

**APPENDIX I**  
**COST ESTIMATES**

City of Soap Lake  
Mineral Water System Plan  
Potential Service Alternative Costs

CAPITAL IMPROVEMENT PROJECTS				POTENTIAL SERVICE ALTERNATIVES							
No.	Improvement	Costs	1 - Status Quo	2 - On-Demand System	3- Downtown	4 - Private Developments	5- Buildout	6 - New Spa Facility	7 - New Spa with New Withdrawal	8 - Private Entity Operation	
<b>Source Improvements</b>											
SO-1	Suction Line and Pump Improvements	\$66,000	O	X	X	X	X	X			
SO-2	Pump-house Improvements and Heating Installation	\$78,000	O		X	X	X	X			
SO-3	On-Demand System Improvements	\$544,000		X							
SO-4	Telemetry Improvements	\$68,000	O	O	O	O	X				
SO-5	Water Filter Installation On Suction Line	\$37,000	O	O	O	O	O				
<b>Storage Improvements</b>											
ST-1	Complete Reservoir Inspection and Cleaning	\$30,000			X	X	X				
ST-2	Reservoir Replacement	\$496,000					X				
<b>Distribution System Improvements</b>											
DS-0	Meter Installation	\$0		X	X	X	X				
DS-1	Business Distribution Line	\$464,000	O	X	X	X	X				
DS-2	Reservoir Distribution Line	\$986,000			X	X	X				
DS-3	Hospital Distribution Line	\$365,000				X	X				
DS-4	Hotel Distribution Line	\$847,000				X	X				
DS-5	Spa Facility Line with Connection to DS-1	\$202,000									
DS-6	Spa Facility Line Directly from Existing Pump House	\$317,000						X			
DS-7	Spa Facility Line from New Withdrawal Point and Pump House	\$489,000							X		
DS-8	Mineral Water System Buildout to Existing Limits	\$5,750,000					X				
DS-9	Mineral Water System Buildout to City Limits	\$9,900,000					O				
<b>Spa Developments</b>											
DV-1	Spa Development	\$3,703,000									
DV-2	Wellness Resort (Incl. Hotel, Spa, Dining, and Pools)	\$17,675,000									
		<b>REQUIRED CITY COST</b>	\$0	\$1,074,000	\$1,624,000	\$3,602,000	\$9,694,000	\$461,000	\$489,000	\$489,000	
		<b>OPTIONAL ADDED CITY COST</b>	\$608,000	\$105,000	\$105,000	\$105,000	\$9,937,000	\$0	\$0	\$0	
		<b>DEVELOPER COST</b>	0	\$3,703,000	\$3,703,000	\$3,703,000	\$3,703,000	\$3,703,000	\$3,703,000	\$3,703,000	
		<b>TOTAL (ALL) COSTS</b>	\$608,000	\$4,882,000	\$5,432,000	\$7,410,000	\$23,334,000	\$4,164,000	\$4,192,000	\$4,192,000	

(X) = Required City Cost  
(O) = Optional Added City Cost  
(D) = Developer Cost

City of Soap Lake  
Mineral Water Capital Improvements Summary  
(June 2019 ENR Seattle Construction Cost Index #11268)  
December 2, 2019

**SO-1**

**Suction Line and Pump Improvements**

<u>NO.</u>	<u>ITEM</u>	<u>QUANTITY</u>	<u>UNIT PRICE</u>	<u>AMOUNT</u>
1.	Mobilization and Demobilization	1 LS	\$3,000.00	\$3,000.00
2.	Temporary Erosion Control	1 LS	\$1,000.00	\$1,000.00
3.	SPCC Plan	1 LS	\$1,000.00	\$1,000.00
4.	Connect to Existing	1 LS	\$5,000.00	\$5,000.00
5.	Rock Excavation	10 CY	\$300.00	\$3,000.00
6.	Foundation Gravel	5 CY	\$40.00	\$200.00
7.	Bank Run Gravel for Trench Backfill	10 CY	\$35.00	\$350.00
8.	3-in. Sch 40 PVC Pipe	250 LF	\$75.00	\$18,750.00
9.	Additional Water Main Fittings	1 LS	\$2,500.00	\$2,500.00
10.	Surface Restoration	25 SY	\$40.00	\$1,000.00
11.	Anchor	1 LS	\$2,500.00	\$2,500.00
Subtotal				\$38,300.00
Contingency (25%)				\$9,575.00
Subtotal				\$47,875.00
Sales Tax at 7.9%				\$3,782.13
Total Estimated Construction Cost				\$52,000.00
Permitting (1%)				\$1,000.00
Engineering, Construction Management (25%)				\$13,000.00
<b>Total Estimated Cost:</b>				<b>\$66,000.00</b>

**SO-2**

**Pump-house Improvements and Heating Installation**

<u>NO.</u>	<u>ITEM</u>	<u>QUANTITY</u>	<u>UNIT PRICE</u>	<u>AMOUNT</u>
1.	Pumphouse Structural Improvements	1 LS	\$30,000.00	\$30,000.00
2.	Electrical Improvements	1 LS	\$10,000.00	\$10,000.00
3.	Heating Unit	1 LS	\$5,000.00	\$5,000.00
Subtotal				\$45,000.00
Contingency (25%)				\$11,250.00
Subtotal				\$56,250.00
Sales Tax at 7.9%				\$4,443.75
Total Estimated Construction Cost				\$61,000.00
Permitting (1%)				\$1,000.00
Engineering, Construction Management (25%)				\$16,000.00
<b>Total Estimated Cost:</b>				<b>\$78,000.00</b>

**SO-3****On-Demand System Improvements**

<u>NO.</u>	<u>ITEM</u>	<u>QUANTITY</u>	<u>UNIT PRICE</u>	<u>AMOUNT</u>
1.	Mobilization and Demobilization	1 LS	\$29,000.00	\$29,000.00
2.	Temporary Erosion Control	1 LS	\$1,000.00	\$1,000.00
3.	SPCC Plan	1 LS	\$1,000.00	\$1,000.00
4.	Survey	1 LS	\$5,000.00	\$5,000.00
5.	Decommission and Demolish Existing Pump Station	1 LS	\$10,000.00	\$10,000.00
6.	Locate Existing Utilities	1 LS	\$2,000.00	\$2,000.00
7.	Trench Excavation Safety System	1 LS	\$3,000.00	\$3,000.00
8.	Site Grading	1 LS	\$20,000.00	\$20,000.00
11.	Unsuitable Excavation	1 LS	\$10,000.00	\$10,000.00
12.	Rock Excavation	20 CY	\$500.00	\$10,000.00
13.	Foundation Gravel	20 CY	\$50.00	\$1,000.00
14.	Connection to Existing System	1 LS	\$2,500.00	\$2,500.00
15.	Pump Station Piping, Valves, and Equipment	1 LS	\$50,000.00	\$50,000.00
16.	Pump Station Building (10 ft x 10 ft)	100 SF	\$800.00	\$80,000.00
17.	Rock Retaining Wall	1 LS	\$10,000.00	\$10,000.00
18.	Electrical, Telemetry, and Instrumentation	1 LS	\$75,000.00	\$75,000.00
19.	Landscaping	1 LS	\$10,000.00	\$10,000.00
	Subtotal			\$319,500.00
	Contingency (25%)			\$79,875.00
	Subtotal			\$399,375.00
	Sales Tax at 7.9%			\$31,550.63
	Total Estimated Construction Cost			\$431,000.00
	Permitting (1%)			\$5,000.00
	Engineering, Construction Management (25%)			\$108,000.00
	<b>Total Estimated Cost:</b>			<b>\$544,000.00</b>

**SO-4****Telemetry Improvements**

<u>NO.</u>	<u>ITEM</u>	<u>QUANTITY</u>	<u>UNIT PRICE</u>	<u>AMOUNT</u>
1.	Telemetry Improvements	1 LS	\$15,000.00	\$15,000.00
2.	Electrical Improvements (At Reservoir and Pumphouse)	1 LS	\$25,000.00	\$25,000.00
	Subtotal			\$40,000.00
	Contingency (25%)			\$10,000.00
	Subtotal			\$50,000.00
	Sales Tax at 7.9%			\$3,950.00
	Total Estimated Construction Cost			\$54,000.00
	Engineering, Construction Management (25%)			\$14,000.00
	<b>Total Estimated Cost:</b>			<b>\$68,000.00</b>

**SO-5****Water Filter Installation On Suction Line**

<u>NO.</u>	<u>ITEM</u>	<u>QUANTITY</u>	<u>UNIT PRICE</u>	<u>AMOUNT</u>
1.	Washable Water Filter Installation	1 LS	\$5,000.00	\$5,000.00
2.	Connect to Existing	1 LS	\$2,000.00	\$2,000.00
3.	Rock Excavation	10 CY	\$300.00	\$3,000.00
4.	Precast Concrete Vault	1 LS	\$10,000.00	\$10,000.00
5.	Surface Restoration	25 SY	\$40.00	\$1,000.00
	Subtotal			\$21,000.00
	Contingency (25%)			\$5,250.00
	Subtotal			\$26,250.00
	Sales Tax at 7.9%			\$2,073.75
	Total Estimated Construction Cost			\$29,000.00
	Engineering, Construction Management (25%)			\$8,000.00
	<b>Total Estimated Cost:</b>			<b>\$37,000.00</b>

**City of Soap Lake**  
**Mineral Water Capital Improvements Summary**  
**(June 2019 ENR Seattle Construction Cost Index #11268)**  
**December 2, 2019**

**ST-1**

**Complete Reservoir Inspection and Cleaning**

<u>NO.</u>	<u>ITEM</u>	<u>QUANTITY</u>		<u>UNIT PRICE</u>	<u>AMOUNT</u>
1.	Mobilization and Demobilization	1	LS	2,000.00	2,000.00
2.	Liquivision Inspection	1	LS	10,000.00	10,000.00
3.	Cleaning	1	LS	10,000.00	10,000.00
Subtotal					22,000.00
Contingency (25%)					5,500.00
Subtotal					27,500.00
Sales Tax at 7.9%					\$2,172.50
Total Estimated Construction Cost					30,000.00
<b>Total Estimated Cost:</b>					<b>30,000.00</b>

**ST-2**

**Reservoir Replacement**

<u>NO.</u>	<u>ITEM</u>	<u>QUANTITY</u>		<u>UNIT PRICE</u>	<u>AMOUNT</u>
1.	Unexpected Site Conditions	1	LS	20,000.00	20,000.00
1.	Mobilization and Demobilization	1	LS	25,000.00	25,000.00
2.	Temporary Erosion Control	1	LS	1,000.00	1,000.00
3.	SPCC	1	LS	1,000.00	1,000.00
4.	Connect to Existing	1	LS	5,000.00	5,000.00
5.	Rock Excavation	10	CY	300.00	3,000.00
6.	Foundation Gravel	5	CY	40.00	200.00
7.	Bank Run Gravel for Trench Backfill	10	CY	35.00	350.00
8.	Site Piping	1	LS	5,000.00	5,000.00
9.	Site Work	1	LS	20,000.00	20,000.00
10.	120,000-gallon Concrete Reservoir 26x30	1	LS	210,000.00	210,000.00
11.	Surface Resoration	100	SY	5.00	500.00
Subtotal					291,050.00
Contingency (25%)					72,762.50
Subtotal					363,812.50
Sales Tax at 7.9%					\$28,741.19
Total Estimated Construction Cost					393,000.00
Permitting (1%)					\$4,000.00
Engineering, Construction Management (25%)					99,000.00
<b>Total Estimated Cost:</b>					<b>496,000.00</b>

**City of Soap Lake**  
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**Budgetary Pipe Installation Cost**

<u>NO.</u>	<u>ITEM</u>	<u>QUANTITY</u>		<u>UNIT PRICE</u>	<u>AMOUNT</u>
1.	Unexpected Site Conditions	1	LS	\$10,000.00	10,000.00
2.	Mobilization and Demobilization	1	LS	\$15,000.00	\$15,000.00
3.	Traffic Control	1	LS	\$10,000.00	\$10,000.00
4.	Temporary Erosion Control	1	LS	\$1,000.00	\$1,000.00
5.	SPCC Plan	1	LS	\$1,000.00	\$1,000.00
6.	Trench Excavation Safety Systems	1	LS	\$1,000.00	\$1,000.00
7.	Connect to Existing	2	EA	\$5,000.00	\$10,000.00
8.	Foundation Material	10	CY	\$40.00	\$400.00
9.	Bank Run Gravel for Trench Backfill	100	CY	\$35.00	\$3,500.00
10.	4-inch PVC Pipe, Including Bedding	1,000	LF	\$75.00	\$75,000.00
12.	Additional Water Main Fittings	250	LB	\$3.00	\$750.00
13.	4-inch Gate Valve	3	EA	\$1,000.00	\$3,000.00
14.	Surface Restoration	400	SY	\$40.00	\$16,000.00
	Subtotal				\$146,650.00
	Contingency (25%)				\$36,662.50
	Subtotal				\$183,312.50
	Sales Tax at 7.9%				\$14,481.69
	Total Estimated Construction Cost				\$198,000.00
	Permitting (1%)				\$2,000.00
	Engineering, Construction Management (25%)				\$50,000.00
	<b>Total Estimated Cost:</b>				<b>\$250,000.00</b>

**Budgetary Price per foot for Total Project Cost = \$250.00**

**City of Soap Lake**  
**Mineral Water Capital Improvements Summary**  
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**December 2, 2019**

**DS-1**

**Business Distribution Line**

<u>NO.</u>	<u>ITEM</u>	<u>QUANTITY</u>		<u>UNIT PRICE</u>	<u>AMOUNT</u>
1.	Unexpected Site Conditions	1	LS	\$20,000.00	20,000.00
2.	Mobilization and Demobilization	1	LS	\$23,000.00	\$23,000.00
3.	Traffic Control	1	LS	\$20,000.00	\$20,000.00
4.	Temporary Erosion Control	1	LS	\$2,000.00	\$2,000.00
5.	SPCC Plan	1	LS	\$1,000.00	\$1,000.00
6.	Trench Excavation Safety Systems	1	LS	\$2,000.00	\$2,000.00
7.	Connect to Existing	2	EA	\$5,000.00	\$10,000.00
8.	Foundation Material	20	CY	\$40.00	\$800.00
9.	Bank Run Gravel for Trench Backfill	225	CY	\$35.00	\$7,875.00
10.	4-inch PVC Pipe, Including Bedding	1,900	LF	\$75.00	\$142,500.00
12.	Additional Water Main Fittings	500	LB	\$3.00	\$1,500.00
13.	4-inch Gate Valve	6	EA	\$1,000.00	\$6,000.00
14.	Surface Restoration	900	SY	\$40.00	\$36,000.00
	Subtotal				\$272,675.00
	Contingency (25%)				\$68,168.75
	Subtotal				\$340,843.75
	Sales Tax at 7.9%				\$26,926.66
	Total Estimated Construction Cost				\$368,000.00
	Permitting (1%)				\$4,000.00
	Engineering, Construction Management (25%)				\$92,000.00
	<b>Total Estimated Cost:</b>				<b>\$464,000.00</b>



