and Local Survey asked respondents to identify their experience in the City in a variety of ways. Although the Local Survey was online and the Onsite Survey was in person to be completed at visitor locations throughout the City, the questions asked were similar when possible. Some of these questions included frequency of visits, activities, considerations when planning a trip, and what improvements can be made to the City.

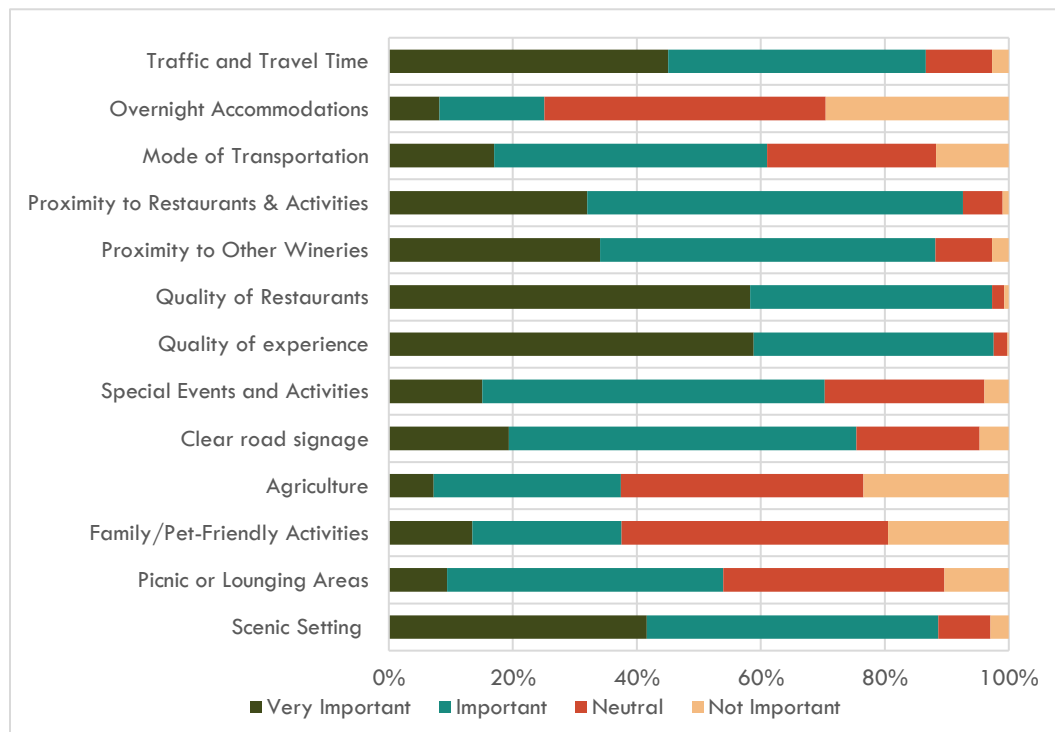
When visitors were asked in a survey, when they had visited Woodinville in the past, the results showed that visitors are coming to Woodinville throughout the year, not just during the summer (Figure 3). Although Woodinville sees peak tourism during spring and summer months, the range of seasons and relatively mild winters means there are visitors all year long.

FIGURE 3 WOODINVILLE VISITOR SURVEY PAST VISITS BY SEASON (N=332)



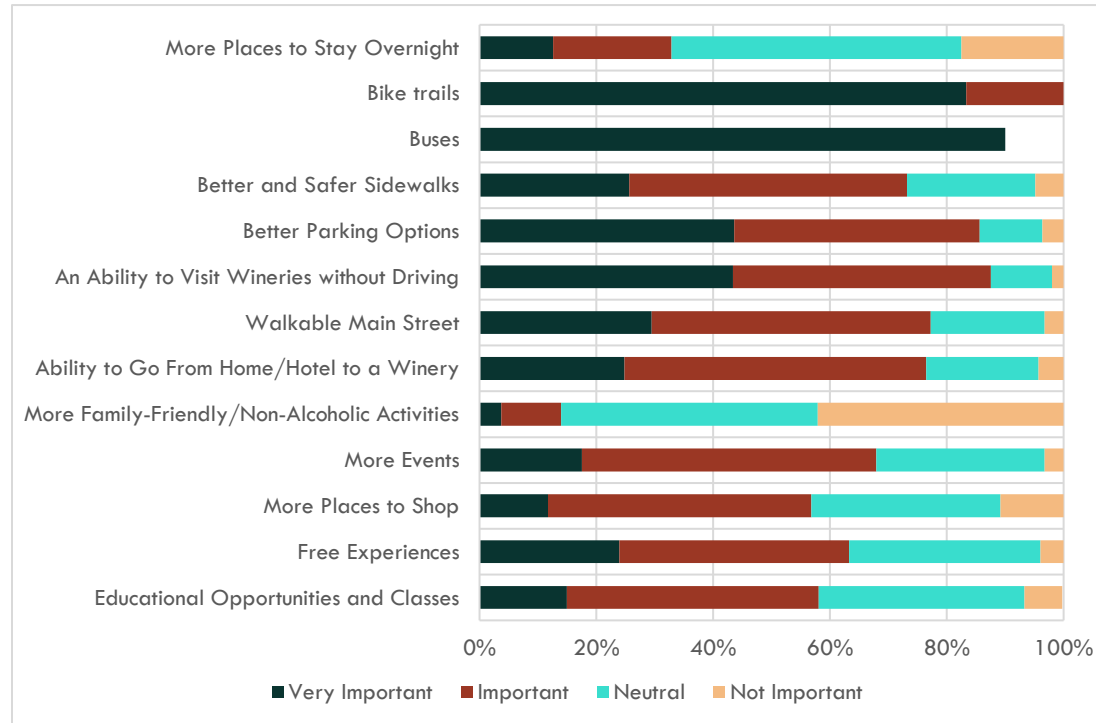
When asked what the most important consideration when planning a trip to Woodinville was, 98 percent of respondents ranked the quality of experience as important or very important and 97 percent of respondents ranked the quality of restaurants as important or very important (Figure 4). Traffic and travel time, mode of transportation, proximity to restaurants and wineries, and the scenic setting were also identified as important considerations. When asked what Woodinville could do to improve the local wine and tourism industry, respondents gave the most weight to an ability to visit wineries without driving, with 87 percent saying it was important or very important. Similar weight was given

FIGURE 4 SURVEY QUESTION: "IN PLANNING A TRIP TO WOODINVILLE, HOW WOULD YOU RANK THE FOLLOWING CONSIDERATIONS?" (N=440)



to better parking options, with 86 percent of respondents saying it was important or very important (Figure 5). Additionally, several written in responses wanted to see more bicycle facilities and buses.

FIGURE 5 SURVEY QUESTION: “WHAT COULD WOODINVILLE DO TO HELP IMPROVE THE LOCAL WINE AND TOURISM INDUSTRY?” (N=440)



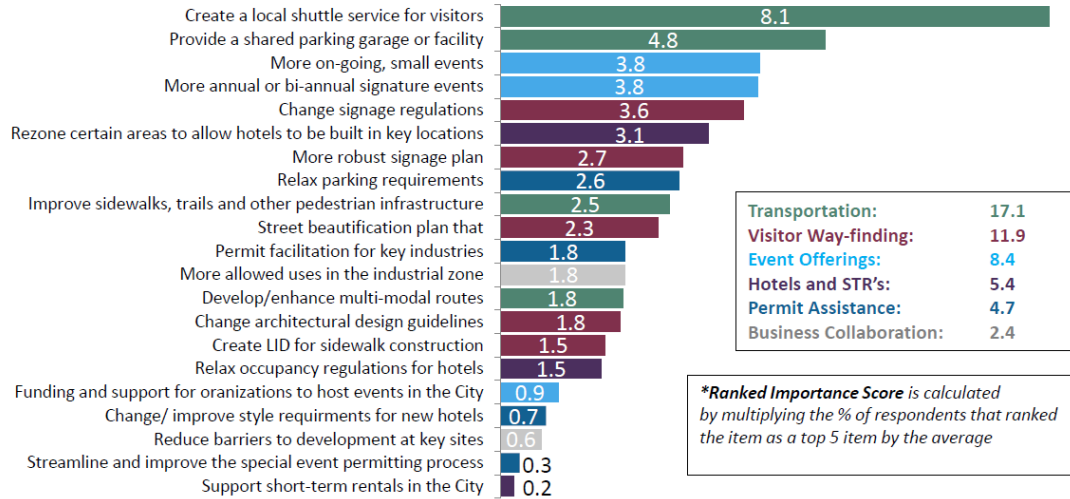
BUSINESS SURVEY

This survey was sent out to a list of 191 local businesses owners with help from the Woodinville Chamber of Commerce and Woodinville Wine Country. The survey asked business owners about the economic outlook of Woodinville and what challenges their business faces in the City. Respondents were asked to respond to a variety of potential policy changes on how impactful they would be to their business. These policy theme areas were: Visitor Wayfinding and Street Beautification, Permitting Assistance and Guidance, Hotels and Short-term Rentals, Transportation Improvements, Business Collaboration, and Expanded Event Offerings.

At the end of the survey, respondents were asked to rank all potential policy actions in order of importance. Figure 6 shows that local shuttle service is the highest ranked policy action, however parking, events, and sign regulations are all important. When these responses are grouped by category, transportation improvements generally were ranked as the most important policy changes to businesses, followed by Visitor Wayfinding, Street Beautification, and Expanded Event Offerings (Figure 7).

FIGURE 7 BUSINESS SURVEY RESULTS - RANKING POLICY ACTIONS BY TOPIC

Respondents were asked to select 5 items from a list of 23 and divide 50 points between the 5 items as a way to rank importance. A ranked importance score was assigned to each item and the list was sorted by total score. "Creating a local shuttle service for visitors" (8.1) separates itself from all other **specific** items on the list, while "Transportation" is the highest ranked **overall** category (17.1 points), followed by "Visitor Way-Finding" (11.9 points).



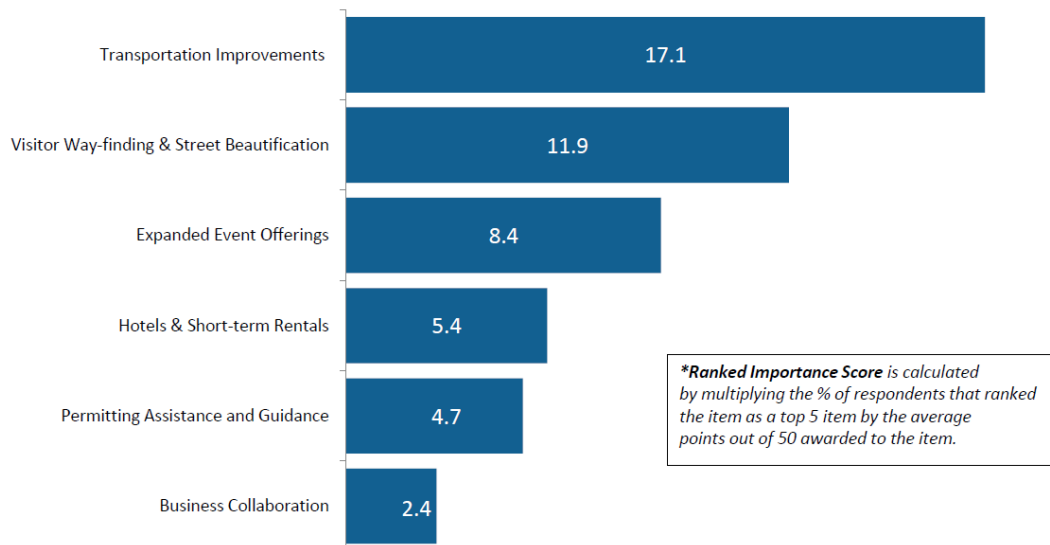
Q49. Now that you've had a chance to see possible actions that the City of Woodinville might take to help support the local tourism industry, please choose the five most important items from the list below and put them in the appropriate box to the right.
50. If you had 50 points to divide between the five items you chose from the previous question, how many would you assign to each item? The total for all five items should add up to 50 points.



17-6398 Woodinville Tourism - Business | 18

FIGURE 6 BUSINESS SURVEY RESULTS – RANKING POLICY ACTIONS BY CATEGORY

When grouped together in overall categories, making improvements to transportation is the most important policy action followed by improvements to visitor way-finding and street beautification.



Q49. Now that you've had a chance to see possible actions that the City of Woodinville might take to help support the local tourism industry, please choose the five most important items from the list below and put them in the appropriate box to the right.
50. If you had 50 points to divide between the five items you chose from the previous question, how many would you assign to each item? The total for all five items should add up to 50 points.