**DS-2****Reservoir Distribution Line**

<u>NO.</u>	<u>ITEM</u>	<u>QUANTITY</u>		<u>UNIT PRICE</u>	<u>AMOUNT</u>
1.	Unexpected Site Conditions	1	LS	\$20,000.00	20,000.00
2.	Mobilization and Demobilization	1	LS	\$51,000.00	\$51,000.00
3.	Traffic Control	1	LS	\$40,000.00	\$40,000.00
4.	Temporary Erosion Control	1	LS	\$2,000.00	\$2,000.00
5.	SPCC Plan	1	LS	\$1,000.00	\$1,000.00
6.	Trench Excavation Safety Systems	1	LS	\$2,000.00	\$2,000.00
7.	Connect to Existing	2	EA	\$5,000.00	\$10,000.00
8.	Foundation Material	15	CY	\$40.00	\$600.00
9.	Bank Run Gravel for Trench Backfill	525	CY	\$35.00	\$18,375.00
10.	4-inch PVC Pipe, Including Bedding	3,400	LF	\$75.00	\$255,000.00
11.	6-inch PVC Pipe, Including Bedding	1,000	LF	\$90.00	\$90,000.00
12.	Additional Water Main Fittings	500	LB	\$3.00	\$1,500.00
13.	4-inch Gate Valve	8	EA	\$1,000.00	\$8,000.00
14.	Surface Restoration	2,000	SY	\$40.00	\$80,000.00
	Subtotal				\$579,475.00
	Contingency (25%)				\$144,868.75
	Subtotal				\$724,343.75
	Sales Tax at 7.9%				\$57,223.16
	Total Estimated Construction Cost				\$782,000.00
	Permitting (1%)				\$8,000.00
	Engineering, Construction Management (25%)				\$196,000.00
	<b>Total Estimated Cost:</b>				<b>\$986,000.00</b>

**DS-3****Hospital Distribution Line**

<u>NO.</u>	<u>ITEM</u>	<u>QUANTITY</u>		<u>UNIT PRICE</u>	<u>AMOUNT</u>
1.	Unexpected Site Conditions	1	LS	20,000.00	20,000.00
2.	Mobilization and Demobilization	1	LS	\$18,000.00	\$18,000.00
3.	Traffic Control	1	LS	\$8,000.00	\$8,000.00
4.	Temporary Erosion Control	1	LS	\$2,000.00	\$2,000.00
5.	SPCC Plan	1	LS	\$1,000.00	\$1,000.00
6.	Trench Excavation Safety Systems	1	LS	\$2,000.00	\$2,000.00
7.	Connect to Existing	2	EA	\$5,000.00	\$10,000.00
8.	Foundation Material	15	CY	\$40.00	\$600.00
9.	Bank Run Gravel for Trench Backfill	180	CY	\$35.00	\$6,300.00
10.	4-inch PVC Pipe, Including Bedding	1,500	LF	\$75.00	\$112,500.00
11.	Additional Water Main Fittings	100	LB	\$3.00	\$300.00
12.	4-inch Gate Valve	5	EA	\$1,000.00	\$5,000.00
13.	Surface Restoration	700	SY	\$40.00	\$28,000.00
	Subtotal				\$213,700.00
	Contingency (25%)				\$53,425.00
	Subtotal				\$267,125.00
	Sales Tax at 7.9%				\$21,102.88
	Total Estimated Construction Cost				\$289,000.00
	Permitting (1%)				\$3,000.00
	Engineering, Construction Management (25%)				\$73,000.00
	<b>Total Estimated Cost:</b>				<b>\$365,000.00</b>

**DS-4****Hotel Distribution Line**

<u>NO.</u>	<u>ITEM</u>	<u>QUANTITY</u>		<u>UNIT PRICE</u>	<u>AMOUNT</u>
1.	Unexpected Site Conditions	1	LS	50,000.00	50,000.00
2.	Mobilization and Demobilization	1	LS	\$41,000.00	\$41,000.00
3.	Traffic Control	1	LS	\$16,000.00	\$16,000.00
4.	Temporary Erosion Control	1	LS	\$2,000.00	\$2,000.00
5.	SPCC Plan	1	LS	\$1,000.00	\$1,000.00
6.	Trench Excavation Safety Systems	1	LS	\$2,000.00	\$2,000.00
7.	Connect to Existing	2	EA	\$5,000.00	\$10,000.00
8.	Foundation Material	45	CY	\$40.00	\$1,800.00
9.	Bank Run Gravel for Trench Backfill	450	CY	\$35.00	\$15,750.00
10.	4-inch PVC Pipe, Including Bedding	3,800	LF	\$75.00	\$285,000.00
11.	Additional Water Main Fittings	100	LB	\$3.00	\$300.00
12.	4-inch Gate Valve	5	EA	\$1,000.00	\$5,000.00
13.	Surface Restoration	1,700	SY	\$40.00	\$68,000.00
	Subtotal				\$497,850.00
	Contingency (25%)				\$124,462.50
	Subtotal				\$622,312.50
	Sales Tax at 7.9%				\$49,162.69
	Total Estimated Construction Cost				\$672,000.00
	Permitting (1%)				\$7,000.00
	Engineering, Construction Management (25%)				\$168,000.00
	<b>Total Estimated Cost:</b>				<b>\$847,000.00</b>

**DS-5****Spa Facility Line with Connection to DS-1**

<u>NO.</u>	<u>ITEM</u>	<u>QUANTITY</u>		<u>UNIT PRICE</u>	<u>AMOUNT</u>
1.	Unexpected Site Conditions	1	LS	20,000.00	20,000.00
2.	Mobilization and Demobilization	1	LS	\$9,000.00	\$9,000.00
3.	Traffic Control	1	LS	\$12,000.00	\$12,000.00
4.	Temporary Erosion Control	1	LS	\$2,000.00	\$2,000.00
5.	SPCC Plan	1	LS	\$1,000.00	\$1,000.00
6.	Trench Excavation Safety Systems	1	LS	\$2,000.00	\$2,000.00
7.	Connect to Existing	2	EA	\$5,000.00	\$10,000.00
8.	Foundation Material	30	CY	\$40.00	\$1,200.00
9.	Bank Run Gravel for Trench Backfill	75	CY	\$35.00	\$2,625.00
10.	4-inch PVC Pipe, Including Bedding	600	LF	\$75.00	\$45,000.00
11.	Additional Water Main Fittings	250	LB	\$3.00	\$750.00
12.	4-inch Gate Valve	1	EA	\$1,000.00	\$1,000.00
13.	Surface Restoration	300	SY	\$40.00	\$12,000.00
	Subtotal				\$118,575.00
	Contingency (25%)				\$29,643.75
	Subtotal				\$148,218.75
	Sales Tax at 7.9%				\$11,709.28
	Total Estimated Construction Cost				\$160,000.00
	Permitting (1%)				\$2,000.00
	Engineering, Construction Management (25%)				\$40,000.00
	<b>Total Estimated Cost:</b>				<b>\$202,000.00</b>

**DS-6****Spa Facility Line Directly from Existing Pump House**

<u>NO.</u>	<u>ITEM</u>	<u>QUANTITY</u>		<u>UNIT PRICE</u>	<u>AMOUNT</u>
1.	Mobilization and Demobilization	1	LS	\$17,000.00	\$17,000.00
2.	Temporary Erosion Control	1	LS	\$2,000.00	\$2,000.00
3.	SPCC Plan	1	LS	\$1,000.00	\$1,000.00
4.	Trench Excavation Safety Systems	1	LS	\$2,000.00	\$2,000.00
5.	Connect to Existing	3	EA	\$5,000.00	\$15,000.00
6.	Foundation Material	100	CY	\$40.00	\$4,000.00
7.	Bank Run Gravel for Trench Backfill	200	CY	\$35.00	\$7,000.00
8.	4-in. PVC Mineral Water Pipe, Incl. Bedding	1,100	LF	\$75.00	\$82,500.00
9.	2-in. PVC Water Pipe, Incl. Bedding	250	LF	\$50.00	\$12,500.00
10.	6-in. PVC Sewer Pipe, Incl. Bedding	250	LF	\$90.00	\$22,500.00
16.	Surface Restoration/Landscaping	500	LS	\$40.00	\$20,000.00
	Subtotal				\$185,500.00
	Contingency (25%)				\$46,375.00
	Subtotal				\$231,875.00
	Sales Tax at 7.9%				\$18,318.13
	Total Estimated Construction Cost				\$251,000.00
	Permmiting (1%)				3,000.00
	Engineering, Construction Management (25%)				\$63,000.00
	<b>Total Estimated Cost:</b>				<b>\$317,000.00</b>

**DS-7**

**Spa Facility Line from New Withdrawal Point and Pump House**

<u>NO.</u>	<u>ITEM</u>	<u>QUANTITY</u>		<u>UNIT PRICE</u>	<u>AMOUNT</u>
1.	Mobilization and Demobilization	1	LS	\$20,000.00	\$20,000.00
2.	Temporary Erosion Control	1	LS	\$2,000.00	\$2,000.00
3.	SPCC Plan	1	LS	\$1,000.00	\$1,000.00
4.	Trench Excavation Safety Systems	1	LS	\$2,000.00	\$2,000.00
5.	Connect to Existing	3	EA	\$5,000.00	\$15,000.00
6.	Foundation Material	50	CY	\$40.00	\$2,000.00
7.	Bank Run Gravel for Trench Backfill	100	CY	\$35.00	\$3,500.00
8.	4-in. PVC Mineral Water Pipe, Incl. Bedding	600	LF	\$75.00	\$45,000.00
9.	2-in. PVC Water Pipe, Incl. Bedding	250	LF	\$50.00	\$12,500.00
10.	6-in. PVC Sewer Pipe, Incl. Bedding	250	LF	\$90.00	\$22,500.00
11.	Pump Station and Intake Pipe	1	LS	\$150,000.00	\$150,000.00
16.	Surface Restoration/Landscaping	300	LS	\$40.00	\$12,000.00
Subtotal					\$287,500.00
Contingency (25%)					\$71,875.00
Subtotal					\$359,375.00
Sales Tax at 7.9%					\$28,390.63
Total Estimated Construction Cost					\$388,000.00
Permmiting (1%)					4,000.00
Engineering, Construction Management (25%)					\$97,000.00
<b>Total Estimated Cost:</b>					<b>\$489,000.00</b>

**DS-8**

**Mineral Water System Buildout to Existing Limits**

<u>NO.</u>	<u>ITEM</u>	<u>QUANTITY</u>		<u>UNIT PRICE</u>	<u>AMOUNT</u>
1.	Cost per length of transmission line	23,000	LF	250.00	5,750,000.00

**Total Estimated Cost (including Engineering and Permitting) \$5,750,000.00**

**DS-9**

**Mineral Water System Buildout to City Limits**

<u>NO.</u>	<u>ITEM</u>	<u>QUANTITY</u>		<u>UNIT PRICE</u>	<u>AMOUNT</u>
1.	Cost per length of transmission line	38,000	LF	250.00	9,500,000.00
2.	Pump Station	2	EA	200,000.00	400,000.00
<b>Total Estimated Cost (including Engineering and Permitting)</b>					<b>\$9,900,000.00</b>



**City of Soap Lake**  
**Mineral Water Capital Improvements Summary**  
**(June 2019 ENR Seattle Construction Cost Index #11268)**  
**December 2, 2019**

**DV-1**

**Spa Development**

<u>NO.</u>	<u>ITEM</u>	<u>QUANTITY</u>	<u>UNIT PRICE</u>	<u>AMOUNT</u>	
1.	Mobilization and Demobilization	1	LS	\$198,000.00	\$198,000.00
2.	Temporary Erosion Control	1	LS	\$2,000.00	\$2,000.00
3.	SPCC Plan	1	LS	\$1,000.00	\$1,000.00
4.	Connect to Existing	3	EA	\$5,000.00	\$15,000.00
5.	Removal of Structures and Obstructions	1	LS	\$25,000.00	\$25,000.00
6.	Foundation Material	80	CY	\$40.00	\$3,200.00
7.	Bank Run Gravel for Trench Backfill	100	CY	\$35.00	\$3,500.00
8.	4-in. PVC Mineral Water Pipe, Incl. Bedding	250	LF	\$75.00	\$18,750.00
9.	2-in. PVC Water Pipe, Incl. Bedding	250	LF	\$50.00	\$12,500.00
10.	6-in. PVC Sewer Pipe, Incl. Bedding	250	LF	\$90.00	\$22,500.00
11.	Grinder Lift Station	1	LS	\$45,000.00	\$45,000.00
12.	30 ft Ø, 4 ft Deep Spa Pool	1	LS	\$150,000.00	\$150,000.00
13.	Spa Facility Architectural Aesthetics	5,600	SF	\$40.00	\$224,000.00
14.	25' x 45' Equipment/Laundry Area Building	1,200	SF	\$400.00	\$480,000.00
15.	24' x 40' Restroom/Changing Room Building	960	SF	\$400.00	\$384,000.00
16.	24' x 40' Entrance and Massage Center Building	960	SF	\$400.00	\$384,000.00
17.	Spa Facility Appurtenances	1	LS	\$25,000.00	\$25,000.00
18.	Spa Treatment & Heating	1	LS	\$100,000.00	\$100,000.00
19.	Bladder Tank	1	LS	\$2,500.00	\$2,500.00
20.	Fencing	400	LF	\$80.00	\$32,000.00
21.	Surface Restoration/Landscaping	1	LS	\$50,000.00	\$50,000.00
	Subtotal				\$2,177,950.00
	Contingency (25%)				\$544,487.50
	Subtotal				\$2,722,437.50
	Sales Tax at 7.9%				\$215,072.56
	Total Estimated Construction Cost				\$2,938,000.00
	Permmiting (1%)				30,000.00
	Engineering, Construction Management (25%)				\$735,000.00
	<b>Total Estimated Cost:</b>				<b>\$3,703,000.00</b>

**DV-2**

**Wellness Resort (Incl. Hotel, Spa, Dining, and Pools)**

<u>NO.</u>	<u>ITEM</u>	<u>QUANTITY</u>	<u>UNIT PRICE</u>	<u>AMOUNT</u>	
1.	Spa Development From 2011 Spa Business Plan	1	LS	<u>\$13,000,000.00</u>	<u>\$13,000,000.00</u>
	Subtotal				\$13,000,000.00
	ENR Cost Index 2011-2018: 9172-11230				\$16,000,000.00
	Contingency (25%)				<u>\$3,250,000.00</u>
	Subtotal				\$13,000,000.00
	Sales Tax at 7.9%				<u>\$1,027,000.00</u>
	Total Estimated Construction Cost				\$14,027,000.00
	Permmiting (1%)				141,000.00
	Engineering, Construction Management (25%)				<u>\$3,507,000.00</u>
	<b>Total Estimated Cost:</b>				<b>\$17,675,000.00</b>

## **APPENDIX J**

### **SOAP LAKE BUSINESS AND SPA PLANS**

# SOAP LAKE DOWNTOWN MASTER PLAN

March, 2005

**Prepared by:**

Arai Jackson Ellison Murakami  
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## ACKNOWLEDGEMENTS

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A very special thank you goes to Eileen Beckwith of Soap Lake for her hard work and organization skills and Nina Sergeef for serving as the catalyst for Russian involvement.

### Steering Committee

The following Steering Committee members served in an advisory role to the project:

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# EXECUTIVE SUMMARY

Soap Lake is a community with an extraordinary asset: Soap Lake mineral water and mud, which has been used for millennia by humans for healing of ailments and relaxation. The water has properties similar to the Dead Sea in Israel and Baden Baden, a famous spa resort in Germany. The mineral water results from Soap Lake's location at the southernmost end of a string of lakes, and it is fed by underground springs of mineral-laden water. The lakes were carved into their present form during the Ice Age Flood that formed the famous basalt rock geologic formations of the Coulee that surrounds Soap Lake. This unique geology is the major attraction to the Coulee Corridor, a scenic byway and key destination for tourists and sportsmen.

The oral history of the Colville Indian Tribe describes Soap Lake's unique properties and their historical connection to it. In the late 1800s and early 1900s, Soap Lake was "discovered" by settlers, and the Lake's notoriety grew rapidly after World War I when sick veterans discovered that the water of Soap Lake arrested the condition of Berger's Disease, along with Psoriasis and other skin and circulatory ailments. Soap Lake became a resort community, with more than a dozen sanitariums and hotels offering healing and spa treatments to visitors from around the world.

The advent of penicillin and other modern medical treatments caused the decline of Soap Lake's appeal as a healing destination after the 1950s, and with the exception of a temporary boom during the construction of Grand Coulee Dam, Soap Lake never regained its footing as an economically vibrant community. However, many people who value Soap Lake's unique properties continue to visit or relocate to Soap Lake, most notably Germans, Russians and Ukrainians. Additionally, a strong artist community and recent influx of retired Baby Boomers attracted to the warm climate have driven growth in population and new construction.

In 2003, community leaders in Soap Lake sought to capitalize on recent trends in natural healing, spa use and wellness by developing a revitalization strategy for their community. The process began with formation of the Soap Lake Revitalization Team (SLRT), and participation in a Washington Certified Economic Revitalization Team (WA-CERT) Symposium, where they developed a vision, goals and list of projects for the community. The active and enthusiastic leaders and volunteers in Soap Lake have made tremendous progress on many of the projects identified since the Symposium. Two of the projects were a Master Plan for enhancement of Soap Lake's downtown district, and a market analysis for development of a possible spa facility. This Downtown Master Plan document, which includes an analysis of existing and potential markets for business and tourism development, is the result.

## Purpose of the Downtown Master Plan

The Soap Lake Downtown Master Plan is intended to:

- Complete a general market assessment.
- Conduct an urban design study.
- Communicate with the community to understand their vision.
- Identify an economic development strategy, especially related to tourism and spa development.
- Create a set of Master Plan Objectives to achieve urban design and economic market goals. Develop an Action Plan to achieve Objectives.
- Identify implementation steps to achieve project objectives by providing action tables with timeline, priorities, potential funding sources / partners, and responsible party for each action.
- Develop a "Master Plan" and supporting illustrations to locate site-specific projects.



View of Soap Lake and Coulee beyond as seen from East Beach

## Master Plan Organization

The Master Plan integrates market and economic strategy with a plan for urban design for the downtown district. The plan is presented in the following order.

1. Introduction and Project Background – provides information about the project purpose, previous community efforts including past plans, unique history and geology, and a review of efforts to engage the community in the planning process.
2. Existing Conditions – reviews market and urban design conditions including socio-economic trends, local and regional assets, circulation, land use, and infrastructure. Existing conditions are synthesized into opportunities and constraints, and strengths/weaknesses/opportunities/threats.
3. Vision and Goals – sets the framework of the Master Plan with a vision statement and goals as developed through previous and current community efforts, and a list of community projects.
4. Market Analysis and Target Markets – describes local, regional, and tourist markets, quantifies visitors, and identifies competition. Based on these findings, a niche and primary target markets are defined for Soap Lake.
5. Key Project Evaluation – considers the potential projects underway as identified by the community prior to the start of the Master Plan.
6. Action Plan – Provides urban design, preservation, and economic development objectives based on the Soap Lake vision and goals, and provides action items to achieve the objectives.
7. Implementation – provides a timeline, potential funding sources, and potential responsible parties to achieve the action plan.

Color Graphic Figures – Provides a master plan to site projects, a typical Main Avenue plan, sketches, example materials, a streetscape strategy, community visioning results, opportunities and constraints, supporting land use diagrams, context, and historic photos.

## Planning Process

The process to create the 2005 Soap Lake Downtown Master Plan began with project orientation, establishment of goals, and community interviews. Next, the process moved to research existing conditions, demographics and history. Community feedback was provided regularly into the planning process. Particularly, once an urban design assessment and market assessment were complete, a community workshop took place to confirm project direction and prepared for the formulation of plan recommendations. The action plan was firmly grounded by information received from the community. A tangible implementation schedule will help ensure that the community-based plan is achieved.



Event attracted active and engaged community in large numbers. Example of a Community Visioning



Board  
Each team presented their concept to the group.



## Soap Lake Existing Conditions

The foundation for the Master Plan's economic and design recommendations was a thorough understanding of socio-economic trends and Soap Lake's strengths, weaknesses, opportunities and threats. The following existing conditions were analyzed to establish a baseline from which to plan:

- Soap Lake and regional assets
- Socio-economic trends including population, ethnicity, household income, educational attainment, employment, and housing
- Tourism trends and traffic volumes
- Land use patterns including pattern of commercial development and property ownership
- Comprehensive Plan and development regulations
- Soap Lake infrastructure including water and sewer, the unique mineral water system, and fire protection
- Transportation, including potential traffic signal and nonmotorized transportation
- Storm water and Soap Lake water quality

Key findings of the analyses are summarized below, and detailed in Chapter 2: Existing Conditions.

### Soap Lake Context and Regional Assets

Soap Lake (population 1,777 in 2003) is located in Grant County, in central Washington approximately 180 miles from Seattle and 125 miles from Spokane. It is 21 miles from Moses Lake (population 15,000), and 5 miles from Ephrata (population 7,000), and is integrated economically and socially with both cities.

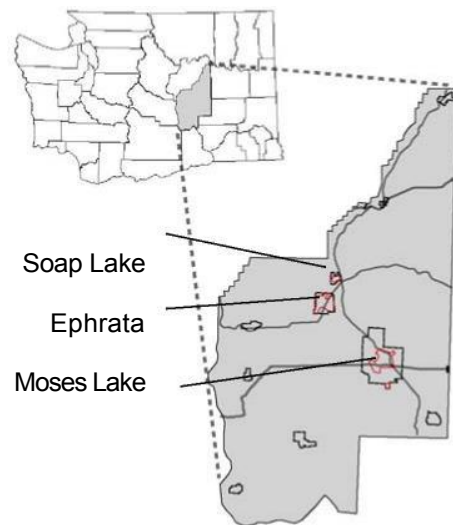
Soap Lake is surrounded by extraordinary outdoor recreation and cultural assets that contribute to quality of life and tourism development. Key highlights include the Lake and geology, warm climate, Coulee Corridor Scenic Byway, 140 fishing lakes, 6 state parks and wildlife refuges, 19 golf courses, 3 casinos, hundreds of miles of hiking and biking trails, museums, galleries, wineries and other tourist attractions and services.

The community of Soap Lake itself has enthusiastic leadership and volunteers, a traditional downtown district adjacent to the Lake, a high quality theater facility, public beach/waterfront park, fun events, high quality school system, and medical care.

### Socio-economic Trends

This Master Plan was developed using a market-driven approach: the recommendations are based on the principles of supply and demand, with identified key target markets. Therefore, an analysis of socio-economic and tourism trends in Soap Lake and the surrounding region was fundamental to an understanding of how specific recommendations could benefit Soap Lake's residents and visitors.

Soap Lake's population grew by 631 (57%) from 1990 to 2000, and gained another 44 residents by 2003. The county also has grown by about one-third since 1990, gaining a total of nearly 24,000 residents. Within a 25-mile radius of Soap Lake, there are more than 30,000 permanent residents. The residents of Soap Lake are,



on average, older than those of the county or state: in 2000, about 36% of Soap Lake residents were age 55+, compared to 27% for the county and 19% for the state. The low cost of living, available medical services, leisure opportunities and climate in Soap Lake are attractive to retirees. Soap Lake has significant ethnic diversity: more than 12% of residents speak an Indo-European language other than English at home (primarily Russian), and 10% speak Spanish at home.

About one-third of Soap Lake residents have incomes that are below the federal poverty level, and the median household income is less than half of the state average. Clearly, business growth and higher-paying jobs are needed in Soap Lake to improve residents' quality of life. Workforce training and continuing education opportunities also are needed, because only two-thirds of Soap Lake residents age 25+ have a high school diploma, and only 9% have a college degree (versus 28% statewide).

The largest employers in Soap Lake are the school district, health care and social services sectors, followed by manufacturing, retail, agriculture and tourism-related sectors (lodging, food and beverage, arts, entertainment, recreation). Many Soap Lake residents commute to Ephrata and Moses Lake for work. However, opportunities for business development to occur are not severely limited by lack of available land or housing, as they are in other locales. Housing and land is available for development: of the 996 housing units inventoried in 2000, only 778 were occupied (78%). Many of the housing units are rental properties (355, versus 224 owner-occupied).

### **Tourism Trends**

Tourism spending in Grant County rose from \$102 million in 1991 to \$129 million in 2000, and the tourism industry generated more than 2,500 jobs (nearly 6% of all jobs). Local taxes generated by tourism doubled during that same time period, due to significant new lodging facility development in Moses Lake, growth in event attendance, and increased awareness of the Coulee Corridor Scenic Byway as a destination. After 9/11, visitor counts at several area destinations declined (Grand Coulee Dam, State Parks), but visitation increased in 2004, and is projected to continue the upward trend in 2005. The year-round average daily traffic on State Route 17 through Soap Lake is more than 4,300 vehicles, with lower volumes during the winter months (average of 3,600 vehicles in January), and higher volumes in summer months (5,600 vehicles in July). More information about tourist markets and visitor trends is summarized on page iv of this Executive Summary, and detailed information is provided in Chapter 4: Market Analysis and Target Markets.

### **Land Use, Property Ownership and Infrastructure**

Soap Lake has two main commercial corridors: State Route 17 (the north-south Coulee Corridor), dominated by highway-oriented businesses, and Main Avenue, the four block east-west oriented downtown district serving local and tourist markets with a private day spa, restaurants, bars, lodging, Masquers Theatre and the Food Bank. More than half of the storefronts on Main Avenue currently are vacant. Residential neighborhoods include a high concentration of small cottage type housing, originally used to lodge visitors in past decades. Immediately south of the City is the Country Club Estates golf-oriented subdivision. Significant public use areas are at the southeast and southwest corners of the lake (East Beach and West Beach).

Roughly one-third (35%) of the properties in Soap Lake are owned by residents of western Washington. There has been limited physical reinvestment in recent decades, which has contributed to the community's image of economic distress. However, investment and renovation has occurred recently, and there is abundant opportunity for development: more than one-third of all land area within the City limits is undeveloped. The City's domestic water system is capable of supporting additional growth, and some areas of the City have a unique non-potable supply of mineral water from Soap Lake, although the mineral water distribution system needs to be upgraded to address deterioration and potential cross-connection with domestic (fresh) water. As the community grows, alternatives to stormwater drainage into the Lake must be found to preserve the integrity of the mineral water.

## Physical Features: Opportunities and Constraints

In addition to the socio-economic and tourism analyses, the consulting team also conducted an analysis of the physical features of Soap Lake. The results are summarized below as opportunities and constraints, and are graphically portrayed in Appendix D: Color Graphics Figures. This analysis forms the basis for physical upgrading to enhance the natural and built environment, and to improve economic vitality in Soap Lake.

### Opportunities

**The Lake** views of lake and Coulee bluffs beyond, unique qualities of the water and mud, public access

**East & West Beach** park space on the water. City's only significant 'Civic Green'

**Preserved Lake Edge** largely free of development, opportunity to negotiate public access to the waterfront prior to development

**Existing Trees** street trees on Main Ave., Cottonwoods and Birch on East Beach, scattered trees in residential areas

**Summer Breezes** north wind across the lake helps cool the microclimate during summer

**Picturesque Views / Potential Overlook Areas** existing public rights of way provide potential access to the waterfront

**The Weather / Sun** 300+ days of sun annually – significant attraction to visitors from western Washington

### Constraints

**Chilling Winter Wind:** prevailing fall and winter winds blow from the north down the Coulee, bringing cold weather to downtown Soap Lake

**Inaccessible Lake Edge:** waters' edge of Soap Lake feels inaccessible - connections are not clear

**Rocky Central Vacant Parcel:** large undeveloped rocky parcel City center creates a sense of vacancy

**Construction Setback from Lake:** regulations require 200' setback from ordinary high water line of Soap Lake – limits development near water

**Main Ave. 'Turns Its Back' On Lake:** many buildings on Main Ave. are oriented away from the Lake

**Unimproved Flagpole Overlook:** existing flagpole provides panoramic views; however, it is on private land that is cited for future development

**Need For Shade** shade is necessary in hot summer



Large Trees in Civic Green at Canna Street entrance to



sun, but trees in gathering places are limited  
East Beach Park

Unimproved Flag Pole Overlook at terminus of Aster  
Street

## Access and Circulation: Opportunities and Constraints

### Opportunities

**SR 17 / Gateway to the Coulee Corridor and Business:** SR 17 brings travelers directly through Soap Lake as they visit the Coulee Corridor

**Connect / Extend Bicycle Trail:** existing bicycle trail extends to southeast Soap Lake, providing opportunity to extend it as a network through town

**Canna Stree Terminus at East Beach:**

Canna

t

Street terminus at East Beach provides a strong axis to the Lake from the commercial core of downtown

**Wide Street Rights of Way allow Urban Design Improvements:** street widths, typically 80', allow room for urban design and parking improvements

**100% Intersection at Daisy St. and Main Ave.:** gateway intersection at Daisy St. and Main Ave. needs improvements to be a more visible entrance

**Back Door into City along Division St. / SR 28:** Division St. provides direct entry into Soap Lake from S.R. 28, entry can be enhanced as a gateway

**Node at 'Meander' of Main and Division St.:** potential interest is created where Main Ave. curves into Division Street

**Walking loop through town and Lakefront:** two public beaches and unimproved rights-of-way near lake edge create opportunity for interpretive walking loop along lake and connecting back to Main Ave.

### Constraints

**Need Unifying Streetscape Improvements:** Main Ave., Daisy (SR 17) and other important streets do not have attractive unified system of sidewalks, street furniture, lighting or plantings

**Definition of Daisy / Main Ave. Intersection:**

i

Daisy/Main Ave. is City's key intersection, but two of four corners are vacant, and third is service station/convenience mart with no landscaping

**Unattractive South Gateway:** bulk of traffic entering Soap Lake comes from south, but SR 17 streetscape near south entrance to town looks disorganized and unattractive, with unkempt yards

**Fast Traffic on SR 17 (Daisy St):**

i

i .:

traffic on SR 17 passes through Soap Lake at unsafe speeds, with no traffic signal or traffic calming device

**Difficult Wayfinding to West Beach:** West Beach is important public beach with strong views, but finding the beach as a visitor is challenging

**Overly Wide Rights-of-Way:** street widths in downtown Soap Lake are 60'-80' for only two lanes of traffic, creates sense of openness and vacancy

**Narrow Sidewalks:** narrow sidewalks in downtown Soap Lake detract from pedestrian environment

**Proximity of SR 17 to Lake Edge:** north of town, SR 17 follows closely along lake edge, potentially producing noise and stormwater runoff pollution



Canna Street terminus at East Beach

Northwest corner of Daisy and Main intersection



## Built Conditions: Urban Design: Opportunities and Constraints

### Opportunities

### Constraints

**Scattering of Historic Buildings** reveal interesting historic cues.

residential and commercial structures are scattered throughout town - can be emphasized to provide connection with Soap Lake history

**Intact Development Pattern:** Soap Lake retains

historic development pattern, including buildings that line the street edge on Main Ave.