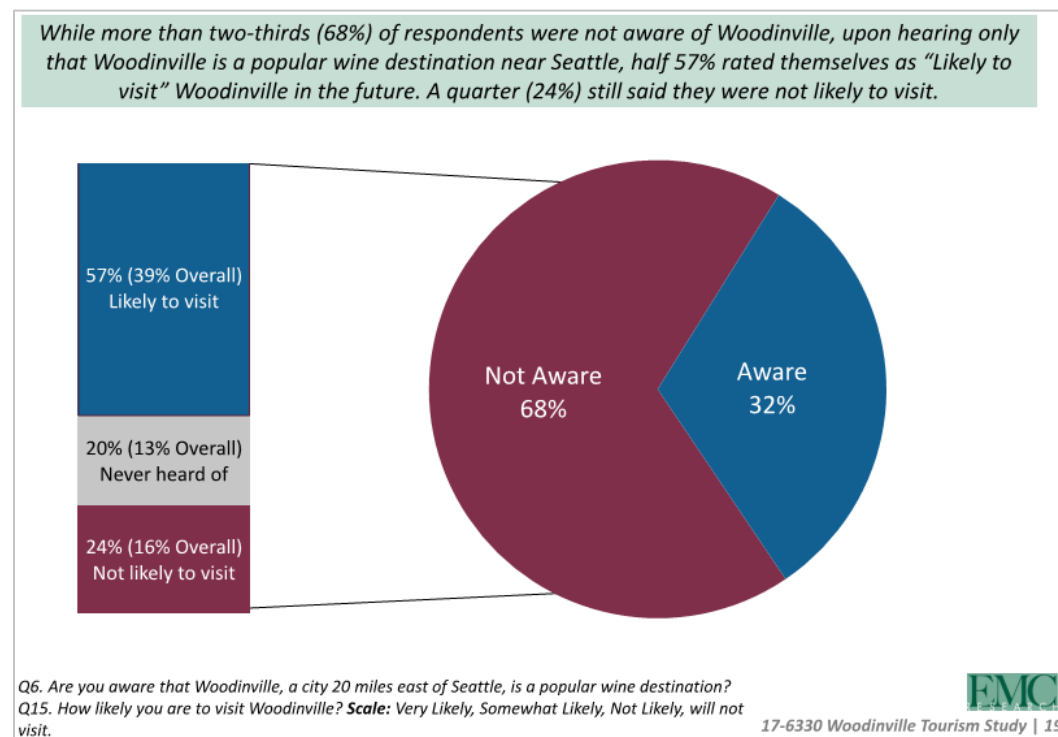
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POTENTIAL VISITORS SURVEY

The Potential Visitor Survey was conducted between March 29, 2017 and April 4, 2017 using a national pool of participants, and 300 surveys were completed. Respondents were those with an interest in wine, had visited Seattle within the last three years and staying more than two nights, and did not visit Woodinville during their trip. In total, 96 percent of respondents were outside Washington state. For this survey, EMC Research asked respondents if they are aware of Woodinville Wine Country, to identify reasons why they did not visit, and rank the destination against other West Coast wine destinations.

Two-thirds of total respondents said that they did not visit because they were not aware of Woodinville as a popular wine destination (Figure 8). Of those respondents, 57 percent stated they were likely to visit and cited proximity to Seattle, willingness to try new things, and love of wine/wineries as the top three reasons to visit. Casual wine enthusiasts stated that they needed other activities besides wine tasting to come to Woodinville.

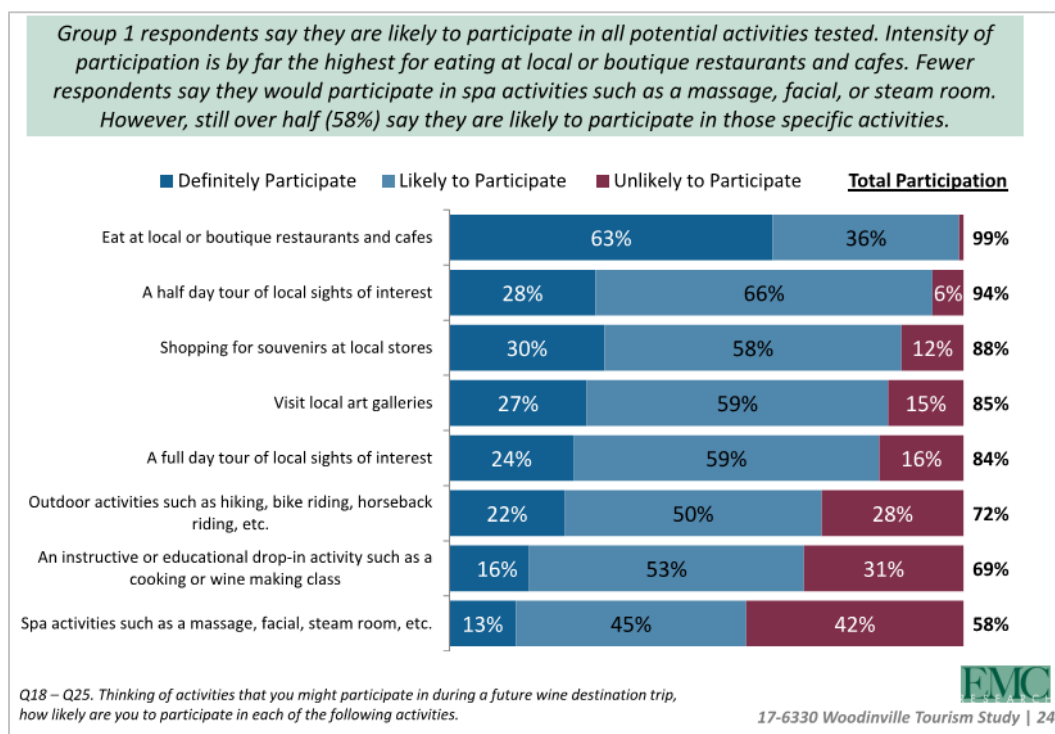
FIGURE 8 POTENTIAL VISITORS SURVEY RESULTS – VISIT CONSIDERATION



When asked how likely respondents are to take a trip to popular west coast wine destinations, Woodinville had the second highest number of respondents who answered very likely or somewhat likely to visit, just behind Sonoma. Many of these respondents had learned about Woodinville from the survey. Based on these results, it seems like more marketing and promotion throughout the United States may attract new visitors.

Activities of interest for the group identified as unaware of Woodinville and likely to visit ("Unaware & Likely Visitors") mirror many of the same interests as respondents in the Local and Onsite surveys: visiting local restaurants and cafes, shopping, art galleries, sight-seeing and tours, and outdoor activities (Figure 9).

FIGURE 9 ACTIVITIES OF INTEREST FOR UNAWARE & LIKELY VISITORS



Detailed survey findings and additional information on public engagement can be found in the Appendices.

Core Themes

Core themes are those common messages that emerged and repeated during the public outreach process. These core themes include Placemaking, Business Support, Mobility, and Exploration and Activities. These themes distill the input from the public and from businesses, who have identified important subjects that should be considered to ensure the vitality of Woodinville’s tourism industries. These core themes serve as the framework for developing each of the focus areas and topics.

TABLE 3 CORE THEMES

PLACEMAKING

Wine and alcohol by far characterizes the identity of Woodinville to visitors; however, Woodinville has equally strong roots historically as a town for farming, logging, and other related industries. Visitors are looking for a memorable and authentic experience when traveling. This focus area reinforces an experiential Woodinville visit – one that is authentic to the community and its visitors.

Placemaking is a concept of community-centric design, using a participatory process to create and preserve a community’s identity in form, design, and use. With the goals of building a vibrant and sustainable community, there are many ways to employ placemaking in the reimagining or revitalization of a community.

**BUSINESS
SUPPORT**

Businesses are at the heart of Woodinville's tourism. Supporting the businesses and owners is essential to the sustainability and growth of Woodinville as a tourist destination. In addition, identifying what the visitors to the area want or need to have a positive experience while visiting and encouraging them to come back again is critical to the tourism industry as a whole.

This theme looks at supporting businesses from inception (permitting and basic business support), to rental space, and addressing challenges that businesses face, such as parking and traffic. While increasing tourism and attracting more visitors is key to business growth, understanding the barriers and challenges local businesses face and having the city help address these challenges is vital. This theme provides a variety of solutions that help the businesses at the core of the tourism industry.

MOBILITY

Visitors seek convenient methods to travel between destinations and from their homes/hotel to Woodinville. The most successful tourism areas are well-connected, offering a number of mobility options for visitors. The distance between the districts has resulted in visitors limiting their stay in one or two districts and relying on private vehicles to arrive at their destination.

Adding connectivity throughout the city will open the opportunities for visitors and businesses and reduce barriers between districts. This theme looks at providing additional connectivity that will have a snowball effect to improve traffic and parking while helping people move around town.

**EXPLORATION
AND ACTIVITIES**

Visitors are seeking a range of activities when traveling. While Woodinville has a foundation of tourism based on alcohol-related activities, there is not a strong tourism base for people to do more than taste wine. A large percentage of people surveyed had come to Woodinville for a wine tasting or tour, but there were high responses for wanting other experiences during a visit.

This theme looks at expanding the offerings and activities in Woodinville that would attract people to come and do more during their visit. In addition, it will provide a variety of options that will encourage visitors to come back and explore more in the area. By offering a variety of activities and experiences, even visitors not interested in wine can come to Woodinville and see what the city has to offer.

FOCUS AREAS AND TOPICS

Six Focus Areas covering a total of 22 topics were developed, reflecting the results of the public outreach process. Focus Areas include Land Uses, Celebrating Art, Culture, and Heritage, Supporting Local Food, District Connections, Congestion and Parking, and Outdoor Recreation. Each Focus Area contains background information, survey data analysis, and speaks to a broad range of topics, from land uses to capital improvements. In many instances, subareas and potential tools can fall within multiple focus areas, which highlight the interrelated nature of these ideas. The table below shows each of the 22 topics and how they address one or more of the four core themes.

TABLE 4 REPORT TOPICS AND CORE THEMES		PLACEMAKING	BUSINESS SUPPORT	MOBILITY	EXPLORATION AND ACTIVITIES
Land Uses	Reduce Barriers to Zoning		●		●
	Extend Visitor Stays		●		●
	Permitting Assistance		●		
	Incubator Spaces	●	●		●
Celebrating Art, Culture, and Heritage	Wayfinding and Signage	●	●	●	●
	Design Guidelines	●			
	Public Art and Murals	●			●
	Events and Festivals	●	●		●
Supporting Local Food	Public Markets	●	●		●
	Connecting the Food System	●	●		
	Food Tours and “Trails”	●		●	●
District Connections	Bikeshare		●	●	●
	Non-Motorized Facilities			●	●
	Shuttle/ Trolley Service		●	●	●
	Street Beautification	●	●	●	
Congestion & Parking	Corridor Improvements		●	●	
	Rideshare Services		●	●	
	Public Parking		●	●	
	Shared Parking		●	●	
Outdoor Recreation	Trail Connections	●		●	
	Outdoor Activities	●			●
	Gardens	●			●

1. LAND USES

What It Is

Locally-owned businesses are at the heart of Woodinville's tourism. Their unique identity and character define each of the three districts and distinguish Woodinville apart from other areas. Entrepreneurship is the engine that drives success in this area, particularly in the case of wineries, breweries, and distilleries.

A majority of visitors come for day trips to participate in beverage-related tourism (wine, beer, and distilled liquor). This is largely due to Woodinville's proximity to the Seattle area, with both locals and out-of-state visitors making short visits primarily for tastings. Most visitors consider Woodinville to be a special day destination and are looking for extraordinary experiences and hospitality when they come.

Survey results identified visitors are looking for a range of complementary activities to extend their stay. These visitors are looking for multiple activities over a span of a few hours or a full day that provide a unique and memorable trip. Experience through activities that cater to a broad range of ages and interests is critical to sustaining the hub of tourism activities.

Woodinville's geography isolates the tasting and drinking experience (Warehouse and Hollywood Districts) from the shopping experience (Central Business District) and sleeping accommodations (most outside city limits). Visitors do not have opportunities to partake in a wide range of activities without driving to another location or district. Retail in conjunction with nearby lodging and restaurants can help to support Woodinville's tourism industry by enriching and diversifying the visitor experience. Survey respondents identified more shopping (57%), high-quality restaurants (97%), and special events (70%) as important considerations when visiting Woodinville.



EXPLORATION & ACTIVITIES BUSINESS SUPPORT

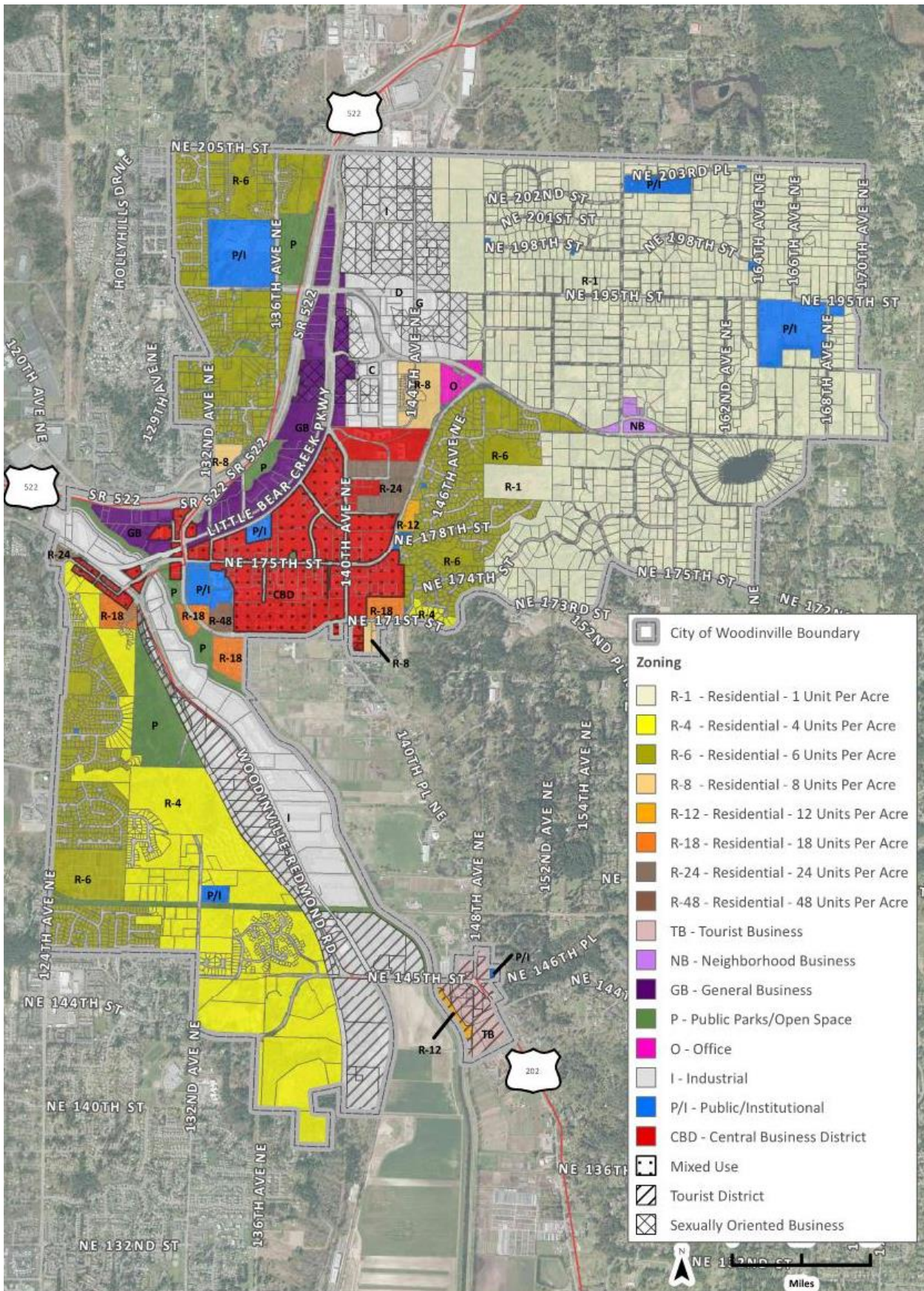
CASE STUDY: HEALDSBURG, CA

Healdsburg, CA grew from a small railroad town established in the mid-1800s to a successful wine tourist destination located between Napa Valley and the California coast line, 70 miles north of San Francisco. Known for its small-town charm and scenic setting, Healdsburg offers a wide range of activities including art galleries, shopping, locally-grown produce, artisan breads, tasting rooms, and restaurants. A historic downtown plaza at the heart of the City provides a setting for events, picnics, or just relaxing. The area also boasts hiking, biking, canoeing, camping, and hot air balloon rides. A variety of lodging options include trendy hotels, eco-friendly retreats, and charming bed and breakfasts. The variety of activities and lodging options appeal to a wide range of tourists and encourages visitors to spend time in the area.



View of NE 175th Street in the Central Business District

FIGURE 10 CITY OF WOODINVILLE ZONING MAP



Reduce Barriers to Zoning

Tourist destinations provide a range of experiences for different types of visitors and different kinds of visits. One significant approach to encouraging complementary businesses is to reduce or remove land use barriers associated with zoning. A 2012 study conducted for the City identified retail leakages in areas compatible with tourism: specialty food stores, clothing stores, jewelry stores, bookstores, florists, and general merchandise.⁵ Expanding the list of permitted uses within the City's zoning framework removes a barrier to opening businesses in the City's commercial districts.

Zoning serves as the framework for what kinds of businesses may be allowed to locate in certain neighborhoods. The City's Zoning Code currently identifies many tourism-related land uses (Table 5 below) with varying degrees of permissibility within the city. The existing code restricts certain uses in regards to size or retail requirements, overlay modifications, and historic limitations. In some respects, these provisions lack clarity or do not consider changing trends in retail and personal services. Overlays such as the Tourist District Overlay modifies zones with some degree of complexity, providing ambiguity with whether specific businesses are permitted.

TABLE 5 EXCERPTED LAND USE TABLE (CHAPTER 21.21 WMC)

NEIGHBORHOOD	CBD	WAREHOUSE DISTRICT		HOLLYWOOD DISTRICT		
Zone/Overlay	Central Business	General Business	Industrial	Tourist Business	Tourist District	Industrial
Public/Cultural Uses						
Parks	P		P	P		P
Trails	P		P	P		P
Arboretum				P		
Community Center						
Museums	P			P	P	
Recreational Activities						
Movie Theaters	P	P			P*	
Plays, Theater, Dance	P	P	A	P	P	A
Bowling						
Indoor Recreation Centers	P	P	C	C		C
Sports Recreation						
Golf Courses		P				
Driving Ranges	C	C				
Batting Cages			C			C
Go-cart Facility		P				
Amusement Arcades	P	P		P		
Amusement Parks						
Outdoor Performance Center	S	S		S	P	
Conference Center	C	C			P	
Services						
Personal Services	P	P		P		
Sports Recreation Classes	P	P	C	C		C
Specialized Instruction (art, dance, music, cooking)	P	P	C			C

⁵ Retail Site Assessment, Buxton Company, prepared for the City of Woodinville, April 2012.

NEIGHBORHOOD	CBD	WAREHOUSE DISTRICT		HOLLYWOOD DISTRICT		
Zone/Overlay	Central Business	General Business	Industrial	Tourist Business	Tourist District	Industrial
Lodging						
Hotels and Motels	P	P		P	P*	
Bed and Breakfast Inns				P*	P*	
Hostels	P*			P	P	
Retail						
Food, Grocery and Drug Stores	P*	P		P		
Beer, Wine, and Liquor Stores	P	P				
Department Stores	P	P				
Antique Stores and Variety Stores	P	P		P	P	
Art Supplies	P	P		P	P	
Fine Art Galleries					P	
Bookstore	P	P		P	P	
Gift Shop	P	P		P	P	
Florist and Garden Supplies	P	P		P	P	
Sporting Goods	P	P		P	P, bicycle shop & sports rentals only	
Florist Shop	P	P		P		
Pet Stores	P	P		P		
Apparel Stores	P			P		
Kitchen and Home Furnishings	P	P		P		
Food Service						
Restaurants	P	P	P*	P	P	P*
Bars and Taverns	P	P	P*			P*
Tasting Rooms	P	P	P/C	P		P/C
Manufacturing						
Food Manufacturing	C*	C	P		P, specialty only	P
Winery, Brewery, Distilleries	C*	C	P	P	P	P
Arts and Crafts Manufacturing					P	

This table omits footnotes and conditions listed in the Zoning Code for ease of use.

P = Permitted Use C = Conditional Use A = Accessory Use S = Special Use

* Indicates a size restriction in code

A majority of survey respondents stated that they are looking for more shopping and restaurants to enhance their wine tasting experience. Zoning and land use changes will help these businesses be able to locate where wineries and breweries are concentrated. By adding art galleries, wine and beer stores, and unique lodging, such as bed and breakfasts, visitors to Woodinville will be able to have more of the experience they want close by, without having to drive around town.

POTENTIAL TOOLS

- Separate the Tourist District Overlay from the Tourist Business zone and modify the Tourist Business standards to include a wider range of uses.
- Review the Shoreline Use Matrix in the Shoreline Master Program for consistency with the Tourist District Overlay, Tourist Business and Industrial zones.

- Identify all uses related to tourism, particularly those unique to Woodinville such as food manufacturing, and evaluate allowing these uses in more zones.
- Consider provisions for artist studios and live/work spaces.
- Allow wineries, breweries, and distilleries as permitted uses in the Central Business District zone.
- Allow arts and crafts manufacturing and art galleries in the Central Business, Tourist Business, and General Business zones.
- Allow more types of indoor recreation in commercial zones.
- Allow specialized instruction in the Tourist District Overlay and Tourist Business zone.
- Allow farmers markets, pop-up events, or summer markets as an allowed accessory use.

EXAMPLES

- **Durham, NC** adopted a unified development code in 2006, which consolidates regulations pertaining to land development in one consolidated municipal title. This effort helps support a user- and citizen-friendly code.
- **Portland, OR** developed live/work provisions for the St. Johns Plan District, after developing the St. Johns/Lombard Plan. As part of the project's effort to accommodate compatible or complementary uses, the City allowed some modest residential uses in the General Employment 1 zone. The district standards aim at adding flexibility to the commercial/industrial zone without allowing residential uses to dominate the area.

"[It] would be nice to have a few places stay open later than 9pm. Often I like to meet up for a drink after a late meeting and can't seem to find anywhere open past 9pm which then sends us away from Woodinville."

Extend Visitor Stays

Woodinville is currently a day destination for visitors. This is in part due to Woodinville's close proximity to Seattle, with both locals and out-of-state visitors making day trips. However, with few available lodging and event space options within the city, there are limited options to make multi-day visits to Woodinville possible. This



Woodinville Hampton Inn and Suites

translates into lost tourism dollars for Woodinville businesses. Currently, those visiting Woodinville rely on hotels in nearby cities such as Bothell or Kirkland. Hotels and events provide visitors an opportunity to enjoy Woodinville at different times of the day by providing a convenient place to stay.

Woodinville is also an attractive place to hold events, such as weddings and celebrations, but only has a handful of locations able to serve this demand. A scenic setting and relaxed atmosphere within an hour of Seattle makes Woodinville a key location for special events. Additional event spaces and lodging options within Woodinville's most heavily travelled areas create opportunities for visitors to stay longer, could serve to strengthen Woodinville's identity, and provide complementary activities to the tourism industry. The City of Woodinville completed a Market Demand Study in 2012, which found that comparable cities based on urban density and population have an average of 3.44 hotels, whereas the City currently has two hotels.

POTENTIAL TOOLS

- Evaluate and revise bulk regulations for hotels in the Industrial zone - Tourist District Overlay, and bed and breakfast guest houses, lodges, and inns in the Tourist Business zone - Tourist District Overlay. Bulk dimensions are restricted to a room density of 24 units per acre and a height maximum of 35-feet. To contrast, hotels in the Tourist Business zone - Tourist District Overlay have no density limit with a 45-foot height limit.
- Add event spaces as a category in the Permitted Uses Chapter of the Zoning Code, considering conditions such as provisions for parking, trash, noise, and other impacts.
- Allow hostels in the General Business zone.
- Evaluate short-term vacation rentals in the city including impacts to residential neighborhoods. Consider regulating these uses if appropriate.
- Consider provisions for flexible event space for new recreational or community facilities for use by the public.

EXAMPLES

- The Greater Tacoma Convention Center in **Tacoma, WA** is a 117,000-square foot convention and event space located centrally in the city's downtown. Nearby amenities such as hotels, restaurants, museums, and transit within walking distance provide a unique connection with the neighborhood.
- In 2011, the City of **Mukilteo, WA** built Rosehill Community Center. The 28,094-square foot center includes fitness rooms and event spaces. The center is situated in old town overlooking the Puget Sound and ferry dock. There are several multi-purpose rooms that are utilized for different community classes during the day and weeknights and rented as event space on the weekends. The City estimates that events at Rosehill generate over 700 additional hotel stays in the city per year.
- **Aspen, CO** adopted regulations in 2011 regarding short-term vacation rentals in response to growing concerns over housing affordability and neighborhood impacts. The City requires an annual permit, remittance of sales taxes, contact information for a local representative, and rental period limitations.

Permitting Assistance

New and existing business owners face challenges when opening or expanding their business. Securing financing, complying with permitting processes, navigating land use codes, retaining employees, securing lease space, and attracting customers are some of the major issues that face businesses. Many large cities with economic development offices provide technical assistance through assigned staff and may offer financial support through small loans or grants. Other cities may support a robust marketing program to advertise attractions and businesses.

Regulations from different levels of agencies can create complexity for a new business. Business licenses and liquor licenses are obtained through the state, health permits through the county, and construction and sign permits through the city. Permitting assistance can come in many forms to help businesses off the ground, but regardless of format, permitting assistance must provide clear and consistent information that is easy to obtain and understand.

POTENTIAL TOOLS

- Create a Business Assistance Guide for new businesses in the city, including additional information for wineries/breweries, home occupations, and restaurants.
- Partner with the Woodinville Chamber of Commerce and Woodinville Wine Country to strengthen engagement, support, marketing, and other services for Woodinville businesses.
- Develop an online portal for business owners on the city website.
- Partner with agencies and organizations to host trainings for business owners on how to open, operate, market, and permit their business.