**Supply of Vacant Lots For Infill:** large amount of vacant property in Soap Lake provides opportunity for development and additional off-street parking

**Former Cottage Buildings:** supply of former visitor cottages in west half of town provides unique opportunity for development of distinctive housing

**Masquers Theatre:** new Masquers Theatre attracts regional audience to performances, anchors strong arts community in Soap Lake

**Murals and Public Art:** several blank walls have been softened by murals and public art; "Healing Waters" sculpture is planned for East Beach Park; potential for art within publicly supported projects



Building at the west end of Main Ave. Paint peels back to

**Deteriorated Buildings:** several buildings downtown are in disrepair or deteriorating; detract from overall ambience of the city

**Large Vacant Parcels:** vacant parcels of land within city create feeling of emptiness or openness

**Main Ave. Buildings ‘Closed’ to Street:** several buildings on Main Ave. have facades with few windows or little transparency on Main Ave., detracting from character of key commercial zone

**Main Ave. Building Character:** varied mix of building styles and characters along Main Ave., including western and Mediterranean style facades interspersed with historic structures, presents haphazard feel to the city

**Strip Commercial Development on SR 17:** buildings on Daisy Street are oriented to highway traffic with street edge parking lots and highway-scale signage – walkable corridor with picturesque small-town character has not been established

**Former Cottages in Disrepair:** many cottages in downtown residential area are deteriorating; structures are unique and interesting, but without maintenance, create poor housing conditions and contribute to negative image

**New Post Office Removed From City Core:** USPS moved Soap Lake Post Office from former location on SR 17 near John’s Grocery, removing everyday local traffic from the business core

**Inactivity in Main Ave. Storefronts:** several  
Main  
i f

Ave. storefronts are vacant or operate limited hours, compromising vibrancy of business district

**Food Bank:** Food Bank location on Main Ave. takes away potential for active business that is open more regularly than Food Bank’s one day per week; highly visible location on Main Ave. does not provide privacy preferred by patrons

## Soap Lake Vision and Goals

The following is the Vision Statement prepared by Soap Lake stakeholders at the 2003 WA-CERT Symposium, and modified during the Downtown Master Plan process based on input from citizens and suggestions from the consulting team:

### Soap Lake Vision

*"We the residents will revitalize our Soap lake community into a place recognized and appreciated for its healing attributes for the mind, body and spirit. We will support development of small businesses to enhance the sustainability of our community, the quality of life for our residents, and the experiences of our visitors.*

*In revitalizing our community, we will create an environment for residents and visitors to participate in the arts, culture, and recreational opportunities, to appreciate Soap Lake's unique heritage and culture, and to learn about its unique geology. We will create improved year-round opportunities to enjoy the healing waters and mud of Soap Lake.*

*We value the physical character and natural scenery of Soap Lake. We will encourage development that is oriented to the lake and sensitive to the natural context of its surroundings."*

### Community Goals

During the WA-CERT Symposium, Soap Lake stakeholders developed the following goals for their community:

- Bring the community together
- Proceed with identified community projects of interest
- Create Endowments - for youth, McKay Center, Masquers Theater
- Assist every existing business to stay in business and expand when and where appropriate
- Develop a communications plan so everyone is aware of what is taking place in the Soap Lake area, thus maintain a positive informed community environment
- Create a sense of place
- Provide stewardship for sustainability of Soap Lake
- Fill every storefront in downtown with a viable business or organization
- Inventory community resources and assets

### Community Projects of Interest

To achieve the goals listed above, the following projects were developed by the community. Many of these projects are either underway or have been completed. This project list has been used as a guide for the Master Plan recommendations; however, some recommendations in the Plan vary slightly from those listed below.

- Amphitheater
- Marketing/PR
- Mother Teresa McKay Youth Outreach Center
- Healing Waters Resort
- Downtown Revitalization
- Community Clean Up
- Boat Launch
- Pedestrian Walkway/Bike trails
- Festivals and Events (1+ / month)
- Soap Lake Conservancy Interpretive Center
- Skate Board Park
- Preservation of the Lake
- Create Sense of Place
- Fiber Optics for Soap Lake Area
- Giant Lava Lamp & Museum Calling the Healing Waters Sculpture
- Masquers Theater
- McKay Health and Rehab Center
- Water & Sewer Facilities

## Market Analysis & Target Markets

The results of the market analysis are summarized below, with details in Chapter 4 of the Master Plan.

### Primary Trade Area

The primary trade area for Soap Lake is the area within a 25-mile radius of downtown (30-45 minute drive). This area contains more than 30,000 residents. Soap Lake residents are generally older, and have lower incomes, than the surrounding communities, so the year-round attraction of customers from throughout the trade area is critical to the survival of most downtown businesses. Soap Lake continues to grow, and become more diverse, with new residents from Eastern Europe, Latin America and western Washington. More affluent newcomers are moving to subdivisions outside the City limits, and to view lots overlooking the Lake.

### Tourist Markets

Two recent studies provide valuable insights for identifying target tourist markets and business opportunities in Soap Lake: State Route 17 travelers from July to October 2000, and wine country travelers in Yakima, Benton, Franklin and Walla Walla Counties. Key implications the studies are the following:

- More directional and interpretive signs are critical since 70% of travelers are non-residents
- Services, activities and amenities for children are needed (and need to be promoted)
- Soap Lake needs to be promoted online, in guide books, and at visitor centers along I-90/SR17
- Visitors seek itineraries and packages (driving tours, wildlife viewing, hiking, biking, etc.)
- The Soap Lake Chamber/visitor center need to be open longer hours, focus on marketing/sales
- Travelers seek shopping opportunities, and customer markets could be expanded with online sales
- Soap Lake must seek regional partnerships to market effectively to potential visitors
- Friends and family are key motivators for travel, so marketing to local/regional residents is important

### Soap Lake's Competition

An inventory and analysis of destinations throughout the Northwest that feature spas, hot springs and mineral baths revealed at least 90 such places. The key attraction at each is year-round access to warm water, and accompanying therapeutic amenities (spa/salon, sauna, therapy, massage, yoga, tai chi). Other amenities that draw customers are organic cuisine, wine cellars, retail stores, entertainment, fitness centers, recreation trails, equipment rentals (boats, bikes, cross-country skis, etc.) and meetings rooms. The lodging facilities range in price from \$49 to \$400+ per night, and spa treatments from \$30 to \$275. Luxury facilities generally are located with good access to a major airport, cultural attractions and outdoor destinations (beach, ski resort). The rural or remote facilities tend to be more rustic and moderately priced.

### Soap Lake's Niche and Primary Target Markets

Based on the market analysis, Soap Lake's niche in the marketplace can be described as follows:

- Healing waters & mud (more than just hot water) H
- Unique history & geology U
- Off-the-beaten-path Uncrowded,
- Moderate to higher-moderate pricing
- Link to Coulee Corridor, wine country tours
- Outdoor recreation and wildlife
- Family-oriented

Primary target market segments are the following (see Chapter 4 for details about each):

Demographic Targets:

- Spa-Goers
- Healing Seekers
- Heritage & Cultural Travelers
- Outdoor Recreationists (incl. Sportsmen)
- Families / VFR Travelers / “Locals”
- Researchers & Resource Managers

Geographic Targets:

- Seattle-Tacoma
- Spokane
- Wine country residents & visitors
- Portland
- British Columbia
- California

## **Key Project Evaluation**

Alternative locations for three key projects underway during the time of the Master Plan were evaluated to recommend location and siting criteria. These projects included a public-private partnership spa, a community sponsored “Lava Lamp,” and a new skateboard park. The evaluation recommends that the Lava Lamp be located just outside of the downtown core area causing visitors to pass through downtown, possibly stopping in town along the way. The evaluation recommends a site central on Main Ave. west of the Inn at Soap Lake for the proposed spa, in order to add vibrancy to west Main while maintaining a connection to the Lake and visibility from State Route 17. The evaluation recommends three options for potential skate park sites.

## **Action Plan and Implementation: Master Plan Objectives**

The following is a list of the Master Plan Objectives. Chapter 6 of the Downtown Master Plan provides detailed actions to accomplish each of the objectives listed above. Chapter 7 provides an Action Table listing each action with a priority level, timeline, responsible organization(s) for implementation, and potential funding resources to implement the action. The physical locations of the items listed in the Action Plan are shown on the Color Graphic Figures in Appendix D. A planning level cost estimate is provided in Appendix B, and funding sources are listed in Appendix C.

### **Urban Design Objectives:**

**Objective UD1: Improve and enhance the physical visibility of Downtown Soap Lake by creating a logical entry sequence into town while improving pedestrian and vehicular safety.**

**Objective UD2: Enhance East Beach so that it becomes an inviting “front door” to the City of Soap Lake from State Route 17.**

**Objective UD3: Improve the attractiveness and “curb appeal” of the downtown district property and businesses.**

**Objective UD4: Build a stronger connection between the City and the Soap Lake waterfront, natural scenery, and dramatic views of the Coulee Corridor region.**

**Objective UD5: Highlight the unique characteristics of Soap Lake – its History and Geology – to create a “Sense of Place”**

**Objective UD6: Integrate art and culture into the city, particularly the downtown district.**

**Objective UD7: Provide recreational opportunities to meet the needs of all target market sectors.**

### **Preservation Objective (P)**

**Objective P1: Partner with developers and conservation groups to ensure the preservation of the quality of Soap Lake water.**

## Economic Development & Marketing Objectives (EM)

**Objective EM1:** Encourage enhancements of existing businesses, products, services and facilities to better serve target customer markets.

**Objective EM2:** Improve the visitor information system for the Soap Lake area.

**Objective EM3:** Create a strategic, highly targeted and effective marketing program for Soap Lake.

**Objective EM4:** Work with investors / developers to encourage and enhance spa facilities and amenities.

**Objective EM5:** Improve business assistance and support systems for existing and new businesses and entrepreneurs.

**Objective EM6:** Enhance events in off-peak seasons to increase business sales.

**Objective EM7:** Enhance medical and retirement services in Soap Lake to meet the needs of local residents and healing-seekers.

**Objective EM8:** Establish benchmarks (baseline data) and track results of economic development and marketing efforts to evaluate effectiveness of strategies and adjust as necessary.

## Next Steps

The next steps for Soap Lake leaders and citizens to begin implementing this Downtown Master Plan are the following:

1. Sponsor a final presentation of the Master Plan for public awareness-building and support.
2. Sponsor an official “kick-off” event to begin implementation of one or more of the actions in the Plan.
3. Send copies of the Master Plan to community organizations, Chamber of Commerce Board, School Board, Hospital Board, County Commissioners, Coulee Corridor Coalition and others for their endorsement. Request letters of support/endorsement for future use in fundraising.
4. Send a copy of the final Plan to the Washington Department of Community, Trade & Economic Development (CTED) for their review and endorsement.
5. Begin to seek grant funding for project implementation, move forward with the spa feasibility study, and begin the process of forming a Public Development Authority (PDA) and an Urban Renewal Area or Tax Increment Financing district in order to capture increased tax revenues for reinvestment in the district.
6. Celebrate successes, track progress, and monitor and report results as projects are completed.

Extraordinary opportunities await citizens and businesses in Soap Lake! True teamwork and collaboration will result in achieving the vision, goals and objectives described in this Downtown Master Plan. The Plan provides the blueprint for action. It is now up to all of Soap Lake’s partners, including elected leaders, to seize the opportunity and move forward proactively with implementation of this Plan. The result will be economic development and quality of life benefits for all citizens.



Soap Lake Volunteers Aren't Afraid To Get Their Hands Dirty As They Accomplish Their Goals!

Photo donated by Shirley Therens





# 1. INTRODUCTION

A leisurely stroll through Soap Lake, Washington could conjure up several fascinating images. If one looks at the “Swedish Massage” and other signs revealed by peeled back paint on buildings along Main Ave, or feels the unique texture of the Soap Lake water, it becomes apparent that Soap Lake is different from other eastern Washington communities. Upon further investigation of the collection of historic photos at the visitor center, one can learn about Soap Lake heritage, which is centered around turn of the century residents making pilgrimages to the community to seek healing from the legendary waters and mud of Soap Lake. A stroll might take one past a recently cleaned waterfront park, and possibly even a volunteer member or two of SLIC, the Soap Lake Improvement Crew, working hard to keep the city clean and let community pride shine through. Soap Lake is fortunate to have the seeds of an attractive tourist destination in place – a destination restaurant and resorts, a high quality spa, and a welcoming and well organized community. This Master Plan document provides a step by step plan that will serve as a guide to gradually expand and improve the Soap Lake infrastructure to attract year round tourism markets.



Historic baptism in Soap Lake water  
Photo by Frank Klasen

## Project Purpose and Expected Outcomes

The consulting team of Arai Jackson Ellison Murakami, The Hingston Roach Group, and Welch Comer Engineers was selected by the City of Soap Lake to prepare a Downtown Master Plan. The Master Plan is intended to:

- Complete a general market assessment.
- Conduct an urban design study.
- Communicate with the community to understand their vision.
- Identify an economic development strategy, especially as related to tourism and spa development.
- Create a set of Master Plan Objectives to achieve urban design and economic market goals.
- Develop an Action Plan to achieve Objectives.
- Identify implementation steps to achieve project objectives by providing action tables with timeline, priorities, potential funding sources / partners, and responsible party for each action.
- Develop a “Master Plan” and supporting illustrations to locate site-specific projects.

This Master Plan considers the potential projects underway as identified by the community prior to the start of the Master Plan. Pros and cons, and guidelines for development are listed for a Soap Lake Water Spa development, a community inspired “Lava Lamp” and a skateboard park.

## Building On Past Plans & Proposals

A number of past plans, reports and studies completed between 1999 and 2003 were reviewed. These studies explore potential projects and recommend the establishment of this Downtown Master Plan. This Downtown Master Plan seeks to incorporate and build on past plans and proposals to the greatest extent possible. Plans and proposals reviewed include the following:

- Strategic Plan for Economic Development in the Ephrata & Soap Lake Region. January 2001.
- Soap Lake Revitalization Action Plan, WACERT Symposium May 2003.
- Soap Lake Community Center Final Report, December 1999.
- Soap Lake Conservancy Economic Development Document. November 2000.

A summary of the findings of each of these plans is provided in Appendix A of the Downtown Master Plan. Many of the projects and actions in the Soap Lake Downtown Master Plan are consistent with recommendations from past plans and proposals.

## Building on Soap Lake History & Heritage

A significant step in bringing context and unique character into the design of the downtown is to understand and recognize Soap Lake's reason for being – its rich cultural heritage. The Soap Lake of today has been described by some as a “ghost town” with empty storefronts but interesting cues to what was once there, a well known center for healing. Several buildings on Main Ave have recently removed paint revealing remedy advertisement signs and relics of days gone by. As a visitor, it is interesting to learn about Soap Lake heritage through the multitude of historic photos and newspaper articles in the museum in the visitor center or by watching Kathy Kiefer's historical documentary – “Dirt Roads”. Efforts such as these to make Soap Lake history come to life bring about a richness and cultural awareness that adds depth to the visitor experience. In recognition of the importance of Soap Lake History to the City's future economic development, a historical committee of the Soap Lake Chamber of Commerce has recently formed.



Building at the west end of Main Ave. Paint peels back to reveal interesting historic cues.

Soap Lake's rich history can primarily be attributed to the unique qualities of the lake which are said to have healing powers. The summary of Soap Lake history below illustrates the cyclical periods of discovery and re-discovery that typifies Soap Lake's history. Most recently Soap Lake has entered a period of being rediscovered. The past few years have brought a significant increase in Russian / Ukraine population, many of whom have been attracted to the area by the lake. Activities underway by the community including the potential of the spa and reinforcement of the health and wellness community already in place also contribute to Soap Lake's rediscovery.

### Native American Place of Healing Free of Battle and War - Pre 1900s

Tradition holds that Soap Lake was called “Smokiam”, meaning healing waters by the nomadic Native American Tsincayuse people. Out of respect for the healing waters, Native American Tribes suspended battle while visiting Soap Lake for healing purposes, causing the area to be known as an area of no war. While Soap Lake waters were regarded as having healing properties long before white settlement, Native American steam

huts remained on the water's edge long after settlers built a town at Soap Lake. These remaining Native Americans hosted annual horse racing events and Pow-Wows. The Pow-Wows continued until recent decades as an opportunity for nomadic tribes to gather. Until roughly 1900, Nomadic Native Americans remained in the Soap Lake area. Settlement and homesteading began to intensify with the arrival of the railroad in the late 1800s.

### Early Settlement and Heyday as Healing Center - 1900 - 1930s

The early 1900s were characterized by the development of several Sanitariums which allowed patients to use the lake water to treat the symptoms of Beurgers Disease, Psoriasis, and other skin, circulatory and digestive ailments. A few notable Sanitariums are the following:

- Lombardy Hotel on the shores of the lake (1905)
- Siloam Lodge on the hill above East Beach (1905)
- Thomas Hotel and Sanitarium at Main Ave. W and 5<sup>th</sup> St. N. (1921)
- Lakeview Sanitarium at Main Ave. W and 1<sup>st</sup> St. SW (1913)

The most common way for visitors arrive to Soap Lake was to travel to the nearby rail spur and be shuttled to Soap Lake via horse-drawn buggy and later, via automobile, often by persons associated with the Sanitariums. The nearest railway stations were at Ephrata and Adrian, and in 1911 at Grant Orchards. In addition to the large sanitarium hotels noted above, other businesses included a range of boarding houses and businesses renting tents and selling products catered to visitors. At the time Soap Lake was incorporated in 1919 it was considered by all historic accounts to be a festive entertainment and gathering place. An industry which created products from the lake thrived during this time period. The heyday of Soap Lake continued until depression hit in the 1930s.