EXAMPLES

- **Tucson, AZ** provides a “small business assistance line” connecting businesses to a staff person via phone or email to provide individual support. The city also provides a comprehensive webpage with information on how to start a new business, including information on business licensing, utility services, food and liquor licenses, and certificates of occupancy.
- **Fort Lauderdale, FL** provides a compact 20-page Business Assistance Guide for new businesses opening in the city. The guide introduces business owners to business alliance organizations, provides information on zoning, local permits and approvals, permitting processes, and a list of agency contacts.
- **Renton, WA** hosts a business information page on their website, including information devoted to incentives and benefits for new businesses opening in the City. Some incentives are local, such as business and occupation tax exemptions for small businesses, as well as statewide incentives.



City of Fort Lauderdale Business Assistance Guide

Incubator Spaces

Starting a new business can be a challenge both financially and logistically. Finding adequate and affordable space can be one of the more stressful challenges for new business owners. Incubator spaces come in a variety of different forms, but all provide flexible shared workspace for start-ups and small businesses on a daily or monthly basis. These facilities divide larger office or industrial spaces into desks or workstations with shared services such as front desk staff, meeting rooms, kitchens, and training support.

Helping new businesses get a start can have lasting benefits for cities. Providing incubator spaces through zoning or incentives can help a city become a desired place for expanding a business and provide a unique destination on its own. The Warehouse District informally serves as an incubator district due to affordable rents and adaptable warehouse spaces. However, providing a formalized incubator space for startup businesses could increase the variety and breadth of industry in the area.

POTENTIAL TOOLS

- Add incubator spaces as a permitted use in certain commercial zones, addressing accessory uses typically provided with these uses, such as open offices, shared retail areas, fabrication space, and classrooms.
- Consider development of incubator spaces in new civic projects that include commercial uses.
- Consider feasibility of a city-managed incubator space, including examining siting, funding, staffing, and maintenance costs.



Businesses in the North Industrial District

EXAMPLES

- The **City of Kenmore, WA** started the Kenmore Business Incubator in 2010, providing low-cost office space and business development support for small businesses in the Kenmore area. Several high-tech businesses have started in the Kenmore Business Incubator.
- ADX Portland (Art Design Portland) in **Portland, OR** is incubator and makerspace for collaboration and individuals. This facility provides space and sharing tools, allowing individuals and groups have the space to take classes, explore hobbies, or find someone to fabricate an idea. By providing the opportunity to use the tools and space, it helps small businesses and individuals get a start in their craft without the large investment of the tools and equipment necessary.
- **Seattle, WA** has 33 private co-working spaces within the city limits. Varying by business model and location, these facilities provide small or startup companies flexible office and conference spaces on a daily or monthly basis. Intended for smaller businesses that are not financially ready for the full cost of an office and associated overhead costs, these spaces provide professional office space at a lower cost.



Kenmore's Business Incubator

2. CELEBRATING ART, CULTURE, & HERITAGE

What It Is

Woodinville and the Sammamish Valley are rooted in a strong agricultural heritage. Supporting this character is key to ensuring Woodinville remains a unique destination. Views of working agricultural lands are an ever-present reminder of Woodinville's heritage, giving the city a unique identity amongst its other Eastside counterparts. Celebrating Woodinville's heritage through art and cultural events also serves as a reminder of the city's past, in addition to enriching and defining the built environment that surrounds us.

In an effort to grow tourism and extend the visitor stay, art and cultural offerings provide a reason to come year after year and then branch out to explore other areas of the town. The right art fair or market can transform the tourism industry. By providing a unique experience annually, this can have an influence on a person's perception of the city which could encourage visiting at other times. Additionally, by providing other reasons for tourism the City can reach a new audience of visitors.

Through the lens of placemaking and partnering with artists and arts organizations, the arts can bring people together and create more engagement with the city. From asking artists to help create wayfinding signage and creating public murals to offering an art festival or market, arts and cultural offerings are a highly visible way to enrich the cultural, economic, and social vitality of a city.



PLACEMAKING
EXPLORATION + ACTIVITIES
BUSINESS SUPPORT

CASE STUDY: EDMONDS, WA

Over the years, Edmonds has transformed itself into an arts destination. Edmonds was first known for its historical downtown with art galleries, restaurants, and shopping. The interest in the arts grew and from this, the Edmonds Art Fair began. With over 240 artists at the fair, it has become one of the largest art fairs in the region, giving back to the community through scholarships and community grants. In addition to this is the Edmonds Center for the Performing Arts, bringing over 65,000 people annually to a variety of theatre performances and the newly opened Cascadia Art Museum, showcasing Northwest art and artists. Edmonds active arts and cultural community contributes to the strong sense of civic pride widely shared in the community and has helped grow a healthy economy and tourism destination.



Mural in Downtown Edmonds

Wayfinding and Signage

Wayfinding signs are primarily intended to help visitors navigate from A to B, but serve a secondary role in creating a sense of place and a positive memorable experience. Wayfinding signs help inform visitors of things to do, such as parks, museums, and shopping districts, which can extend a visitor's stay and increase the value of their visit. Consistency in wayfinding signage can help make a place feel pleasant and welcoming to visitors.

Additionally, good signage can help move people through an area efficiently, helping to ease pedestrian access and traffic issues. A thoughtful signage plan can have a positive impact on visitor's impression of the city and their willingness to return.

Wayfinding signage must be balanced with thoughtful sign regulations to allow businesses the opportunity to attract customers, without cluttering streets or distracting from the beauty of a community. The shape and form that a sign takes can have a large impact on the overall perception of the sign. Signs that are context sensitive and well-integrated into the architecture and landscaping can better promote a business and reinforce a community aesthetic. Good signage can enhance the visitor experience when it is coordinated with the building architecture and landscape design and constructed of high-quality durable materials.

POTENTIAL TOOLS

- Expand the City's wayfinding program, which currently includes 16 signs. Consider installation of a customizable sign (such as a manual reader board or banner posts) to showcase special events and activities.
- Incorporate pedestrian- and bicycle-oriented signs along the Sammamish River Trail and in key street locations.
- Update the sign code to include zone-specific signage standards. For example, the signs permitted in the Hollywood District may require different treatment styles or colors than signs permitted in the Central Business District.



Wayfinding sign in the North Industrial District

EXAMPLES

- In 2009, **Savannah, GA** adopted a wayfinding sign program to create a coordinated, user-friendly signage plan. The new plan features a consistent design to provide a uniform identity to the city and incorporates elements to reflect the historic nature of the City. The plan includes gateway signs, vehicular information signs, pedestrian information signs, and map kiosks to help visitors navigate between big destinations like the airport and downtown and smaller destinations like restaurants and museums.
- **Leavenworth, WA** adopted a strict sign code that requires all signs in the commercial zones to conform with the City's Old World Bavarian Alpine theme. The Leavenworth Municipal Code states that signs play "a key and indispensable part of the overall visual attractiveness of the city, and thereby contribute both to the aesthetic and economic well-being of Leavenworth". The signs in Leavenworth complement the architecture and uses.
- The City of **Berea, KY** has been a thriving arts town, but with an increase of tourism and residents, many people did not know how to find the city's important cultural sites. With a focus on pedestrian wayfinding, the city decided a new system for visually orienting users would help encourage more pedestrian traffic, as well as connect to restaurants and the historical Berea College. As cultural sites and artist studios are now linked into a cohesive network, studies on economic impact are underway, but the signs are already creating increased visitors and new ways of exploring the town.

Design Guidelines

Buildings create the sense of place that provides identity to neighborhoods and communities. Storefront windows, planters, siding materials and other human-scale elements are details that comprise a community's character. From a distance, overall form, color, and major features of a building are visible. Closer, the details of windows, material texture, and decorative elements become the most important aspects of a building. This fine-scale spatial consideration is critical for creating streets that are memorable and pleasant.

Cities facing development pressure have a unique opportunity to craft a sense of place through the use of design guidelines. Guidelines range from those standards that are recommendations in nature, to those that regulate bulk and form, and those that adopt specific aesthetic themes. Design guidelines may also regulate public plazas, frontage and road standards, landscape requirements, or pedestrian amenities.

The City applies design guidelines to new and renovated commercial structures, focusing overall on a Northwest Woodland Character design aesthetic. At the time of this report, a Downtown Visioning Subcommittee is developing recommendations to revise and create a set of design standards that reinforce the design character of Woodinville. By combining the design aesthetic with the rural history of the town, Woodinville becomes a cultural destination for the Northwest.



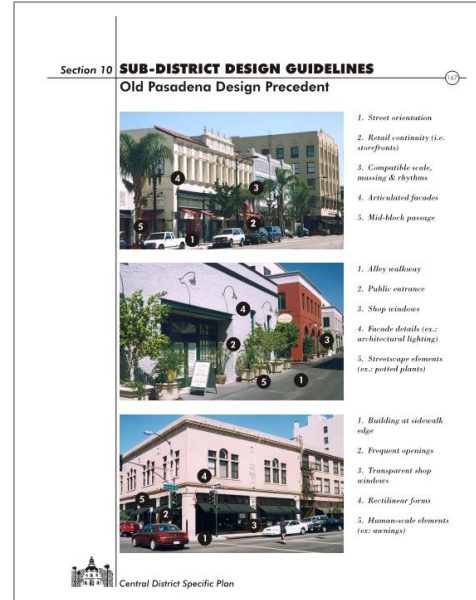
The Herbfarm at Willows Lodge in the Hollywood District

POTENTIAL TOOLS

- Revise commercial design standards to reflect recommendations from the Downtown Visioning Subcommittee, taking the following architectural elements into consideration:
 - Proportionate human-scale dimensions for buildings, streets, and open spaces.
 - Primary use of traditional building materials complemented with contemporary finishes, with high-quality trim and edging.
 - Require additional facade details on priority corridors to create special focus areas.
 - Focus on ground-floor details such as interesting window and door types, modulation, textured materials, landscape planters, variation in colors, and human-scaled dimensions.
- Develop specific design guidelines for each district that provides a unique, but unified, design aesthetic. Currently, developments in the Tourist District Overlay are subject to commercial design standards developed specifically for the Downtown-Little Bear Creek area, disregarding the unique characteristics of each area.
- Consider use of form-based code, which focuses on building design rather than traditional land use, in the Tourist Business Zone. Form-based codes can be specific to a street or sub-neighborhood, allowing more flexibility in core pedestrian areas.

EXAMPLES

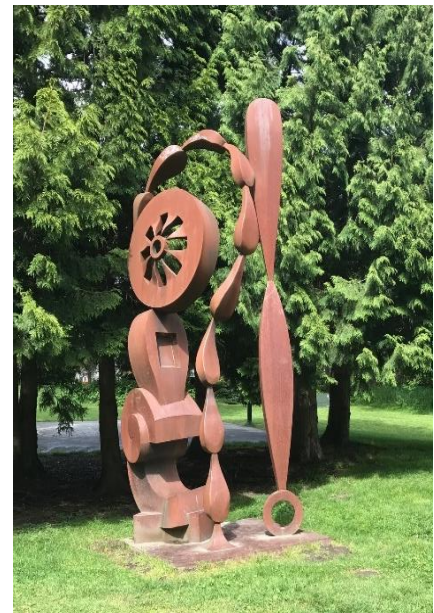
- Spokane, WA** implemented a demonstration form-based code to replace zoning and design guidelines in the Hamilton Street corridor. The code provides for specific design regulations on a block-by-block basis. The form-based code prioritizes a vibrant and walkable neighborhood by focusing on details of buildings, sidewalk, landscaping and amenities.
- Pasadena, CA** developed a Central District Specific Plan to implement design guidelines in the city's commercial neighborhoods. The guidelines focus on design principles rather than a prescriptive or number based approach, where proposals are approved by a commission of design professionals. The guidelines use images to identify the necessary components.
- Montgomery County, MD** provides a point system that developers may elect to use to obtain additional building floor area ratio (FAR) in commercial areas (such as the Downtown Bethesda area). This system provides points for various benefits, including architectural features, diversity of uses, street connectivity, or green construction.



Excerpt from the City of Pasadena Central District Specific Plan

Public Art and Murals

Art in a city does more than just provide visual appeal and interest. Murals and public art, especially when created with help from citizens, helps to tell visitors and the community who the town is and what they are about. It shows a connection to the history and looks towards the future of a place. Murals and public art can also have an unexpected impact by setting the stage for community beautification and private investment. In many cases, when citizens see an improvement in their community, these individuals are also likely to want to make improvements that contribute to the beautification of an area. This causes a rippling effect of building and street improvements, flowers and gardens, and a fresh approach to maintenance and overall upkeep of private and public spaces. In addition to creating a more visually appealing town, public art can bring jobs into the city through engaging artists or other crafts or trades people to improve spaces and encourage tourism.



Public Art in Woodin Creek Park

POTENTIAL TOOLS

- Evaluate feasibility of a citizen commission to install and manage public art and support local artists in Woodinville.
- Partner with local arts organizations for funding and support for city art initiatives.
- Require or incentivize large-scale commercial projects to include public art.

EXAMPLES

- The Storefronts Project in **Seattle, WA** began in 2010 by a local arts non-profit, Shunpike. The program seeks to bring artists rent-free space to show their work for four to six months while revitalizing vacant storefront windows, ensuring foot traffic, attention, and maintenance to these buildings. Storefronts has grown to include the entire city of Seattle as well as Auburn, Bellevue, and Mount Vernon, WA. Almost 200 artists have been provided a temporary space with Shunpike managing the program by leading the call to artists, facilitating the panel to choose artists, and negotiating with property owners and managers to match the space with the artist.
- Mural Arts in **Philadelphia, PA** started as a city initiative to combat graffiti in the city and surrounding neighborhoods in the 1980's. After many years of creating murals with small budgets, Mural Arts evolved into creating large-scale mural projects with international artists. At its core, Mural Arts still applies its tenets, which includes involving the residents of the community and neighborhood that the new mural is being painted in. Once a mural begins, they mobilize the artist, participants, residents, nonprofit leaders, funders, and policymakers to come together to create the mural.

Events and Festivals

Events and festivals play an important role in providing a sense of identity or place to an area for both residents and visitors. By designing areas to be multifunctional, the City can create spaces to allow for events, festivals, concerts, and experiences to take place and bring in additional traffic for shops and restaurants. When asked in the survey, 50 percent of applicants wanted Woodinville to have a large summer market or festival, if not both options. Offering arts and entertainment events will encourage community engagement and provide jobs and opportunities for residents.

POTENTIAL TOOLS

- When developing or upgrading parks and public spaces, install special event infrastructure such as lighting, electrical outlets, banner posts, and water/sewer hook-ups.
- Partner with local organizations to create an art market.
- Support local artists and art organizations.

EXAMPLES

- The Tacoma Art Museum Plaza in **Tacoma, WA** has been a gateway to downtown Tacoma, however, the neighborhood had little walkability. TAM surveyed their patrons and found that 95 percent of museum visitors accessed the museum from the parking

“The city needs to have more wine and grapes festivals as annual events so people can plan ahead to attend each year”

structure. Realizing that the space was underutilized, unattractive and had limited pedestrian use, Tacoma set out to create an inviting and multi-purpose space. With the development of the Museum Plaza and opening the street, Tacoma created a space that can be used for large group gatherings like festivals and concerts by closing the road, and vastly improved pedestrian walkability. This has increased traffic to neighboring businesses and restaurants.

- The Kirkland Downtown Association Summerfest in **Kirkland, WA** is an annual festival of art, music, and family. Founded by volunteers and established with a partnership with the City, the festival showcases the vibrant waterfront destination, as well as the region’s artists, musicians, and local businesses. With concerts by the lake, and a few streets blocked off for food and art booths, this festival, currently in its sixth year, brings the community together to showcase the city of Kirkland.
- The Georgetown Festival Street in the Georgetown neighborhood of **Seattle, WA** has created a space that has flexibility and versatility for events. It is a public place that has been designed for recurring temporary closures to vehicle traffic for pedestrian-oriented special events. Working with a citizen advisory group, the project accomplished traffic calming and increased walkability in the area. Back-in parking and parallel parking were included on the streets to provide a slightly wider street for the festivals, without increasing vehicle speeds. This multi-use street has been a success for the residents and opened opportunities for community events and a safer street.

3. SUPPORTING LOCAL FOOD

What It Is

The grassroots Buy Local/Eat Local movement has gained significant popularity across the country as consumers are increasingly interested in supporting local agriculture. As consumers become more sensitive to the social and environmental costs of shipped and conventional produce, significant attention has been given to local producers and manufacturers.

Woodinville is uniquely situated among working farmland and is home to a number of food, crop, and wine producers and manufacturers. Despite grapes, hops, and wheat being grown east of the Cascades, much of Woodinville's remaining agricultural roots evoke a sense of being close and connected to the food, the growers, the chefs, and makers of wine, beer, and spirits.

LOCAL FOOD AND THE COMPREHENSIVE PLAN

"In the year 2035... we have strengthened the agricultural and wine industries in Woodinville, the Sammamish Valley, and throughout the state by transforming locally sourced food, libations and hospitality into an internationally renowned tourism experience."

Food-centric businesses and organizations could serve to strengthen Woodinville's identity and provide complementary activities to the tourism industry. 21 Acres, located just outside the city limits, exemplifies this focus through food production, education, training, and market sales. Likewise, the Herbfarm Restaurant focuses on local food production through a farm-to-table approach for fine dining.

With the proximity to fields and farmers, Woodinville is a culinary destination. Supporting local farmers and restaurants can enhance tourism for people who look for these types of experiences. By expanding on the offerings for food tourism with festivals or food and wine tasting events, Woodinville could attract new visitors to the area. Additionally, cooking classes or other educational opportunities, like those offered at 21 Acres, provide a way for people to connect to the life cycle of the region: from farm to table.



PLACEMAKING EXPLORATION + ACTIVITIES BUSINESS SUPPORT

CASE STUDY: 21 ACRES – KING COUNTY, WA

Founded in 2006, 21 Acres has grown in their efforts to connect citizens with local food and education for a more sustainable world. In 2009, they broke ground on the current building and farm in unincorporated King County adjacent to Woodinville. The grounds and kitchen were certified organic in 2011. In the past few years, 21 Acres has helped small artisan food processors and entrepreneurs with the use of the large industrial kitchen and processing areas. In recent years, they have been working with farmers in the Sammamish, Snoqualmie, and Snohomish Valleys to be a food hub, connecting the products with area restaurants. In addition to this, the food stand at the main facility sells seasonal products and classes are available for the community to learn more. 21 Acres is an example of the intersection between food, people, and place and how they connect in our everyday lives.



Public Markets

Public markets are a popular activity for visitors and locals looking for small and unique items created by local businesses. Traditional public markets focus on selling produce, flowers, meat, and dairy, showcasing some of the area's best producers. Newer public markets focus heavily on a combination of high-quality meals with some mercantile, typically with shared dining areas and facilities.

In addition to providing a customer draw, indoor public markets serve as a type of incubator (see Incubator Spaces on page 21) for food-centric businesses by providing low-cost vendor stalls and business support services. Public markets can address an important piece of missing infrastructure to local farmers by providing a central facility for distribution, logistical support, marketing, or aggregation of food products.

POTENTIAL TOOLS

- Add farmer's markets and public markets as a category in the Permitted Uses Chapter of the Zoning Code.
- Consider the use of public markets in future civic projects with commercial space.
- Partner with local food and farm organizations to evaluate feasibility of a public market facility.

EXAMPLES

- Liberty Station Public Market in **San Diego, CA** is part of a major master planning effort located in a historic naval base. The market features 31 vendors selling meals, kitchen staples such as sauces and jam, beer, wine, and flowers. The market is located adjacent to a major brewery, restaurants, shopping, and waterfront trails.
- Pybus Market in **Wenatchee, WA** opened in 2013 in the historic E.T. Pybus Co. building. The market features vendor stalls selling produce, meat, and cheese, restaurants, and a demonstration kitchen showcasing local and artisanal food.
- Like Pybus Market, the Cedar Street Bridge Market in **Sandpoint, ID** was started by creating a gathering place for the city. The Cedar Street Bridge Market took a former vehicle and pedestrian bridge and reimagined it as a market like the Ponte Vecchio in Florence, Italy. Both markets have historical ties to the city they are located in, and the desire to connect to the town's history with bringing together local farmers and artisans with tourist and resident shoppers.



San Diego's Liberty Station Public Market

Connecting the Food System

In King and Snohomish Counties, nearly 87 percent of the 3,275 farms are less than 50 acres in size.⁶ These small-scale producers typically rely on direct-to-consumer sales through venues such as farmer's markets or community-supported agriculture (CSAs). These have a unique market opportunity to supply local markets with fresh organic produce to meet growing demand for sustainably-farmed produce.

However, small- and mid-sized farmers face challenges with infrastructure and logistical support to bring their products to market. The cost of marketing, processing, and packaging food for sale to the general public is resource-intensive for growers due to low volumes and transportation costs. Major food distributors are not typically structured to accommodate purchasing from small- or mid-scale farmers due to minimum volume requirements.

Woodinville has significant opportunities to support existing businesses that manufacture and process food and beverages within the city limits, as well as supporting working farmlands nearby in the Sammamish Valley.

POTENTIAL TOOLS

- Allow and encourage food hubs in the Tourist District Overlay, and Tourist Business and Industrial zones. Woodinville could be an ideal location for a food hub: proximity to local producers and manufacturers is combined with the area's large warehouse spaces and a nearby end-user/consumer base.
- Permit supporting businesses that facilitate wine and beer manufacturing in commercial zones. Examples of supporting businesses are: producers of packaging materials (barrels, equipment, bottles, corks), distributors, researchers, marketers, home-brew stores, and transportation companies that complement existing industries in the city.

EXAMPLES

- Local Food Hub was developed in 2009 in **Charlottesville, VA** to enable small-scale farmers to connect to large wholesale markets. The organization provides aggregation and distribution services as well as providing training and technical assistance for farmers and forming community outreach partnerships. The organization start-up was funded through numerous individual contributions, foundation and business sponsors, as well as government sponsors including the USDA, Nelson County Economic Development Agency, Albemarle County, and City of Charlottesville.
- Ecotrust, a nonprofit based in **Portland, OR**, developed an 80,000 square-foot campus housing a bicycle-based food delivery and distribution center, online grocer, meat and seafood distributor, prepared meal company, and FoodCorps (a national organization helping improve school nutrition).

What is a Food Hub?

Food hubs address an important gap between small- or medium-scale growers and consumers. Food hubs serve as an important link to facilitate the grower-to-consumer connection through shared kitchens for food processing, transportation and packaging support services, seller stalls, or business support. Food hubs are unique in that they provide multiple services under one roof for growers, while attracting shoppers looking for local or sustainable options. Additionally, they can facilitate relationships between growers and local restaurants.

⁶ USDA, 2012 Census of Agriculture, "[Washington State and County Data](#)."

Food Tours and “Trails”

Learning more about a community or a culture is one way to connect to that area. By getting out of the car and walking, visitors have a different experience in a new place. Guided tours are a way to people explore and expand their knowledge of an area while sharing the experience with others. An added benefit of tours is that they help people discover places that they may not have found on their own.

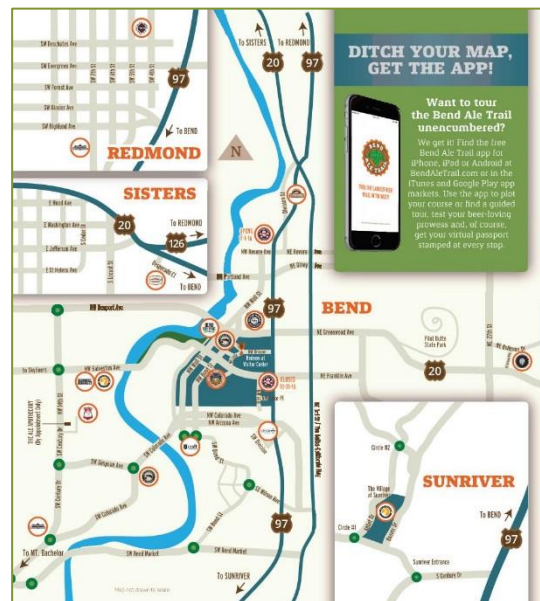
Tours can take a variety of different forms to serve diverse types of visitors and interests. Some tours have an itinerary focused on a theme or topic, while others provide a variety of experiences in one day. Tours can range from traditional winery or brewery tours, to itineraries that provide suggestions on what to explore in a city or neighborhood. Itineraries can combine wine tasting, restaurants, and other activities like art museums or shopping or be themed around a specific topic.

POTENTIAL TOOLS

- Partner with the Chamber of Commerce and Woodinville Wine Country to produce themed “trail” maps and consider the potential for interactive wayfinding activities.
- Develop relationships with tour operators to facilitate sightseeing and tasting tours in the City, considering coordination of parking and loading areas.
- Consider non-motorized improvements (see Improving and Connecting Non-Motorized Facilities on page 34).

EXAMPLES

- In **Bend, OR**, visitors can travel the popular “Bend Ale Trail,” showcasing 15 of the city’s breweries. Visitors can obtain a map and passport at the Visitor Center, online, or at brewery locations. Prizes can be earned by collecting stamps from all locations.
- The **Okanagan Wine Region** in British Columbia has a Bead Trail where visitors can get a charm bracelet and map at the visitor’s center and then collect unique beads at participating locations, including wineries, distilleries, gift shops, and restaurants. This helps to guide tourists to the region, provides them with an interactive wayfinding experience, and offers a unique and affordable souvenir.
- **Napa Valley, CA** has a Wine Train using a converted rail line that takes visitors on day-long trips to different wineries in the area. Visitors may choose different tours that include in-service meals and stop at one or multiple wineries. Visitors can take a drive to the Napa Valley Train Station or be transported from San Francisco via ferry and shuttle.



Bend Ale Trail Map, courtesy of Visit Bend

4. DISTRICT CONNECTIONS

What It Is

Connections to Woodinville and between the City's three commercial districts are challenging due to the city's unique layout. Additionally, Woodinville's location at the edge of the metropolitan area results in many visitors relying on private vehicles to get to the city and to travel between districts. Visitors to Woodinville often stay in one district due to time constraints and parking concerns.