Siloam Lodge in it's prime. Remains of the footing can still be seen today.  
Photo by Duane Nycz

### Reclamation and Grand Coulee Dam - 1930s - 1960s

The federal government decided to fund the Grand Coulee Dam project in 1933. Construction lasted until 1942. During this period, Soap Lake transitioned in many ways from being considered a resort and entertainment center to being a more stable center of employment based on the Dam construction and its location within a now agriculturally viable region. Highway 17 was built in 1935, making Soap Lake more accessible. In the 1950s after completion of the dam, it became apparent that groundwater from irrigation of lands was increasingly infiltrating the lake, causing water levels to rise and dilute the mineral properties of the lake. Soap Lake residents fought a legal battle that rose to the Supreme Court to save the mineral properties of the lake and maintain the level of the lake. As a result, a system of groundwater well interceptors was installed around the lake that remain in operation today. Residents' desire to maintain water properties underscores that the tradition of healing waters which continued to be crucially important to Soap Lake in the mid 1950s. McKay Hospital was founded in 1938, originally as a special treatment center for Beurgers disease. At this time minority groups, particularly those such as the Germans who believe in the healing powers of the Soap Lake water began to settle permanently in the area. A significant Jewish population also emerged.

### Artist Community Counterculture Attraction - 1960 - Present

The advent of modern medicine meant that Soap Lake's prominence as a healing community largely declined after the 1950s. A number of intermittent attempts were made at rebuilding downtown business through introduction of unique markets, the most recent being a thriving community of antique stores. Some remnants of these antique stores remain, but most closed in the mid 1990's. Recently, Soap Lake received an

influx of artists, and the city became known in some respects as a counter-culture and artistic center which has engendered such artistic endeavors as the Masquers Theatre Company, the Calling the Healing Waters Sculpture, and the Giant Lava Lamp. An influx of retired baby boomers contributes to a population increase.

### **Immigration and Diversity 1990s – Present**

Soap Lake has experienced significant immigration by several ethnic communities. Most notably, in recent years immigration from Russia and the Ukraine to areas in and near Soap Lake has been prevalent. At the time of this report, enrollment in Soap Lake schools includes significant percentages of first generation Ukrainian and Russian pupils. Additionally, numbers of Hispanic persons living in and near Soap Lake have increased. These communities add diversity to the larger Soap Lake community and bring new perspectives, customs and culture to the City.

### **Remaining Historic Cues**

Many cues to the history and heritage of Soap Lake still remain in the landscape. These can be recovered and emphasized in urban design to help reconnect with the historical significance of Soap Lake. Locations of historic properties are illustrated and listed on the Historic Map and photos which follow the Executive Summary.



Historic view of the Inn at Soap Lake, and Soap Lake product manufacturing

### **Historic Pattern of Development**

Historically, Division Street was the main access route into town. Early Soap Lake maps show that parcels were developed along both sides of Main Avenue, but that the parcels did not extend to the water edge. Later, the area between the lake and Main Avenue was somewhat haphazardly platted for development. As development filled in along Main Avenue, the vacant land between Main Avenue and the lake had not yet been divided into parcels and the lake remained vacant. The result is that development along Main Avenue turns its back on the lakefront affording no views to the picturesque lake and Coulee bluffs beyond.

## **Unique Geology, Natural Features & Water Quality**

### **Coulee Corridor & Missoula Ice Age Floods**

Much of Soap Lake's historical significance and character is linked to its unique geologic, hydrologic and natural features. Soap Lake is positioned at an important gateway along the Coulee Corridor. The Coulee Corridor is a string of coulees and canyons that forms a distinctive landscape, stretching along State Routes 17 and 100 from Othello to Grand Coulee in Central Washington. The area has been shaped by many natural forces: mountain building, subsidence to seas, volcanic activity and an ice age flood, called the Great Missoula Flood that carved many of the canyons and unique topography around Soap Lake. The Missoula Flood was a temporary rerouting of the Columbia River during the last Ice Age along the path of the Coulee Corridor.

Soap Lake is located at the point along the corridor where vertical geologic rock outcroppings and features become more pronounced and dramatic as one travels north along State Route 17. North of Soap Lake along State Route 17 is a string of lakes, which are remnants of the Ice Age Floods. Positioned north of Soap Lake is the Dry Falls geologic feature and State Park. All of these elements are products of the Ice Age Flood event and are important tourist attractions. Moving south along the Coulee corridor is an underground flow of water that collects minerals as it travels to deposit a strong concentration of unique mineral-laden water in Soap Lake.

## Mineral Properties of the Water & Mud

It is well documented that Soap Lake water contains unique mineral properties. Soap Lake water feels “soapy” to many, and a white foam forms on the lake during windy or choppy weather, hence the origin of its name. From a scientific perspective, the minerals found in the lake include significant concentrations of Sulphate, Carbonate, Bicarbonate, Chloride, Sodium and other minerals, according to an original chemical analysis of the water during the 1950s. More recent analyses of the mineral content of the water and mud have been performed, which compare the chemical composition to that of other locations around the world noted for their unique properties. Soap Lake’s mineral properties are similar to those found in the waters of Baden Baden Germany, a well-known healing spa village, and the Dead Sea. The mineral properties of Soap Lake have, for centuries, been regarded by some as having important healing properties. Historically, the waters were a primary medical treatment before the advent of modern medicine, and more recently the waters are being rediscovered in association with the popularity of natural and alternative methods of healing. It has also been reported that new unique life forms have been discovered to have evolved in the unusual lake ecosystem.

## Recent Discoveries and On-Going Research

Most recently the National Science Foundation awarded an \$840,000 grant to Dr. Holly Pinkart, a biology professor at Central Washington University to continue research of Soap Lake’s unique chemistry. Dr. Pinkart, a member of the Soap Lake Conservancy Science Advisory Board, is planning for summer courses at Soap Lake for undergraduate and graduate students and for teachers from high schools, community colleges, and four-year institutions.

## An Active & Engaged Community

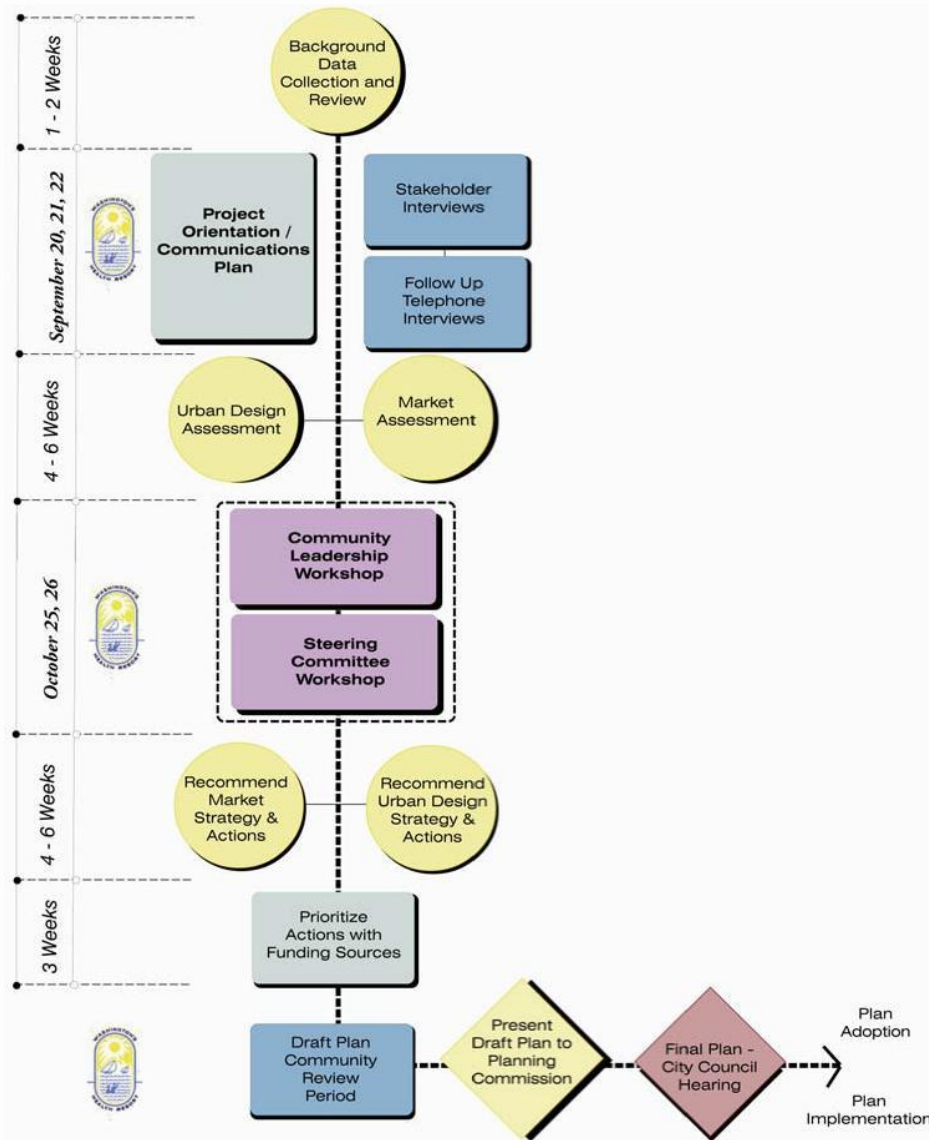
The timing of the Soap Lake Downtown Master Plan is significant as it falls two years into an intensive and enthusiastic community organization building effort through monthly meetings of the Soap Lake Revitalization Team (SLRT). This umbrella organization provides focus to several other efforts underway by this active and engaged community. One successful effort is direct physical improvements made by the Soap Lake Improvement Crew (SLIC). At the time of this plan, additional active groups include, but are not limited to the Masquers Theatre, Giant Lava Lamp, McKay Center, Mother Theresa Youth Center and Soap Lake Garden Club. All of these groups are striving to improve the overall quality of life and conditions in Soap Lake. It follows that the level of community enthusiasm was very high during the Downtown Master Plan process.



Enthusiastic community participation at monthly SLRT meeting.

## The Master Planning Process

The figure below summarizes the process used to create the 2005 Soap Lake Downtown Master Plan. The process began with project orientation, establishment of goals, and community interviews. Next, the process moved to research existing conditions, demographics and history. The diagram illustrates the time periods in which community information was provided back into the planning process. Particularly, once an urban design assessment and market assessment were complete, a community workshop took place to confirm project direction and prepared for the formulation of plan recommendations. The next steps of the ordered action plan have been firmly grounded by information received by the community. A tangible implementation plan helps ensure that the community based plan is achieved.



## From the Soap Lake Community

In order to confirm a community vision and coordinate community enthusiasm in a targeted way, an engagement of as many residents as possible was considered. The participation process was guided by a group of Soap Lake stakeholders. Contact with the community employed three key avenues:

- Soap Lake Stakeholder Steering Committee (SLSSC) Guidance.
- Series of Soap Lake Community Interviews with individuals recommended by the SLSSC.
- Major Public Visioning Workshops and Presentations.

## Steering Committee Meetings & Guidance

The Soap Lake Master Plan Steering Committee is comprised of the following 14 Soap Lake residents and stakeholders:

Mary Ackerman	Chair of Hospital District Board
Burr Beckwith	Chair of The Planning Commission
Barney Berg	Soap Lake City Council
Brent Blake	Architect And Business Owner
Terry Brewer	Grant County EDC
John Glassco	Business Owner
Mayor Wayne Hovde	Mayor
Don Johnstad	Business Owner
Marina Romary	City Council, Business Owner
George Sharp	Washington State CTED
Fredrick Slough	Chamber of Commerce
Isabelle Stigall	Assistant City Clerk
Kathi Trantham	Business Owner

The steering committee served to guide the Master Planning process by providing feedback at regular intervals as follows:

- To help set project priorities and articulate issues of primary concern.
- To review and provide feedback on Master Plan process and material.
- To participate in a walk through of the core downtown area to identify and locate action items and key issues.
- To prioritize project elements and provide feedback on plan concepts.
- To maintain an on-going feedback loop regarding community endeavors.



## Community Interviews

Over sixty members of the community were interviewed both during a three day period in Soap Lake and during follow up interviews by phone, e-mail and through interviews made available at City Hall. The interview results provide useful insight into community priorities, values, and how well systems are currently working. Interview questions concentrate on identifying Soap Lake's assets, challenges, and ideas for economic stimulation. The most frequent responses from the community interviews are provided below.

### Assets

- The lake, rocks and mud.
- The people - working together to make improvements.
- Small town community life.
- The heritage / history of Soap Lake.
- Medicinal / healing quality of lake water.
- Location on Coulee Corridor / Interstate Highway Access (SR 17 and SR 28) - Gateway to the Coulees - desert / natural assets; cliffs and scenery.
- Masquers Theatre.
- Diversity of population being integrated into community - multicultural; eclectic.
- Weather - sun.

### Challenges

- Economy in general (lack of strong tax base, high levels of poverty / welfare recipients / limited opportunities / need for income generator / diverse employment; not just tourism / living wage employment).
- Seasonality.
- Downtown district buildings (poor condition and underutilization).
- Need for infrastructure improvements (water cost, Soap Lake water, fire protection).
- Need for better utilization of volunteer efforts (more people involved, prioritization, avoid burnout).
- Need to build / strengthen regional partnerships (events, tourism, general economic development) particularly within Grant County - Moses Lake and Ephrata.

### Economic Development or Business Opportunities / Future 5-10 Year Vision

- Integrate arts with healing (theatre, art, restaurant, spa, hotel) for complete experience (visitor & local).
- Maintain small town walkable feeling.
- Clean, non polluting, quiet cottage industry / small manufacturing of value added products.
- Walking path / bike path around lake; tie into proposed Ice Age Floods National Geologic Trail from north end of Soap Lake to Grand Coulee.
- More businesses downtown, including shopping.
- Commercial kitchen co-op.
- Restaurants (keep open late).
- Lodging - need more / better utilized lodging - improve seasonality (writers workshops, etc.); add rooms.
- Support arts community through providing display spaces for artists and outlet for artists - including at Visitor's Center - facility to show arts / galleries.
- Tap into Ukraine community potential - Borscht - (restaurant, craftsmanship / skilled at tile work, spa as important part of Eastern European culture).

- Ice Age Floods - Geologic Trails – Soap Lake scientific research interpretive center (status - in Congress).
- Piers for rental of non-motorized boats and to access water more easily. Implement similar to historic dock.

#### **Appropriate Urban Design Style for Soap Lake**

- Simple improvements / Simple elegance - easy to construct / maintain with clean fresh paint / brick / mortar / stucco.
- Provide shade through trees and plants / colorful flowers downtown.
- Enhance the natural and strengthen the relationship between the city and the lake. Improve beachfront areas. Make beach visible and beautify a portion with sand. Allow for public access to water. Orient to the lake.
- Support of an eclectic non-theme, allow character of unique buildings to come through, mish-mash. Infill that doesn't disturb but doesn't conform. "Freemont" style. Individualistic - not restrictive. An example is the historic fieldstone material.

#### **Thoughts on the promotion of a Water Spa**

- The Spa is an excellent idea.
- Incorporate soap lake therapies - mud / radiant and solar heat and/or water.
- Year-round.
- Spa / warm water / mud for everyone.
- Spa to take advantage of lake as asset.
- Spa appearance to be positive, classy, well done.
- Spa to preserve infrastructure and amenities / not degrade lake / Circulate water with limited chemical treatment.
- Health consciousness cosmetic relaxation oriented (massage, reflexology).
- To contain indoor pool (or indoor / outdoor pool).
- Include restaurant related to healing.

## Community Visioning Workshop

Over 100 citizens and community leaders from Soap Lake participated in an October 25 Public Workshop during which the study findings to date were reported, and a shared vision for the Soap Lake downtown Master Plan was confirmed through an interactive exercise.

The workshop included the display and presentation of the following information:

- A summary of the results from the community interviews.
- Urban Design Opportunities and Constraints.
- Urban Design Vision Points.
- Historical Context and Images of Soap Lake.
- Potential Market Sectors.
- Generalized potential Urban Design Concepts.
- A summary of Market Sectors and Strategies.

Following the presentation, Soap Lake stakeholders were asked to arrange Soap Lake Master Planning ideas for themselves – in a community visioning group exercise. The exercise was designed to capture the community’s perspective on the market sectors and urban design ideas that were identified in the consultant team’s presentation.

The public audience was divided into five groups. Each group was asked to chose the community design images and market sector points that they thought were most appropriate for the 5 – 10 year future of Soap Lake and arrange these on a Soap Lake Gameboard. The commonalities between the five groups’ solutions helped form the basis for the Soap Lake Downtown Master Plan. Refer to the color Community Visioning Images & Gameboards figure in Appendix D: Color Graphic Figures for the most commonly selected images. It is significant to note that all five groups selected the same images as their top four choices, all of which pertain to water and water related activities.

The following tabulations chart the most commonly selected concepts in order of frequency of selection:

### Most Commonly Selected Market Sectors:

- Spa-Goers Seeking Therapeutic Qualities of Soap Lake
- Heritage & Cultural Travelers, Arts & History
- Environment, Outdoor Recreation, Sportsmen

### Most Commonly Selected Design Ideas:

- Heritage and Historic Design Cues
- Eclectic & Varied Style
- Local, Natural Materials, Colors & Cues
- Multi-Cultural Design Cues

### Most Commonly Selected Community Character:

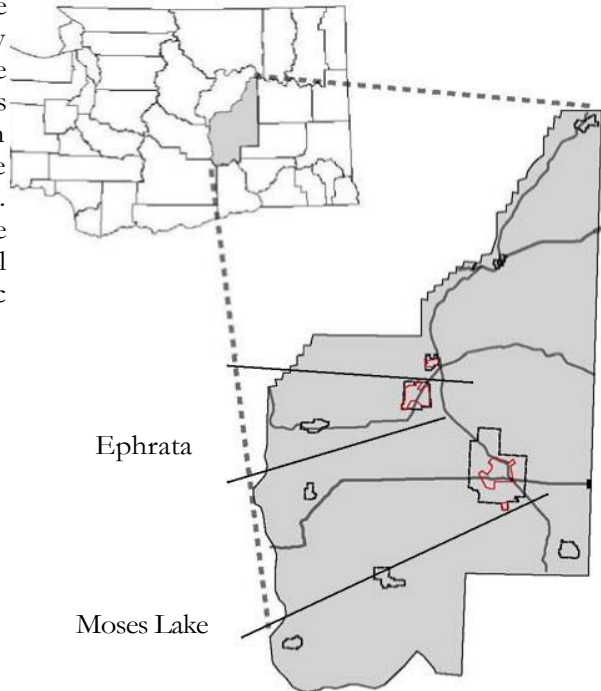
- Healing & Wellness Community
- Creative & Artistic Community

### Most Commonly Selected Physical Ideas:

- Enhanced Natural Environment & Stewardship of Lake
- Enhanced Views & Relationship to the Lake
- Pedestrian Friendly Sidewalks, Lighting & Shade
- Strong Gateway & Identity Features
- Destination Feature / Facility

## 2. EXISTING CONDITIONS Location and Regional Context

The illustration at right shows the location of Soap Lake within Grant County, and the location of Grant County within Washington State. Of particular interest is the close proximity of the Urban Growth Areas – the areas slated for future urban development under Washington State Growth Management Planning – of the three communities, Soap Lake, Moses Lake, and Ephrata. This physical proximity makes one realize the importance of the regional scale and regional partnerships to proposing economic development for Soap Lake.



Soap Lake and Grant County are positioned in the center of the State with the following distances from major urban areas:

- Seattle: 180 Miles, +/- 3 hours by car
- Spokane: 125 Miles, +/- 2 hours by car
- Tri-Cities: 95 Miles, +/- 1.5 hours by car
- Olympia: 220 Miles, +/- 3.5 hours by car

The above illustration shows the proximity between Urban Growth Areas (outer line) of Soap Lake, Ephrata and Moses Lake. The inner red line depicts the city limits.

The figure displays how Soap Lake is within close proximity to Grant County's two largest urban areas: Moses Lake (population 15,000, 21 miles southeast) and Ephrata (population 7,000, 5 miles southwest). Soap Lake (population 1,777) is integrated economically and socially with both cities. Basic services and economic activity are shared fluently between the three jurisdictions.

Soap Lake's relationship with and proximity to Ephrata is particularly notable. Country Club Estates, a golf-oriented subdivision in the Ephrata urban growth area, is located just south of the Soap Lake City limits along SR28. Country Club Estates is regarded as a more affluent area. During a community outreach process, many reported a sense of division between Soap Lake and Ephrata.

## Study Area Context

The study area for this Downtown Master Plan focuses primarily on the area between the lakefront, City Hall (2<sup>nd</sup> Ave), and between east and west beaches. Entry routes leading into this core downtown area are also analyzed. Economic and Market analysis is conducted with consideration of Soap Lake in its regional context. Refer to the Study Area Context Diagram and Photos in Appendix D: Color Graphic Figures.

## Soap Lake and Regional Assets

Soap Lake is centrally located in a region with extraordinary outdoor recreation and cultural assets that contribute to quality of life and offer opportunities for enhanced tourism development. Key highlights are the following:

- “The Lake”: Soap Lake (unique minerals)
- Sunshine and dry, warm weather
- Unique geology (ice age floods)
- Coulee Corridor Scenic Byway partnership (Highway 55 and State Route 17 from Grand Coulee Dam south to Othello)
- Approximately 140 fishing lakes
- 6 state parks & wildlife refuges
- 19 golf courses, 3 casinos
- Interpretive centers and hiking trails
- 8 museums/galleries, theater/amphitheater
- 15 wineries, agri-tourism attractions (apple country, etc.)
- 4 water/skate parks & ice rink
- Tourist services (hotels, RV, dining, retail)

Within the community of Soap Lake itself, there are extraordinary assets that contribute to the quality of life and economic progress of the community. Key assets include the following:

- Enthusiastic volunteers/leaders
- Tangible successes
- “The Water” (and mud)
- Commitment to stewardship
- Good publicity
- Business base
- Ethnic diversity
- Masquers Theater
- Public beach
- Fun events/festivals
- High quality school system
- The Stone Cottage
- Calling the Healing Waters Sculpture

## Socio-economic Trends

### Population Trends

From 1990 to 2000, the population of Soap Lake grew at a faster rate than its neighboring communities or the county (Table 2.1 below); however, since 2000, the rate of growth in Ephrata, Moses Lake and the county has outpaced that of Soap Lake.

**Table 2.1: Population Trends 1990-2003**

	1990	2000	July 2003	% chg 90-03	% chg 90-00	% Chg 00-03
<b>Soap Lake</b>	<b>1,102</b>	<b>1,733</b>	<b>1,777</b>	<b>61%</b>	<b>57%</b>	<b>3%</b>
Ephrata	5,349	6,808	7,069	32%	27%	4%
Moses Lake	11,235	14,953	16,147	44%	33%	8%
Grant County	54,758	74,698	78,691	36%	36%	5%
Washington	4,866,692	5,894,121	6,131,445	26%	21%	4%

The population of Soap Lake is on the average older than that of the county and state (Table 2.2 below). The percentage of citizens age 65 to 84 is more than twice the percentage of Grant County or the state, indicating that a high number of retirees are living in Soap Lake, and that services for seniors (health care, assisted living, etc.) are critical to serve its citizens. The percentage of citizens age 85+ drops below the county average, perhaps due to a lack of facilities in Soap Lake that are available elsewhere in the county.

**Table 2.2: Population by Age**

2000 Population Profile by Age	Washington		Grant County		Soap Lake	
	#	%#	#	%#	#	%
Under 10 years	820,215	13.9	13,124	17.5	254	14.7
10 to 19	862,804	14.7	13,238	18	194	11
20 to 34	1,231,315	21	14,645	20	247	14
35 to 54	1,821,059	31	19,232	26	413	24
55 to 64	496,580	8	5,841	8	194	11
65 to 74	337,166	5.7	4,681	6.3	200	11.5
75 to 84	240,897	4.1	3,046	4.1	168	9.7
85+ years	84,085	1.4	6,524	8.7	63	3.6
Total	5,894,121	100	74,698	100	1,733	100

The median (average) age in Soap Lake was 43.6 in the year 2000, compared to a median age of 31.1 in Grant County, 35.3 statewide and 35.3 nationally. So Soap Lake's population is older, and Grant County's population is younger, than the state or national averages.

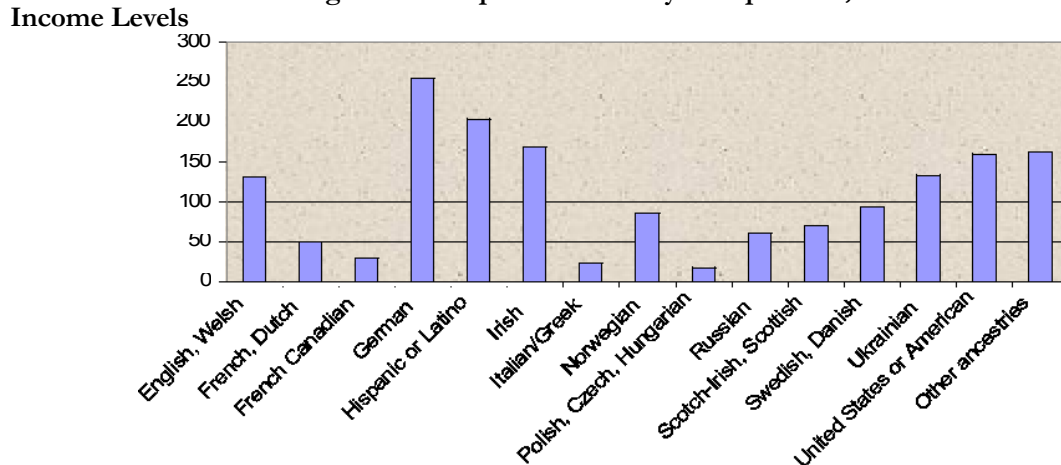
### Ethnicity and Ancestry

Soap Lake has a smaller proportion of Hispanic citizens than does the county – 10% of Soap Lake residents speak Spanish at home (Table 2.3 below). Other predominant ancestry groups in Soap Lake are German, Irish, Ukrainian, English/Welsh and Scandinavian (Norwegian, Swedish, and Danish). More than 12% of Soap Lake residents speak an Indo-European language other than English at home. The rich heritage and cultural ties of various ethnic groups in Soap Lake presents opportunities for mutual learning and celebration of cultural festivals and traditions.

**Table 2.3: 2000 Ethnic Composition**

	Soap Lake	Ephrata	Moses Lake	Grant Co.	Washington
White	94%	93%	80%	79%	85%
Hispanic/Latino	12%	10%	25%	30%	8%
Some other race	6%	6%	17%	19%	5%
American Indian	2%	2%	2%	2%	3%
Asian	1%	1%	2%	1%	7%
Black	1%	1%	2%	1%	4%

**Figure 2.1: Soap Lake Ancestry Composition, 2000**



Nearly one-third of Soap Lake residents have incomes that are below the federal poverty level (Table 2.4). The median household income (HHI) in Soap Lake is less than half of the statewide average. Clearly, business growth and higher-paying jobs are needed in Soap Lake in order to improve residents' quality of life.

**Table 2.4: Income in 1999**

	Soap Lake	Ephrata	Moses Lake	Grant Co.	Washington	U.S.
Per Capita Income	\$13,753	\$17,929	\$16,664	\$20,111	\$22,973	\$29,469
Median Household Income	\$20,459	\$35,060	\$36,467	\$35,276	\$45,776	\$41,994
% Below Poverty	31%	13%	15%	17%	11%	12%

In 1999, 38% of households in Soap Lake earned less than \$15,000 annual income, and 88% of households earned less than \$50,000. Only 5% of households (41 households) earned more than \$75,000.

**Table 2.5: Soap Lake Household Income, 1999**

	#	%
Less than \$10,000	180	23
\$10,000 to \$14,999	117	15
\$15,000 to \$24,999	169	22
\$25,000 to \$34,999	130	17
\$35,000 to \$49,999	85	11
\$50,000 to \$74,999	64	8
\$75,000 to \$99,999	27	3
\$100,000 to \$149,999	8	1
\$150,000 to \$199,999	0	0
\$200,000 or more	6	1
Total Households	786	100

**Education**

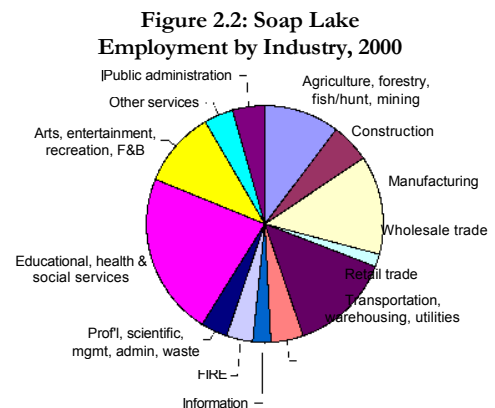
Another indicator of socio-economic status is educational attainment. In Soap Lake, only two-thirds of citizens age 25 or older have a high school diploma, compared to the county average of 72% and statewide average of 87%. Only 9% of citizens have a college degree (versus 28% statewide). In the information age, where technological skills are used by businesses of all types, education increasingly is critical to a citizen’s ability to earn a livable wage. Continuing education programs in Soap Lake are important to economic development and job growth.

**Table 2.6: Educational Attainment, 2000**

	Soap Lake	Ephrata	Moses Lake	Grant Co.	Wash.
(Population 25+ years)	%	%	%	%	%
Less than 9th grade	13	7	10	15	4
9th to 12th grade, no diploma	22	9	11	13	9
High school grad (incl. GED)	32	28	27	28	25
Some college, no degree	19	28	28	24	26
Associate degree	5	7	8	7	8
Bachelor's degree	6	14	11	9	18
Graduate or profess'l degree	3	7	6	5	9
<b>High school grad or higher</b>	<b>66</b>	<b>84</b>	<b>79</b>	<b>72</b>	<b>87</b>
<b>Bachelor's degree or higher</b>	<b>9</b>	<b>21</b>	<b>16</b>	<b>14</b>	<b>28</b>

**Employment**

The largest employers in Soap Lake are in the education, health care and social services sectors, followed by manufacturing, retail trade, agriculture and the tourism-related sectors of arts/entertainment/recreation/ food & beverage (Figure 2.2). With the exception of manufacturing, these sectors tend to have many low-paying jobs. Higher-wage jobs in professional services, information, transportation and finance/insurance/real estate (FIRE) make up very small portions of the job base.





## Housing

Housing in Soap Lake has a relatively high vacancy rate, in part due to lack of living wage jobs, and in part due to nonresident ownership of many residential properties. In 2000, there were a total of 996 housing units in Soap Lake, with 778 occupied, or 78%. Of the occupied housing units, 224 were owner-occupied, and 355 were renter-occupied. Slightly more than half (54%) of the housing units were built before 1960. About one-quarter (27%) were built between 1960 and 1980, and 19% were built between 1980 and 2000. Most of the older properties are very small – more suitable to vacation cottages or senior housing than family housing for new residents.