Sixty-three percent of businesses surveyed said that traffic concerns, including pedestrian walkways, shuttles, and expanded parking options would have a substantial impact on improving their business. Additionally, 87 percent of respondents for the Local and Onsite Surveys cited traffic and parking concerns as a deterrent in time or day for visiting Woodinville.

The Central Business District is the most well-connected of the districts, served by regular transit service and within close proximity to the well-used Sammamish River Trail for bicyclists and pedestrians. The Hollywood District relies heavily on private automobiles; however, some visitors arrive in private shuttles or from the Sammamish River Trail. The Warehouse District is the most restricted and can only be comfortably accessed by driving.

Bikeshare

The Sammamish River Trail is an integral connection to the Hollywood District, Downtown Woodinville, and regionally to Redmond and Seattle. Bikeshare was identified in the Sammamish Valley Wine Study as a potential strategy to alleviate congestion and parking issues in the Hollywood District.⁷ This provides an opportunity to manage transportation issues while providing visitors with an exciting and sensory experience of the beauty of Woodinville's agricultural lands and architecture. Flat topography within the Central Business District, Hollywood District, and Sammamish River Trail make bikeshare possible in these areas.



MOBILITY

EXPLORATION + ACTIVITIES

BUSINESS SUPPORT

CASE STUDY: SANTA BARBARA, CA

In Santa Barbara, California, wine culture meets an eclectic city with restaurants, art galleries, and historical landmarks. As wine tourism took off, the City has faced the challenge of tourism and transportation head-on. The interlinking systems of public transportation and walking tours helps to connect people between neighborhoods and wineries. There are three main walking tours offered, all with maps that can be downloaded ahead of time. In addition to the maps, sample itineraries are offered, highlighting restaurants, things to do, and other local attractions.

While the walking tours focus on individual areas or neighborhoods of the city, Santa Barbara has made considerable efforts to encourage tourists to park their cars and take alternate transportation between places. With the Santa Barbara Car Free Initiative, there has been a push to have visitors park and use the trolley to travel around town. Once registered with the website, there are discounts on train tickets, as well as hotels, restaurants, and activities nearby. Visitors are encouraged to park once and move around the city with convenient trolley service, bike, and Segway rentals.

⁷King County, "[Sammamish Valley Wine and Beverage Study](#)," prepared by Community Attributes, Inc.

Careful planning and strategic financial investment are necessary for bikeshare to be successful. Consideration of user needs such as station locations, ease of use, and trail maps are critical. Due to the cost of infrastructure investment and ongoing operation costs, organizations must carefully weigh the use of a bikeshare program and assess both ongoing funding mechanisms and intangible costs (benefits to businesses, alleviating congestion and parking, health factors, and tourism opportunities) when considering bikeshare. A bikeshare program may be a private or public endeavor and many programs use agency partners or corporate sponsors to offset costs.

POTENTIAL TOOLS

- Conduct preliminary feasibility of a bikeshare program, including identifying local partners, funding mechanisms, service area, and usage.
- Develop relationships with local bicycle shops to facilitate bicycle rentals in the city, consider coordination of rental service, bicycle parking, servicing, route maps, and wayfinding.

EXAMPLES

- Cities such as **Washington DC, Denver, CO, Chicago, IL**, and others have run successful bikeshare programs through partnerships with corporate sponsors and governmental transportation and transit agencies.
- Local Motion, a non-profit organization in **Burlington, VT** has a trailside center providing bicycle rentals to riders on the Burlington Bike Path. At the trailside center, visitors can pick up maps and guides, free air for tires, water, and personalized recommendations.



Denver's Bikeshare Program – B-Cycle

Improving and Connecting Non-Motorized Facilities

Transportation planning typically addresses construction or improvement of infrastructure, such as new lanes or parking lots to increase capacity – creating new supply for existing demand. Transportation Demand Management (TDM) implements strategies to reduce demand. TDM is a suite of strategies that look at methods to reduce commute trips, develop better land use patterns, expand transit, and improve pedestrian and cycling opportunities. Improving walking and bicycling conditions can reduce parking demand by 5 to 15 percent with the added benefit of reducing traffic.⁸

A complete network of non-motorized facilities (such as sidewalks, shared use paths, or bicycle lanes) is critical to walking and bicycling between different destinations in the city and within a district. These facilities provide recreation and transportation, and some users consider trips to serve both. Better non-motorized facilities can offer an alternative to motor

“[We] need to have a quality crosswalk around Columbia, Ste Michelle and Hollywood Tavern.”

⁸ Litman, Todd. “Parking Management Best Practices, Making Efficient Use of Parking Resources.” *Zoning Practice*. Volume 26, No. 6. American Planning Association. 2009

vehicle transportation, connect neighborhoods to Woodinville's districts, offer a source of health and recreation, and make Woodinville a unique destination.

Currently, non-motorized connections between the Central Business and Hollywood Districts are limited to the Sammamish River Trail. Major gaps in the sidewalk network are present in the Hollywood District, most significantly from Chateau Ste. Michelle to the Hollywood roundabouts (see Figure 11). High-speed traffic and shoulder-only walking conditions prevent pedestrians from walking to other destinations in the district.

FIGURE 11 EXISTING CONDITIONS - SIDEWALKS AND TRAILS IN THE HOLLYWOOD DISTRICT



Each of the districts face different challenges between and within districts. In the Central Business District, the large blocks within the grid network make travel challenging for pedestrians and bicyclists. Likewise, the few sidewalks limited to arterials and significant grade changes in the Warehouse and Hollywood Districts create a less than ideal pedestrian environment. Between districts, improving pedestrian facilities are key to creating better cross-district connectivity. These improvements could include designated pedestrian and cycle routes with safe crossings across high-traffic or high-speed roads.

POTENTIAL TOOLS

Citywide

- Adopt a Complete Streets Ordinance, which establishes policies on creating and maintaining streets for all users (motorists, pedestrians, bicyclists, transit riders). A Complete Streets Ordinance is typically followed by updates to nonmotorized plans, traffic data analysis, and design standards updates.

- Designate key pedestrian and cycle routes between districts and evaluate feasibility of enhancing connections and crossings.
- Invest in bicycling and pedestrian facilities identified in the City's Capital Improvement Plans.

In the Hollywood District

- Improve east-west pedestrian connections on NE 145th Street.
- Develop a safe pedestrian crossing across NE 145th Street at or near the future Eastside Rail Corridor trail.
- Where possible, coordinate public or walkway easements through properties to provide pedestrian connections.
- Require additional bicycle parking for tourist-related uses and in heavily-used corridors and districts, including lockers for employees or residents.
- Enhance use of the existing Tolt Pipeline Trail and Sammamish River Trail corridor through trail and connection improvements.
- Improve connections to commercial districts on trails and bicycle lanes through signage and better lines of sight.



Cyclists Waiting to Cross NE 145th Street in Front of Columbia Winery

In the Central Business District

- Establish a main street character in the Central Business District in pedestrian-oriented land uses and building design.
- Implement the Downtown Streetscape Master Plan, ensuring street furniture and design features are installed in downtown streets, including benches, trash cans, human-scaled street lights, landscaping.
- Install pedestrian-priority signals at the most frequently used crosswalks.
- Install mid-block crosswalks on long blocks (greater than 600 feet).



Woodinville's Main Street – NE 175th Street

In the Warehouse District

- Fill in missing gaps in sidewalks.
- Develop the Eastside Rail Corridor and connections to the Warehouse District.
- Install mid-block crosswalks on long blocks (greater than 600 feet).

“Love that [Woodinville] is accessible by bike! Wish that the streets into town were more bike friendly and that there was a good trail to the warehouse district”

EXAMPLES

- **Tempe, AZ** redesigned Mill Avenue from a commuter thoroughfare into a pedestrian-friendly commercial corridor. By widening sidewalks, removing travel lanes, and adding street parking, the area has been transformed into a popular destination for residents, with many events and activities year-round.
- **Seattle, WA** utilizes a Complete Streets Checklist for all street projects, which provides the Department of Transportation information on existing conditions, project details, and provisions for all modes of transportation.
- Lancaster Boulevard in **Lancaster, CA** was redesigned in 2010 to create a central European-style street with paved street treatments, street parking, and pedestrian facilities. The project has generated over \$125 million in investment in the area and attracted 40 new businesses.

Shuttle or Trolley Service

When survey respondents were asked “What Woodinville could do to help improve the local wine and tourism industry?”, 85 percent said better parking options and 78 percent said the ability to go from winery to winery without driving. A local circulation shuttle or trolley service could provide connections between and within each of the three districts and help alleviate parking issues in key locations.

To be successful, trolley or shuttle service should be implemented as part of a larger transportation demand management program. Where implemented, shuttles are typically either privately run and paid through user fares or funded through municipalities and transit agencies often with local business sponsorships. Shuttles typically run seasonally to alleviate congestion during peak periods such as during special events, summer months, or the holiday season.

When considering the viability of a downtown shuttle, the City must take into consideration what remote parking facilities will be available for users, what connections with existing transit and trails can be made, and how users will navigate the system. Additionally, the frequency, consistency, and convenience of shuttle stops is extremely important to ridership. If visitors feel uncertain of the schedule or route, they are less likely to use the system. Once the route, stops, and schedules are determined, perhaps the most challenging part of a successful implementation is funding. Downtown shuttles typically cannot be supported by fares alone and costs must be offset through other methods.

“[Add a] trolley or something similar to take cars off the road & for people wine tasting to visit various neighborhoods / wineries / restaurant without driving”

POTENTIAL TOOLS

- Evaluate feasibility of a shuttle system considering financing, station stops, parking, and maintenance.
- Partner with King County Metro to provide shuttle or trolley service.
- Partner with the Chamber of Commerce and Visit Woodinville to plan and provide shuttle service.
- Identify grants and other funding sources for a trolley system.
- Consider interim steps such as trolley tours (see Food Tours and “Trails” on page 32).

EXAMPLES

- Pierce Transit operates a **Gig Harbor, WA** trolley throughout Downtown Gig Harbor from June to September each year. In 2015, the trolley saw 14,000 passengers during its 3-month duration and operating costs totaled \$286,864. Financing of the trolley is supported by the City of Gig Harbor, Chamber of Commerce, and two business alliances to reduce ridership costs.
- **Edmonds, WA** runs a seasonal holiday trolley as part of their “Enchanted!” holiday promotion during the month of December. This trolley stops at eight locations in Downtown Edmonds on Saturdays and is sponsored by local businesses.
- **Aspen, CO** provides eight shuttle routes to various destinations in the area. The routes converge in Aspen’s downtown area, providing service for visitors and residents alike.



Edmonds Seasonal Holiday Trolley

Street Beautification

People engage with urban areas at the street level. A beautiful roof line on a three-story building is barely noticed if the entrance and street level are rundown or dull. Walking on a comfortable sidewalk with trees, landscaping, and activity provides a lasting positive impression of a city. The identity of a district or community is as much the buildings as it is the street environment. Street beautification both encourages walking and helps reinforce an area’s distinct identity through elements such as trees, potted plants, art, attractive benches, and light features. This positive and comfortable feeling can increase the amount of time and money visitors spend in an area and the likelihood that they will return.

POTENTIAL TOOLS

- Update Transportation Infrastructure Standards and Specifications (TISS) to standardize the street section of Woodinville-Redmond Road NE in the Tourist District Overlay (Standard 110), including pedestrian-scale widths, decorative lighting standards, and consistency with the Tourist District Overlay standards (WMC 21.26.010).
- On downtown grid streets, consider use of “woonerfs” (see Denver example below). Woonerfs are streets with mixed slow-speed vehicle and pedestrian traffic. Woonerfs are typically curbless, have decorative pavement treatments, street furniture, landscaping, and are conducive to outdoor events and festivals.
- Develop and unify street landscaping standards for each district or sub-district. This may include a planting palette for trees, shrubs, and groundcovers, with options for bioswales, edibles, and native species.



Cyclists Crossing the Decorative Bridge over the Sammamish River

- In key pedestrian intersections, improve crosswalks with special pavement textures, bollards, lighting, and other features.

EXAMPLES

- **Bremerton, WA** completed a street improvement project on Fourth Street through their central business district in 2012. This project transforms a three-block radius of Fourth Street into a pedestrian-priority area with a bright brick plaza area, curb bulb-outs, new plantings, and connections for street festivals.
- A Business Improvement District (BID) was formed in 1995 in **Spokane, WA** covering 80 blocks of Downtown Spokane. The BID was formed at the request of business owners to create a more desirable downtown through safety, marketing, transportation, and cleanliness. The BID is funded through tax assessments, private contributions, sponsorships, and funding from the City of Spokane.
- The city of **Ajo, AZ** had originally been built with the center of town situated on a historic plaza by the train depot and the historic school. As the town entered a decline due to the closing of a copper mine and a roadway that cut through the plaza, residents had little sense of ownership and engagement with the town center. Supported by a National Endowment of the Arts (NEA) Our Town grant and alliances with state and local organizations, Ajo created a master plan to reinvigorate the area. The project utilizes pavers and shade trees to slow traffic and attract attention to the historic center of town.
- The 16th Street Mall in **Denver, CO** is a 1.25-mile woonerf-style corridor that runs through the downtown area. The street was redeveloped in 1982 as a pedestrian and transit-only thoroughfare. The street features special pavement treatments, street trees, benches, and other amenities. Over 300 businesses are located on this thoroughfare.



Denver's 16th Street Mall

5. CONGESTION & PARKING

What It Is

Woodinville's three tourist districts span 3.5 miles. In the most impacted areas, congestion and parking is one of the most critical issues for tourism-related businesses. The Business Survey identified transportation improvements and parking as one of the primary challenges in Woodinville to expanding businesses and the future of tourism in the City.

The Hollywood District is the most impacted of the City's three districts. The Hollywood District faces a unique type of congestion due to weekend and special event traffic contributing additional cars on city roads. Parking within the Hollywood District is located exclusively on private property, with no on-street or public parking available to address demand. This is an issue particularly during high demand peak hours in the summer or during special events. The district has no transit service and a majority of visitors drive to the area. The Sammamish River Trail provides a regional non-motorized connection that is well-used when the weather is favorable.

Although the Central Business District is served by transit and sidewalks, the existing land use patterns and non-motorized infrastructure lead many to drive. The Central Business District is also served by the Sammamish River Trail at Wilmot Gateway Park. However, connections to the town center area are not apparent or visible from the trail. The district is served by several King County Metro and Sound Transit routes: 236, 237, 238, 311, 522 connecting to Bellevue, Kirkland, Bothell, Kenmore, Shoreline, and Seattle. These routes run at approximately 30-minute headways, with some routes operating only during the weekdays or peak hours.

The Warehouse District has its own transportation obstacles. Currently, there is no transit service to the district. Furthermore, bicycle and pedestrian routes are limited by topography and lack of infrastructure. Most visitors arrive in private vehicles and park. Some areas are challenged with parking during peak hours, particularly along 144th Avenue NE. Generally, the district benefits from shared parking situations with industrial businesses that are not typically open in the evenings or on weekends.



MOBILITY BUSINESS SUPPORT

CASE STUDY: SEDONA, AZ

Sedona, AZ is a popular tourist destination located in the middle of Coconino National Forest and best known for the stunning red rock formations. The city has about 10,000 residents and about 4 million annual visitors. Currently, most visitors and residents get around the city by car, however the City, County, and National Forest have partnered to develop a transportation plan to reduce car traffic within the City and to the National Forest. The proposed plan includes a public shuttle system to move people from hotels to the regions popular attractions, with shuttle stops throughout downtown. Sedona has proposed to improve pedestrian and bicycle routes around the shuttle stops and take steps to limit parking within the city. The National Forest has proposed a permit parking system for revenue and to help encourage shuttle use. Additionally, the region plans to create gateway locations that will serve as a place for visitors to get oriented to the area and to leave their cars. This partnership is a multifaceted approach to providing an alternative to cars and encouraging visitors to use it.

Corridor Improvements

Corridor Improvements, such as widening roads, improving intersections, and building new roads are used to address capacity and safety issues at key congestion points. These tools tend to be very expensive, so it is imperative that the projects be carefully analyzed to ensure that they are the right size and solution for the area. Additionally, wider roads may improve vehicle flow and speed, but discourage other forms of mobility, such as walking and bicycling. Making infrastructure improvements to the road system is an important tool to relieve traffic congestion, but should be balanced with the cost of the improvements and consideration of other forms of connectivity.

New development projects are required to mitigate for new trips generated by development through frontage improvements and, where appropriate, intersection improvements. The intensity of impact to the transportation system from new projects is estimated using trip generation models.

The City of Woodinville reviews and prioritizes funding for major road, park, surface water and facility improvement for the next six years in a Capital Improvement Plan (CIP). The CIP is reviewed every two years to evaluate the proposed projects, funding sources, and to ensure that the remaining projects are still the highest priority.

POTENTIAL TOOLS

- Evaluate the impact of the City's traffic impact fee (TIF) program, implemented in 2012, considering effectiveness of the program, revenues collected, and projects completed under the system.
- Implement capacity projects in the CIP:
 - Sammamish Bridge replacement project
 - SR 202 widening & trestle replacement – NE 175th Street to NE 177th Place
 - Traffic Improvements to the SR 522/NE 195th Street/Woodinville-Snohomish Road Intersection.
 - SR 202 Corridor Widening from NE 177th Place to NE 180th Street
- Implement new road project to continue the grid in the CIP:
 - Grid Road 135th Avenue NE
 - Grid Road NE 173rd Street
- Implement safety projects at key intersections in the CIP:
 - Intersection improvements at NE 175th Street/133rd Avenue NE

FIGURE 12 CIP PROJECTS IN THE CBD AND GB ZONES



EXAMPLES

- **Bellevue, WA** is undergoing major efforts to create connectivity through their downtown area. Downtown Bellevue features very large city blocks (over 600 feet in length), creating an uninviting pedestrian environment. The City has adopted zoning standards to incentivize construction of mid-block pedestrian paths through new developments. In addition, the City is working on the “Grand Connection,” a major infrastructure project to connect Downtown Bellevue to Meydenbauer Bay to the west and the future Eastside Rail Corridor trail to the east.
- **Redmond, WA** is reinvesting in their infrastructure as new development comes online in Downtown Redmond. Significant landscaping improvements were made on Cleveland Street, which is envisioned as the main street, featuring wide sidewalks, landscaping, lighting, and other improvements. Redmond is currently working on two-way street conversions for Cleveland Street and Redmond Way to improve access and connectivity.
- The Environmental Protection Agency (EPA) developed a tool to estimate trip generation for mixed-use developments. This tool assists jurisdictions in accurately estimating trip data from new projects, supporting right-sizing of required street improvements, parking counts, and capacity on existing infrastructure. This tool has been tested in **San Diego, CA** by the regional metropolitan planning organization.



Cleveland Street in Redmond

Rideshare Services

Rideshare services, also known as transportation network companies (TNC), provide door-to-door drop-off services through smartphone apps. These services have become popular alternatives to driving or using taxi services due to their convenience and affordability, while providing an important mobility option in areas not served by public transit. Most importantly, rideshare provides a critical alternative to driving after beverage tasting by providing relatively low-cost and safe rides home. Although these services are not regulated by the City, partnerships and minor infrastructure improvements can support visitors using rideshare.

POTENTIAL TOOLS

- Partner with existing rideshare companies to provide rides to and from the Warehouse District or the Hollywood District. Potential partners may include local businesses, hotels, Woodinville Chamber of Commerce, Woodinville Wine Country, and King County Metro.
- Work with businesses to designate parking spaces and special waiting or loading areas for rideshare.
- Support marketing for King County Metro’s regional ridesharing program rideshareonline.com, which connects riders and drivers on regular commutes or special event trips.

- Partner with King County Metro on their pilot Community Van Program, which is being deployed in the Woodinville-Bothell areas.

EXAMPLES

- In 2016, under **Seattle's Vision Zero** plan implementation, the city partnered with two rideshare companies to provide discounted rides home for users in 2016 in an effort to reduce drinking and driving.
- During Washington Wine Month in August 2016, a rideshare company partnered with **Washington State Wine** and provided free rides within Woodinville and Georgetown/SODO wine districts and discounted rides to and from the districts.
- A popular car-sharing program that serves only the boundaries of Seattle has reserved parking spots at **SeaTac Airport**, allowing users to easily drop-off and pick-up vehicles outside of the program's home area. Vehicles rotate throughout the day, reducing the total number of cars parked.

Public Parking

Surveyed businesses overwhelmingly identified a need for additional parking to serve district-wide demand. A shared parking garage centrally located within the Hollywood District could serve the excess parking demand during peak season. This option, in conjunction with others in the District Connections section (page 33) could encourage a park-once alternative that could reduce congestion to the district's most popular businesses and encourage walking and bicycling.

Parking garages require significant investment to construct at an average cost of \$30,000 per stall. Given the significant costs associated with garages, consideration of a funding source or a combination of sources is critical. User fees, per hour or per day, are typical funding sources for garages. Other sources include fee in-lieu parking or establishing a parking improvement district.

A fee in-lieu parking system allows developments to pay into a fund for a portion of the parking stalls required by the Zoning Code. These funds are used to construct or acquire public parking stalls that a developer may have otherwise provided in a private development. This system can be an important tool in districts where walkability and reduced congestion are important goals.

Parking and business improvement areas (PBIs) can be a valuable tool to support economic development within a district. These PBIs are funded through special assessments at the petition of at least 60 percent of businesses and multifamily/mixed use projects within the district (Chapter 35.87 RCW). Funds collected from PBIs are used to improve the function and appearance for customers to create a more inviting business district. These improvements may include:

- Construction, acquisition, or maintenance of parking facilities
- Decoration of streets or parks (such as for holiday or seasonally)
- Sponsorship or promotion of public special events
- Furnishing of music in public areas
- Professional management or promotion of the district
- Maintenance and security for public areas

- Transportation services benefitting the area

On-street parking is another form of public parking that alleviates demand. When included on corridors, it can help improve visitor access to commercial areas while alleviating parking demand in private lots. On-street parking provides benefits beyond expanded capacity – parking provides a barrier between traffic and pedestrians, lower speeds on streets, and can support a strong retail street front.

POTENTIAL TOOLS

- Incorporate on-street parking in the Transportation Infrastructure Standards and Specifications for all new road and road widening projects in the Hollywood District, Central Business District, and Warehouse District.
- Establish a fee in-lieu system for new or renovated developments that request a parking reduction in certain districts.
- Businesses in a district may petition to form a Parking and Business Improvement Area (PBIA) as a method to comprehensively address parking through special assessments.
- Allow on-street parking to be counted as part of a development's minimum parking requirement where appropriate.

EXAMPLES

- **Friday Harbor, WA** provides a fee in-lieu option for developers in the downtown as an alternative to constructing on-site parking. The town has collected over \$400,000 in revenues in this program.
- **San Luis Obispo, CA** relies on a system of public parking garages and lots to ease parking demands in their downtown. These facilities are located towards the edges of their downtown area encouraging visitors to park once and walk to nearby destinations.
- **Olympia, WA** adopted a Parking and Business Improvement Area (PBIA) in the downtown to address parking, clean streets, beautification, communications, and marketing. The PBIA acts as a coordination partner between the business community and the city on issues related to parking. Addressing event parking, parking strategies, and educating businesses on parking options are some of the program's focus areas.

Shared Parking

Businesses and property owners must balance providing adequate parking to patrons with the cost of constructing parking. Balancing the supply of parking between too much and too little is critical – parking is essential for businesses but is also land-intensive, often comprising more than half of a development area. Additionally, lots that are large or improperly concealed detract from the overall ambiance of a district.



Landscaping Treatment for Parking at Woodinville Whiskey/Hollywood Tavern

An alternative to individual private lots or public parking (see Public Parking on page 43) is to encourage and incentivize the use of shared parking lots between businesses. Shared parking encourages more efficient use of land and benefits businesses by reducing the

overall number of stalls required for each property and consolidating parking lots to reduce unnecessary impervious surface from extra drive aisles, driveway cuts, and stalls. Shared parking works most effectively when it is centrally located to encourage multiple stops in one parked visit and are large enough to take advantage of economies of scale.

Shared parking agreements are permitted under the Woodinville Zoning Code, requiring a covenant for affected properties to be recorded. They have not been widely used in the city, likely due to the distances between businesses on nearby lots.

POTENTIAL TOOLS

- Evaluate the 800-foot maximum distance requirement for shared parking, including exceptions for shuttles and valets.
- Evaluate feasibility of adding parking garages as a primary use in the Hollywood District.
- Consider coordination of shared parking with shuttle services (see Shuttle and Trolley Service on page 37) to facilitate use of off-site parking facilities.

EXAMPLES

- **Milwaukee, WI** requires applicants to determine if shared parking arrangements are feasible during development. The code provides a 25 percent reduction in required parking when using a shared parking facility. The code provides provisions on operation of the parking, variation in peak demand, bicycle parking provisions, and recording of a shared parking agreement.
- **Salt Lake City, UT** allows for multiple sites to share parking when under the same ownership or through a lease agreement. The code limits shared parking to be no further than 500 to 1,200 feet from the use depending on the zone. The code provides flexibility for valets and shuttle systems to exceed the distance.
- **Greensboro, NC** established special parking standards for its Market Street overlay district to transform the image of the corridor from vehicle-oriented into an attractive area for pedestrians. The code allows several different credits for businesses to satisfy parking requirements including: on-street parking stalls between the property lines, certain off-street stalls to be counted double, and shared off-street parking within 400-feet.

6. OUTDOOR RECREATION

What It Is

For many, Woodinville is known as an area that embraces the experience of outdoor recreation. Woodinville's natural amenities are highlighted by the scenic parks, playfields and the Sammamish River.