## Tourism Trends

Tourism has grown significantly in Grant County over the past decade, as evidenced by growth in tourist spending, which increased from \$101.9 million in 1991 to \$128.9 million in 2000. Tourism directly generated more than 2,500 jobs in the county in 2000 (nearly 6% of all jobs), and local taxes generated by travel spending doubled from 1991 to 2000. From 1996 to 2000, state hotel/motel tax revenue in the county rose 26%, and Grant County’s share of state hotel taxes grew 50%. More details about tourism trends are provided in Chapter 4: Market Analysis and Target Markets.

## Traffic Volumes

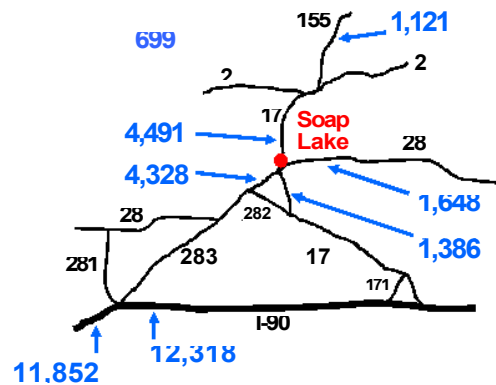
It is helpful to understand traffic volumes in the region to analyze the economic development potential for the City of Soap Lake. The figure summarizes existing traffic volumes in the Soap Lake region according to the Washington State Department of Transportation (WSDOT) for the year 2003. In 2003, an average of more than 4,300 vehicles traveled daily on State Route 17 through Soap Lake according to WSDOT average annual counts. It is notable that this traffic volume is consistent with the volume on the western leg of State Route 28 after the junction with 17. This Route 17 / Route 28 connection appears to be the significant traffic corridor. Many of the vehicles on this route are trucks traveling north and south.

The following table displays average annual daily traffic counts on State Route 17, north of its junction with State Route 28, to show changes in traffic volumes over the past decade. The data show that, since the mid-1990s, traffic volumes have been consistent in the 4,300 to 4,500 range, except for slightly lighter traffic in 1998 and 1999. The volume of daily traffic had a notable increase during the mid 1990s, perhaps due in part to record numbers of Canadians who traveled in the northwest from 1993 to 1996.

**Table 2.7 Traffic Counts for State Route 17  
North of Route 28 – 1991 - 2003**

Year	Average Annual Daily Traffic Volume*
2003	4491
2002	4458
2001	4301
2000	4282
1999	4309
1998	4218
1997	4245
1996	4532
1995	4573
1994	4371
1993	4137
1992	3920
1991	3640

**Figure 2.3: Traffic Counts  
Surrounding Soap Lake, 2003**



Average Annual Daily Traffic Volumes are WSDOT estimates for average daily traffic volumes based on a 3-day traffic count, which is projected out based on a system of factors. Source: WSDOT 2003 Annual Traffic Report.

Seasonal variation in traffic is another important factor to consider. Soap Lake residents are well aware that traffic significantly decreases during the winter months. Though no actual monthly counts are available to determine exact seasonal fluctuation in traffic volumes, WSDOT provides factors that allow for an estimation of traffic volume fluctuation based on data for similar roadways across the state. The table below displays the estimated fluctuation according to WSDOT factors for the year 2003. The data show a difference of nearly 2,000 vehicles per day (35%) between July, the busiest month, and January, the month with least traffic.

**Table 2.8 Estimated\* 2003 Seasonal Traffic Variation  
State Route 17 North of State Route 28**

<b>SR 17 North of Junction 28</b>	
Jan.	3,631
Feb.	3,744
Mar.	4,057
Apr.	4,549
May	4,841
Jun.	5,148
Jul.	5,599
Aug.	5,508
Sep.	4,721
Oct.	4,429
Nov.	4,006
Dec.	3,658

Estimation is based on WSDOT seasonal factors applied to Average Annual Daily Traffic Volumes. Source: WSDOT 2003 Annual Traffic Report.

## Land Use Pattern

The current land use pattern in downtown Soap Lake is organized primarily by two commercial corridors which cut through a general pattern of single family housing. Vacant parcels and vacant structures also occupy a significant amount of land in the City of Soap Lake. The series of Land Use and Vacant Lands graphics in Appendix D: Color Graphic Figures section of this document provides a visual summary of this pattern.

### Commercial Corridors

State Route 17 is the primary transportation corridor through Soap Lake. Business activity on State Route 17 caters to local uses as well as highway pass-through traffic within the Coulee Corridor. At the time of this study, uses on the State Route 17 corridor include auto repair services, restaurant uses, a grocery store, novelty and gift shops, small hotels, a gas station and convenience store, a conference center, and an espresso stand.



SR 17 looking north at Main Ave.

Main Avenue is the pedestrian-oriented commercial corridor in Soap Lake. Businesses on Main Avenue serve more local functions, and include destination business attractions. At the time of this study, businesses on Main Avenue include a salon and barber shop, a spa, restaurants, bars, apartments, and a food bank. Tourist and destination uses on Main Avenue are clustered near the Canna intersection and include hotels, the Masquers Theatre, and restaurants. However, more than half of the storefronts on Main Avenue are vacant or not actively used at this time.

### Residential Uses

Single family homes occupy much of the remaining lands in the Soap Lake core. Many of the homes are single story structures on .25 to .5 acre lots. The character of the single family housing varies significantly. Included are a number of historic homes scattered throughout the city, some clad in field-stone. Small aging single family homes from the post WWII era occupy many of the parcels. To the west end of town there is a high concentration of small cottage type housing, originally used for temporary lodging for visitors and tourists during past decades. Some larger single family homes, and newer single family homes, can be found along the Lakeshore Avenue section of town, and more recently on the hills above east beach outside of the city limits. Lakeshore access and views provide amenity to these larger or newer homes. Immediately south of the City of Soap Lake is the Country Club Estates golf-oriented subdivision.

### Public and Civic Uses

Public and Civic uses are dispersed throughout the City of Soap Lake. Of particular importance are two beach parks on the Southeast and Southwest corners of the lake (East Beach and West Beach). The City Hall and Police Department are located at the Canna Street / 2<sup>nd</sup> Avenue intersection near the center of town. A public school complex is located in the southwest sector of town along 2<sup>nd</sup> Avenue.

### Property Ownership Pattern

The graphic depicting property ownership pattern reveals that a large percentage of the land in Soap Lake is in absentee ownership. Further, a substantial portion of the absentee ownership is held by entities from western Washington. Of the total non right-of-way acreage of the City of Soap Lake, roughly 35% is held by owners from western Washington. A substantial amount of this percentage is accounted for by one western

Washington based company and land trust organization. Many of the properties under this ownership have remained unimproved. At the time of this study, the land holding organization has expressed interest in making the land available for sale, but with few exceptions does not currently have plans for its own reinvestment in these properties. In addition to this individual landholder, a number of other western Washington entities hold smaller amounts of property in Soap Lake. This reflects an interest in the area for seasonal use or investment purposes.

Local ownership of land is also largely consolidated. Several land owners from Soap Lake and the vicinity have amassed significant landholdings in and around the commercial portions of the downtown district. While some of these landholders are active in efforts to revitalize downtown Soap Lake, there has been limited physical reinvestment activity in recent decades on locally owned properties.

Roughly 35% of the land in Soap Lake is owned by residents of western Washington.

### **Vacant Properties**

The Vacant Properties graphic illustrates the individual parcels that do not contain a structure according to the Grant County Assessor's records. The prevalence of vacant properties is striking. More than 1/3 of all the non right-of-way land area in the City of Soap Lake is vacant. Many of these are single family parcels which do not currently have a home on them. Others are large vacant chunks of land including the waterfront properties between near the flagpole and the parcel in central Soap Lake referred to in this document as 'the rock' parcel. The rock parcel, like many others in Soap Lake, features rugged conditions and rocky terrain, which has made it difficult. The prevalence of vacant property suggests that Soap Lake has ample space to attract and accommodate additional residents and businesses. A further breakdown of vacant land by zone can be found in the Land Use section of the Comprehensive Plan in the Land Use Inventory table.

More than 1/3 of all non right-of-way land in the City of Soap Lake is vacant.

## **Comprehensive Plan and Development Regulations**

The Goals and Policies of the City's Comprehensive Plan set the framework for this Master Plan, including the following:

- Encouragement of continued development of the lake and recreational areas including bicycle and pedestrian path linkages.
- Control of stormwater runoff to preserve the lake and environment.
- Encouragement of economic development through the creation of programs to assist businesses, such as a low-interest loan program for downtown improvements.
- Preserve unique geological features through developing building height standards along the perimeter of the lake.

Development Regulations that contain language which affects the Master Plan, and may need to be adjusted to align with the Master Plan include the following:

#### Sidewalk Cuts and Tree Planting (Chapter 12.20)

- The Golden Honey Locust is specified as the street tree.
- Property owners are to maintain street trees.

#### First Residential Districts R-1 (Chapter 17.16)

- Approved home occupations are allowed and may have a one square foot sign. First

#### Commercial District C-1 (Chapter 17.16.050)

- No open space requirement – lots may be 80% covered with 20% off-street parking.
- Height limit for signs = 55'

- No allowance is listed for live-work arrangements, though encouraging live-work downtown would provide affordable housing to business owners, and could help foster economic development.
- Interface between the buildings and the street front is not addressed by code. One way for detail to be provided on this interface could be through the creation of non-prescriptive design guidelines and/or an overlay ordinance which could be enforced by a design review board at the time of building application.

Building height limits are 35' for residential properties and 45' for commercial properties. Future construction that falls within these height limits would be likely to stay in character with the existing height of the city's buildings.

## **Soap Lake Infrastructure**

### **Water & Sewer Infrastructure**

Over the past ten years, the City of Soap Lake has invested in improvements to the capacities of its domestic water supply and wastewater treatment facilities. The design capacity of the city's wastewater treatment plant is approximately 200,000 gallons per day, and is operating at two-thirds of design capacity. The wastewater facilities plan anticipates the city to have a population of 3,200 by 2022.

The domestic water supply has recently been improved to add a second production well to the water system. The city's water comprehensive plan documents prepared in 2002 by Wilson Engineering indicate that the water/sewer infrastructure is capable of supporting additional growth in the City of Soap Lake. The second well used during peak summer demand periods has a slight sulfur odor, which has caused some complaints from water customers.

### **Mineral Water System**

The City of Soap Lake operates a unique non-potable water supply system, which pumps mineral water from Soap Lake and distributes this mineral water to residences and businesses throughout the City Center. The Public Works Department indicates that portions of this mineral water system are in poor condition and are continuing to deteriorate. This is particularly true for the individual service lines to the houses and resorts, which are constructed of galvanized pipe and are now seriously corroded.

The main lines, which distribute a mineral water system to the City Center, have also deteriorated, according to the Department of Public Works. Several community neighborhoods have been eliminated from the City's central mineral water supply. The main distribution lines are generally small diameter cement pipe.

### **Cross Connection Controls**

Another important item to note is the Washington State Department of Health and Environmental Protection Agency requirement that potential sources of "cross connections" are monitored and managed in order to prevent contamination of the domestic water supply by non-domestic sources. In Soap Lake, the coexistence of a domestic water supply along side the non-potable mineral water supply leads to a potential cross contamination risk. This potential risk exists because the potable and non-potable water supplies are constructed adjacent to each other in the street and may run in adjoining trenches to houses or businesses. Also there is a potential for physical cross connection of these two water systems inside plumbing of households or businesses. It is possible that someone may mistake the non-potable water system for the potable drinking water system when they make connections or perform plumbing. The Washington Department of Health requires a certified operator and written protocol for the protection of the domestic water systems from cross connection with non-potable water supplies. Therefore, the City of Soap Lake should emphasize the importance of cross-connection control of its potable as well as non-potable water

supplies to its customers, and consider cross-connection control as it plans improvements to the mineral water system.

### **Fire Protection**

Soap Lake is currently being served by an all volunteer fire department located on 2<sup>nd</sup> Avenue South adjacent to City Hall and the Police Department. Service is conducted by a dedicated, but small crew. Driving distance from volunteers' residences and the department sometimes hinders the ability to quickly reach fires. Another issue is that recruitment for the next generation of volunteer firemen has not generated significant interest. Professional fire protection is viewed to be potentially better served by a county-wide system.

## **Transportation**

Historically, Soap Lake has been removed from the main regional transportation arteries. When the region first received rail service, tracks did not extend beyond Ephrata, and today the I-90 freeway passes roughly 21 miles south of Soap Lake through Moses Lake. Soap Lake's relative isolation has caused it to develop somewhat as a self-contained destination.

Today the main transportation highways to and from Soap Lake are State Route 17 and State Route 28. State Route 17 passes directly through Soap Lake between Moses Lake and I-90 and State Route 97 to the north as it continues up the Coulee Corridor, while State Route 28 skirts the southern border of the City between Ephrata and Davenport. The intersection of State Route 17 and Main Avenue is a critical intersection for traffic entering the downtown core. A secondary entrance is from State Route 28 along Division Street.

### **Potential Transportation Revisions**

Citizens and representatives of the City of Soap Lake have indicated that it would be their desire to have a traffic signal operational at the intersection of Main Avenue and State Route 17 (Daisy Street). The Manual on Uniform Traffic Control Devices (MUTCD) is the nationally accepted governing guidance on when and where traffic signals should be installed based on an engineering analysis called "Warrants". Without performing detailed traffic studies of the intersection of Main Avenue with State Route 17, it appears unlikely that a traffic signal will be warranted in the near future at the Main Avenue/State Route 17 intersection.

The goals of a signal, according to the residents of Soap Lake, would be to slow traffic and enhance the likelihood that travelers might turn onto Main Avenue and enhance economic development. These same goals might be achieved using alternative design solutions by constructing "traffic calming" measures at the intersection of Main Avenue and State Route 17, as well as along several blocks north and south on State Route 17. The Chapter 6 Action Plan provides additional detail on alternative traffic calming measures.

### **Non Motorized Transportation Opportunities**

Non-motorized transportation options are somewhat limited in the City of Soap Lake and include the following:

- A designated bike pathway extends into Soap Lake from the southeast to the High School and the new post office.
- A number of informal trails and roadways are used for recreation and non-motorized transportation including:
  - The 'Boy Scout' properties on the west end of Soap Lake where a pathway ascends the hills along the western edge of Soap Lake;
  - The large vacant rocky parcel in the center of the City is used informally for off-road biking and walking; and
  - The public lands of East Beach and West Beach are also used for recreation and walking opportunities.

- The wide streets and low traffic volumes create an environment that is considered “easy” for bicyclists.

Currently there is no trail linkage between east and west beach and to other recreation destinations.

## **Storm Water and Soap Lake Water Quality**

Soap Lake is a basin with no major inlet or outlet stream. The water body is fed by a system of underground springs and water flows, and captures nearby surface water runoff. The only natural outlet to the Lake is the process of evaporation. In the 1950s, a system of manmade groundwater well interceptors was installed around the Lake that remains in operation today. This system of pumps collects excess groundwater, which is largely a product of irrigation, and diverts it away from Soap Lake to control the level of the lake and protect its mineral properties. With these groundwater interceptors in place, no major flow runs in or out of this basin lake.

Storm water runoff depositing into Soap Lake is a concern due to the basin nature of the Lake. Storm water from several locations is collected and channeled into the Lake within City limits during storm events. Within the City of Soap Lake, channels enter the Lake from the southeast via a swale to the west of Daisy Street through a drainage pipe that deposits onto East Beach. A second channel collects water from the Rock parcel near the center of town and enters a drainage pipe that deposits in the center of the Lake’s south shore. A third channel collects storm water from the southwest and deposits at West Beach. Careful attention should be paid to the pollution that is allowed to enter these storm water runoff channels – particularly the southeast channel, which appears to collect runoff from agricultural uses just outside city limits. The drainage pipe outlets from the channels are also a visual concern on both East and West Beach.