The Sammamish River trail connects Woodinville to Seattle and other local communities through links with other trail systems. In summer, Woodinville is a popular destination for avid cyclists, who stop at Redhook Brewery or the City's other businesses before heading back on the trail. The trail is widely used for biking, running, and walking year-round. With these existing outdoor activities, Woodinville has an opportunity to showcase its scenic setting and active lifestyle as a destination for recreation. Woodinville businesses have found a customer base from people coming off the trail to stop for a refreshment or a meal. By combining outdoor recreation with other tourism opportunities, Woodinville can attract new visitors and encourage regular visitors to come explore the area again and again.

Trail Connections

Trails provide unique opportunities to join economic development with outdoor recreation. High-quality trails serve as a means of travel, as well as a destination in themselves. In many cities, trails have given communities new life by providing an amenity for both recreational and transportation uses, which attract new residents, users, and businesses.

There are two major trails in Woodinville – the Sammamish River Trail and the Tolt Pipeline Trail. The Sammamish River Trail is a well-used regional trail connecting the Central Business District and Hollywood



**PLACEMAKING
MOBILITY**

EXPLORATION + ACTIVITIES

CASE STUDY: TRAVERSE CITY, MI

Located in northern Michigan on the banks of Lake Michigan, Traverse City has successfully marketed their town using the outdoor recreation the region offers. Traverse City has brought together activities including bird watching, kayaking, golfing, and hiking to entice people to come to the area and enjoy the outdoors. By combining the interest of the outdoor recreation with a growing wine industry, craft beer, restaurants, and shopping, Traverse City has seen an increase of tourists and tourism dollars into their community. Highlighting seasonal activities has also helped to bring people to the town year-round, supporting local industries and jobs. Traverse City has created a place with a little something for everyone, while supporting industries and interests.



The Tolt Pipeline Trail



Sammamish River Trail

District to Seattle, Redmond, and the cities in between. The trail hugs the Sammamish River, providing scenic views of riparian areas, working farms, and connections to parks. Woodinville residents and visitors use this trail for commuting, recreation, and visiting destinations in the City.

The Tolt Pipeline Trail is a nine mile east-west trail connection from Kirkland through Woodinville's West Ridge neighborhood, the Sammamish Valley, and into the residential neighborhoods in unincorporated King County. The trail has many hills and road crossings, which make it a more challenging trail for recreational users.

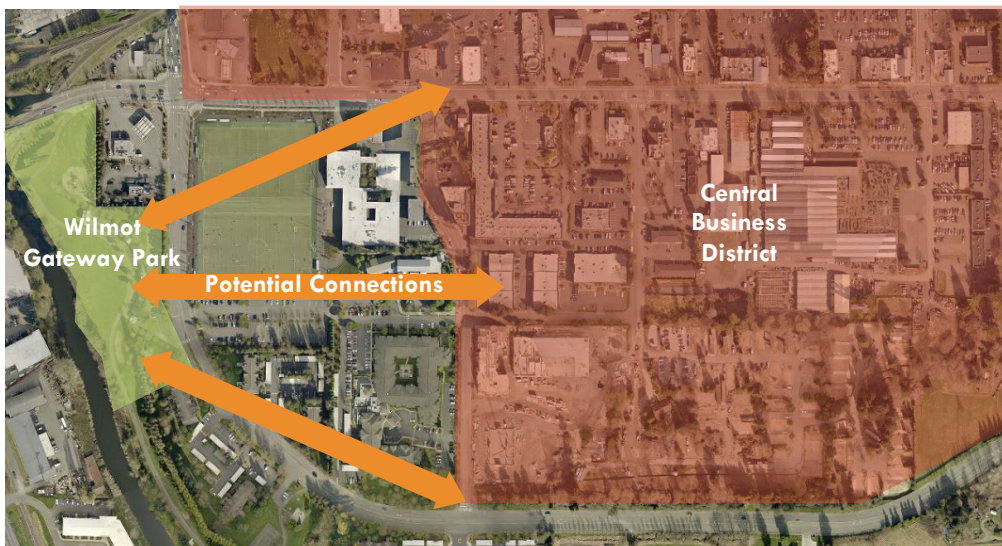
King County has begun planning efforts on a new trail project, the Eastside Rail Corridor. King County owns easements for two parallel rail lines that run north-south from the NE 175th Street/Woodinville-Redmond Road NE intersection along State Route 202. The "Main Line" is located on the forested west valley wall between the low-density residential (R-4) and the Industrial (I) zoning districts connecting south to Kirkland, Bellevue, and Renton. The "Spur Line" is located immediately east of State Route 202 connecting portions of Kirkland and unincorporated King County to Redmond. The City purchased a two-mile portion of the rail from the Snohomish County line to the NE 175th Street/Woodinville-Redmond Road NE intersection. Once completed, this trail will span from Renton to the Snohomish County line, and eventually connect to the Centennial Trail to Arlington. This rails-to-trails project provides additional non-motorized corridors within the city while providing new regional connections to cities on the eastside, enhancing Woodinville's identity as a destination for active and outdoor recreation.

"[We] need more family friendly options – Woodinville has very few parks/playgrounds in comparison"

POTENTIAL TOOLS

- Revise Zoning Code requirements to allow and support businesses (such as bicycle shops, cafes, sports clubs, and other uses) along existing and planned trails.
- Design and construct the city-owned section of Eastside Rail Corridor, considering access and connections to the trail.
- Strengthen connections between the Sammamish River Trail at Wilmot Gateway Park to the Central Business District through access and visual corridors (Figure 13).

FIGURE 13 WILMOT GATEWAY PARK CONNECTIONS TO THE CENTRAL BUSINESS DISTRICT



“If there were more outdoor activities, bike/ walking trails, we might consider an overnight stay. So far we come for an afternoon of wine tasting, but drive home afterwards”

EXAMPLES

- Several restaurants and retailers have sprung up along the **Burke Gilman Trail** running from Seattle to Bothell serving both trail users and regular customers. These businesses rely on visibility from the trail with entrances immediately off the trail and provide outdoor patios and storage areas for cyclists. In Kenmore, two breweries have opened providing casual outdoor space for customers. In Seattle, several restaurants and bicycle shops face the trail.
- The **Indianapolis Cultural Trail** in **Indianapolis, IN** opened in 2013 connecting six cultural districts in the downtown across eight miles. The project was funded through \$27.5 million in private funding and \$35.5 million in federal funding. The trail features art, vegetated stormwater facilities, and five acres of landscaping. All of the city’s bikeshare docking stations are along or within two blocks of the trail.
- The **Centennial Trail** is a former railroad line that has been converted to a multi-use path running 29 miles from Snohomish to Bryant, WA. As one of the national Rails to Trails projects, the Centennial Trail started development during the Washington State Centennial in 1989. The trail connects runners, walkers, bicyclists, and horseback riders with the history and industries that the region was founded on. Public art enhances the connection to history, with pieces dedicated to the people and cultures who lived along the trail.

Active Recreation

Woodinville’s location along the Sammamish River, with access to trails and other nearby amenities, makes it a great setting to get outdoors. Outdoor activities that can be enjoyed between wine tasting can provide another reason for visitors to come to Woodinville and extend their stay. Adventura, a ropes course located on the Redhook Brewery property, is an example of an active recreation use that complements beverage tourism. With the



The Sammamish River and Valley

proximity to the Sammamish River and trails, activities like kayaking, canoeing, biking, running, and walking can be enjoyed year-round. Horseback riding, a nod to Woodinville’s historic roots, is, also, a possibility with several riding stables and trails located in the residential area above the Hollywood District.

“Experiences – ziplining, horseback riding, things to do outdoors that you can do in places like Lake Chelan [or] Suncadia”

POTENTIAL TOOLS

- Revise the Zoning Code to allow and support businesses that provide equipment sales and rentals, such as bicycles, kayaks, canoes, and paddleboats along the Sammamish River.
- Construct a non-motorized boat or kayak launch in the Sammamish River at a City park or partner with King County to place one along the trail corridor.
- Allow compatible recreational uses in the Hollywood District.
- Connect the Hollywood District to the Sammamish River through visual and physical access to the river for the public.
- Evaluate zoning for bicycle or recreational sports shops and rental facilities along primary recreation corridors.

EXAMPLES

- **Leavenworth, WA** has an abundance of seasonal outdoor activities nearby, which contribute to the City's year-round appeal for visitors. During the winter, there are an abundance of recreational options, such as cross-country skiing, sledding, tubing, and snowshoeing. Additionally, its proximity to Steven Pass attracts downhill skiers and snowboarders. During the spring and fall, the area offers extensive hiking and biking opportunities. In the summer, there is river tubing, kayaking, and paddle boarding opportunities that attract visitors from all over the region. The area has successfully marketed itself as Washington's Playground and attracts a wide range of visitors.
- **Bend, OR** has also marketing itself as an outdoor playground with year-round outdoor activities that appeal to a range of ages and abilities. Activities change seasonally and include downhill skiing, cross-country skiing, snowboarding, snowshoeing, sledding, dog sledding, snowmobiling, biking, hiking, rafting, golfing and fishing. The City embraces this with its marketing slogan "It's where you go to play!"

Gardens

A cornerstone of Woodinville is Molbak's, a home and garden store that has been in business for six decades. Visitors regionwide come to Molbak's to buy seasonal plants or to partake in holiday festivities in December. In part due to Molbak's, Woodinville is a destination for gardeners. There are opportunities to embrace and take advantage of this culture with more gardens, gardening opportunities, and planters around town.

POTENTIAL TOOLS

- Establish demonstration gardens in City parks or in available right-of-way.
- Facilitate the use of vacant public or private lands for community gardens.
- Include community gardens in the Parks, Recreation, and Open Space Plan.
- Partner with a gardening club or other non-profit organization to establish a community garden program.
- Provide incentives or bonuses for installation of urban gardens in commercial or multifamily developments.
- Encourage and incentivize the installation of rain gardens and bioretention facilities and provide resources such as the Rain Garden Handbook for Western Washington.



*Decorative Landscaping at Molbak's
Garden + Home*

EXAMPLES

- The Sunken Garden in **Lincoln, NE** has been a showcase of gardening for over 80 years. Built in 1930, the Sunken Gardens was a depression-era project and has continued to be a tourist destination. It has been listed as one of the "300 Best Gardens to Visit in the U.S. and Canada" by National Geographic. Throughout the year, there are many different volunteer events, inviting local citizens to help with everything from

planting to prepping the beds for winter. Fundraising campaigns help to fund the garden and an endowment has been established to support the gardens for years to come.

- The Edmonds Flower Program in **Edmonds, WA** has combined citizen participation with bright flower baskets and planters to enhance the streets in the spring and summer. Over 20,000 plants are used every year for the overall program, some grown from seed in City greenhouses. The City will recognize those who sponsor a basket or city corner with a plaque on the planter. While the city chooses flowers for the year based on color, hardiness, and ease of care, staff and community volunteers do the planting and help to keep Edmonds beautiful.



City of Edmonds Flower Program

- The Beacon Food Forest, in the Beacon Hill neighborhood of **Seattle, WA**, has created a community garden following permaculture principles. Permaculture principles is a gardening technique or a land management system that mimics a woodland forest, and Beacon Food Forest has achieved this with plants and trees that bear edibles. With fruit or nut bearing trees creating the upper level and berry shrubs, edible perennials, and annuals on the lower levels, a natural ecology is created that is sustainable and produces little waste. Sponsored by the Seattle Department of Neighborhoods, Beacon Food Forest has volunteers to help in the garden and with fundraising and offers educational opportunities for urban farming.

NEXT STEPS AND IMPLEMENTATION

Woodinville's economic vitality depends on the continued success of its tourism. Protecting the many aspects that make Woodinville a desirable place for both residents and visitors ensures that Woodinville will remain a special and unique place for generations to come. In order to remain competitive with Eastside cities for jobs, housing, and economic development, Woodinville must continue to move forward with growth and progress that cherishes its surroundings and reflects the character of the community today.

Woodinville's Comprehensive Plan acknowledges the need to support the wine and tourism industry. Moving forward, the City should consider whether to implement the potential tools recommended in this report and prioritize actions into near-term, mid-term, and long-term implementation phases. Near-term projects are those tools implemented in the next one to three years and could include lower cost "quick wins" that provide temporary solutions while larger projects are considered. Mid-term projects are those in the four- to eight-year time horizon and may include some of the high priority projects that require more planning time and funding. Lastly, refining a long-term vision for the wine and tourism industry will help elected officials, businesses, and residents plan for the projects that could have a large impact on the industry.

When prioritizing these tools into implementation phases, the City will need to consider the following:

- Long-term goals and priorities regarding economic development.
- Implementation of short-term "quick win" measures versus long-term projects.
- Financing tools and resources, including grants or partnerships, available to the City to invest in projects.
- Staffing needs to implement and maintain projects.
- Identifying what options are available to implement or execute solutions.
- Cultivate community partnerships and a culture of volunteerism.

Through sustained collaboration with residents, business owners, and tourists, Woodinville can continue to discuss the potential tools presented in this report and propose implementation steps that address the major challenges identified in the surveys. This report offers a wide variety of potential tools and solutions, some involve major infrastructure upgrades and others focus on small, but impactful changes that can be supported with the help of dedicated volunteers. Through an implementation plan and timeline that utilizes the survey results and tools presented in this report, the City can make improvements that will have a lasting impact on the wine and tourism industry.