## Physical Features: Opportunities and Constraints

In addition to the socio-economic and tourism analyses, the consulting team also conducted an analysis of the physical features of Soap Lake. The results are summarized below as opportunities and constraints, and are graphically portrayed in Appendix D: Color Graphics Figures. This analysis forms the basis for physical upgrading to enhance the natural and built environment, and to improve economic vitality in Soap Lake.

### Opportunities

**The Lake:** views of lake and Coulee bluffs beyond, unique qualities of the water and mud, public access

**East & West Beach:** park space on the water. City's only significant 'Civic Green'

**Preserved Lake Edge:** largely free of development, opportunity to negotiate public access to the waterfront prior to development

**Existing Trees:** street trees on Main Ave., Cottonwoods and Birch on East Beach, scattered trees in residential areas

**Summer Breezes:** north wind across the lake helps cool the microclimate during summer

**Picturesque Views / Potential Overlook Areas:** existing public rights of way provide potential access to the waterfront

**The Weather / Sun:** 300+ days of sun annually – significant attraction to visitors from western Washington



Large Trees in Civic Green at Canna Street entrance to East Beach Park

**Chilling Winter Wind:** prevailing fall and winter

### Constraints

winds blow from the north down the Coulee, bringing cold weather to downtown Soap Lake

**Inaccessible Lake Edge:** waters' edge of Soap Lake feels inaccessible - connections are not clear

**Rocky Central Vacant Parcel:** large undeveloped rocky parcel City center creates a sense of vacancy

**Construction Setback from Lake:** regulations require 200' setback from ordinary high water line of Soap Lake – limits development near water

**Main Ave. 'Turns Its Back' On Lake:** many buildings on Main Ave. are oriented away from the Lake

**Unimproved Flagpole Overlook:** existing flagpole provides panoramic views; however, it is on private land that is cited for future development

**Need For Shade:** shade is necessary in hot summer sun, but trees in gathering places are limited



Unimproved Flag Pole Overlook at terminus of Aster Street



## Access and Circulation: Opportunities and Constraints

### Opportunities

**SR 17 / Gateway to the Coulee Corridor and Business:** SR 17 brings travelers directly through Soap Lake as they visit the Coulee Corridor

**Connect / Extend Bicycle Trail:** existing bicycle trail extends to southeast Soap Lake, providing opportunity to extend it as a network through town

### **Canna Street Terminus at East Beach:**

Street terminus at East Beach provides a strong axis to the Lake from the commercial core of downtown

**Wide Street Rights of Way allow Urban Design Improvements:** street widths, typically 80', allow room for urban design and parking improvements

**100% Intersection at Daisy St. and Main Ave.:** gateway intersection at Daisy St. and Main Ave. needs improvements to be a more visible entrance

**Back Door into City along Division St. / SR 28:** Division St. provides direct entry into Soap Lake from S.R. 28, entry can be enhanced as a gateway

**Node at 'Meander' of Main and Division St.:** potential interest is created where Main Ave. curves into Division Street

**Walking loop through town and Lakefront:** two public beaches and unimproved rights-of-way near lake edge create opportunity for interpretive walking loop along lake and connecting back to Main Ave.



Canna Street terminus at East Beach

### Constraints

**Need Unifying Streetscape Improvements:** Main Ave., Daisy (SR 17) and other important streets do not have attractive unified system of sidewalks, street furniture, lighting or plantings

### **Definition of Daisy / Main Ave. Intersection:**

Daisy/Main Ave. is City's key intersection, but two of four corners are vacant, and third is service station/convenience mart with no landscaping

**Unattractive South Gateway:** bulk of traffic entering Soap Lake comes from south, but SR 17 streetscape near south entrance to town looks disorganized and unattractive, with unkempt yards

**Fast Traffic on SR 17 (Daisy St):** traffic on SR 17

passes through Soap Lake at unsafe speeds, with no traffic signal or traffic calming device

**Difficult Wayfinding to West Beach:** West Beach is important public beach with strong views, but finding the beach as a visitor is challenging

**Overly Wide Rights-of-Way:** street widths in downtown Soap Lake are 60'-80' for only two lanes of traffic, creates sense of openness and vacancy

**Narrow Sidewalks:** narrow sidewalks in downtown Soap Lake detract from pedestrian environment

**Proximity of SR 17 to Lake Edge:** north of town, SR 17 follows closely along lake edge, potentially producing noise and stormwater runoff pollution



Northwest corner of Daisy and Main intersection

## Built Conditions: Urban Design: Opportunities and Constraints

### Opportunities

#### *Scattering of Historic Buildings*

h i s t o r i c

:

residential and commercial structures are scattered throughout town - can be emphasized to provide connection with Soap Lake history

*Intact Development Pattern:* Soap Lake retains

t

historic development pattern, including buildings that line the street edge on Main Ave.

*Supply of Vacant Lots For Infill:* large amount of vacant property in Soap Lake provides opportunity for development and additional off-street parking

*Former Cottage Buildings:* supply of former visitor cottages in west half of town provides unique opportunity for development of distinctive housing

*Masquers Theatre:* new Masquers Theatre attracts regional audience to performances, anchors strong arts community in Soap Lake

*Murals and Public Art:* several blank walls have been softened by murals and public art; "Healing Waters" sculpture is planned for East Beach Park; potential for art within publicly supported projects



Building at the west end of Main Ave. Paint peels back to

### Constraints

reveal interesting historic cues.

**Deteriorated Buildings:** several buildings downtown are in disrepair or deteriorating; detract from overall ambience of the city

**Large Vacant Parcels:** vacant parcels of land within city create feeling of emptiness or openness

**Main Ave. Buildings ‘Closed’ to Street:** several buildings on Main Ave. have facades with few windows or little transparency on Main Ave., detracting from character of key commercial zone

**Main Ave. Building Character:** varied mix of building styles and characters along Main Ave., including western and Mediterranean style facades interspersed with historic structures, presents haphazard feel to the city

**Strip Commercial Development on SR 17:** buildings on Daisy Street are oriented to highway traffic with street edge parking lots and highway-scale signage – walkable corridor with picturesque small-town character has not been established

**Former Cottages in Disrepair:** many cottages in downtown residential area are deteriorating; structures are unique and interesting, but without maintenance, create poor housing conditions and contribute to negative image

**New Post Office Removed From City Core:** USPS moved Soap Lake Post Office from former location on SR 17 near John’s Grocery, removing everyday local traffic from the business core.

**Inactivity in Main Ave. Storefronts:** several  
Main Ave. storefronts are vacant or operate limited hours,

compromising vibrancy of business district

**Food Bank:** Food Bank location on Main Ave. takes away potential for active business that is open more regularly than Food Bank’s one day per week; highly visible location on Main Ave. does not provide privacy preferred by patrons

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### 3. VISION AND GOALS

The results of the community visioning exercises, which took place in a Washington Community Economic Revitalization Team (WA-CERT) Symposium in May 2003, formed a strong foundation for the Soap Lake Downtown Master Plan. The Master Plan process expanded the original vision statement to include findings from the Master Plan study. The updated vision provides more detail about how the vision would be accomplished, and what accomplishing the vision would mean to Soap Lake.

Specific objectives were identified and then strategic actions were developed to achieve the community goals. These strategic actions are detailed in Chapter 6, Action Plan.

#### Soap Lake Vision

The following original Vision Statement was prepared by the stakeholders of Soap Lake at the 2003 WACERT Symposium:

**“We the residents will revitalize our Soap lake community into a place recognized and appreciated for its healing attributes for the mind, body and spirit. In doing so, we will create an environment for residents and visitors to participate in the arts, culture, recreational opportunities and healing waters and mud of Soap Lake.”**

The Master Planning process sought to confirm this vision statement and expand it as necessary. While input during the process largely confirms the vision, several additions are suggested based on community input. Expansion of this original Vision Statement to include Master Plan findings adds the following concepts:

- Highlight Soap Lake history to appeal to the heritage tourism market.
- Recognize the geologic significance of Soap Lake and its relevance to the scientific community.
- Recognize the value of the lake and natural scenery.
- Recognize the need for more year-round business activity to create jobs and sustain existing businesses.

The following is the expanded Vision Statement suggested by the consulting team for the Soap Lake Master Plan:

#### Soap Lake Vision

*“We the residents will revitalize our Soap lake community into a place recognized and appreciated for its healing attributes for the mind, body and spirit. We will support development of small businesses to enhance the sustainability of our community, the quality of life for our residents, and the experiences of our visitors.*

*In revitalizing our community, we will create an environment for residents and visitors to participate in the arts, culture, and recreational opportunities, to appreciate Soap Lake’s unique heritage and culture, and to learn about its unique geology. We will create improved year-round opportunities to enjoy the healing waters and mud of Soap Lake.*

*We value the physical character and natural scenery of Soap Lake. We will encourage development that is oriented to the lake and sensitive to the natural context of its surroundings.”*

## Soap Lake Goals

The following Goals were developed by the community in the 2003 WACERT Symposium. The Soap Lake Downtown Master Plan recognizes these goals as the driving principles for the Master Plan, and the goals form the basis for the Master Plan Objectives that follow.

### GOALS

- Bring community together.
- Proceed with identified community projects of interest.
- Create Endowments - for youth, McKay Center, Masquers.
- Assist every existing business to stay in business and expand when and where appropriate.
- Create a communications plan so everyone is aware of what is taking place in the Soap Lake area, thus create positive informed community environment.
- Create a sense of place.
- Provide stewardship for sustainability of Soap Lake.
- Fill every storefront in downtown with a viable business or organization.
- Inventory community resources and assets.

### Community Projects of Interest

The following projects were developed by the community at the 2003 WACERT Symposium. Many of these projects are either underway or have been completed. This project list has been used as a guide for the Master Plan recommendations; however, some recommendations vary slightly from those listed below.

- East Beach Rehabilitation
- Amphitheater
- Marketing/PR
- Mother Teresa McKay Youth Center
- McKay Health and Rehab Center
- Healing Waters Resort
- Downtown Redevelopment/Revitalization
- "Creating that Sense of Place"
- Pedestrian Walkway/Bike trails
- Festivals and Events (1+ / month)
- Skate Board Park
- Preservation of the Lake
- Fiber Optics for Soap Lake Area
- Giant Lava Lamp & Museum
- Masquers Theater
- Calling the Healing Waters Sculpture
- Soap Lake Conservancy Interpretive Center
- Community Clean Up –
- Water & Sewer Facilities
- Boat Launch

## 4. MARKET ANALYSIS & TARGET MARKETS

Soap Lake serves as a commercial center for both local and visitor markets. Based on the vision and goals identified in the previous chapter, this section provides an analysis of potential markets for both existing and future businesses in Soap Lake.

### Local Residents of Soap Lake & Primary Trade Area

Chapter 2, Existing Conditions, provided information about socio-economic trends in Soap Lake. Key points about the local residents of Soap Lake are the following:

- Soap Lake residents are generally older, and have lower income, than Soap Lake residents of surrounding communities and the county.
- More affluent residents are moving to subdivisions in the area surrounding Soap Lake, and to view lots overlooking the lake.
- The community is growing, and becoming more diverse, with new residents from eastern Europe, Latin America, and western Washington.

The primary trade area for Soap Lake includes all of the area within a 25-mile radius of the City. The population of that trade area is more than 30,000 people. There are business opportunities to provide niche-oriented goods and services that fill needs currently unmet within the trade area. Effective community promotional efforts will be critical to the success of businesses in Soap Lake.

### Tourist Markets

Several recent studies, along with data compiled by the consulting team, provide a picture of tourist markets that are traveling to, through and near Soap Lake. The following paragraphs summarize key findings from those studies.

#### Highway 17 Travelers

In summer 2000, a survey was conducted of travelers on Highway 17 to determine their origins, activities, economic impact and characteristics. Key findings were the following:

##### Key Facts

- From July to October 2000, 70% of travelers on Highway 17 were visitors from outside the region (non-residents)
- One-third spent the night in the Highway 17 corridor
- Average age: 42 (one-third were age 35-54)
- Average household income: \$69,789
- 51% were families traveling with kids
- Average length of stay in the corridor: 3.6 nights
- Half of the overnights involved camping (2/3 of those used RVs)
- The most important reason(s) for the visit: outdoor recreation (46%), historic/cultural site (45%), tour Highway 17 (40%), visit friends/family (36%), view wildlife (21%), and business (14%)

##### Visitor Origins

- The top 5 states of origin were WA (54%), CA (5%), OR (3%), ID (2%), and FL (2%)
- Texans were 2% of overnight visitors

- Top WA counties: King (27%), Snohomish (15%), Pierce (11%), Spokane (7%), Benton (5%), and Kitsap (5%)
- Top cities of origin: Seattle-Tacoma (44%), Spokane (10%), Yakima/Pasco (6%), Portland (5%), and Los Angeles (3%)
- 10% of travelers were international visitors; 78% of those were from Canada, and other notable countries represented were the U.K., Australia/Oceania, Germany, and the Benelux.

Activities of Overnight Visitors

(Note that data was collected from July through October only, so some activities, such as hunting and fishing, are under-represented on a year-round basis.)

- Sightseeing/driving tour 34%
- Visit historic/cultural site 24%
- Shopping 36%
- Hiking 35%
- Wildlife viewing 31%
- Water sports 28%
- Fishing 22%
- Boating 19%
- Festival/event 17%
- Bird watching 13%
- Golf 10%
- Cycling/mountain biking 9%
- Hunting 4%

Influencers on trip planning (“very important”):

(Note that media advertising is not a significant influence)

- Friends & family 73%
- Internet 54%
- Chamber/CVB 15%
- State tourism office 13%
- AAA 9%
- Direct mail 8%
- Magazine 6%
- Newspaper 6%
- TV 6%

Use Internet for:

(Note that nearly half of visitors are making reservations online)

- Travel info 82%
- Info this trip 71%
- Rates 45%
- Reservations 45%

Influencers on local itinerary planning

- Word-of-mouth 50%
- Visitor Center 44%
- Brochure 43%
- Info at lodging facility 24%
- Magazine 16%
- Billboard 14%
- Newspaper 9%

Part of visit includes a tour of the park 5%

Amount of time itinerary extended:

- 1 day 31%
- Several hours 29%
- Not much time 39%



### Conclusions & Implications

The Highway 17 study indicates that in order for Soap Lake to capture more revenues from visitors in the area, the community needs to consider the following:

1. Signs that provide information about directions, visitor services, businesses and points of interest are critical since 70% of travelers are non-residents.
2. Signs on Interstate 90 and on Highway 17 at Moses Lake should list Soap Lake, not just Ephrata and Coulee Dam.
3. Services, activities and amenities for children are needed (and need to be promoted), since more than half of traveling parties include children under 18.
4. Accommodations and services in Soap Lake need to be promoted via the Internet, in traveler guide books (Washington, Pacific Northwest, AAA, etc.) and via brochures distributed at all visitor centers along I-90 and Highway 17 from Missoula to Seattle and Othello to Coulee Dam. Soap Lake brochures also should be distributed in the Tri-Cities, and at other spas/resorts/hot springs in Washington, Idaho, British Columbia, Oregon and Montana.
5. The Soap Lake web site and brochure need to promote the community and region positively, and link to individual business and attraction web sites. If possible, online reservations should be available to customers.
6. Prescribed activities with maps and descriptions, such as suggested driving tours, wildlife viewing trails, mountain biking trails, boat rentals, historic/geologic tours, etc., will encourage visitors to stay longer (and spend more money).
7. The Soap Lake Chamber and visitor center need to be open longer hours (preferably 7 days/week during peak season), and be more aggressive in promoting Soap Lake via press releases to targeted publications.
8. Travelers seek shopping opportunities, and have money to spend. However, shopping currently is limited in Soap Lake. More locally-made products and guidebooks about the area are needed to attract visitor spending, but they also need to be sold year-round online and to local/regional market in order to survive off-peak seasons.
9. Soap Lake must seek regional partnerships with other communities and area attractions, such as the Coulee Corridor entities, in order to market effectively to potential visitors.
10. Local residents are a key information source for visitors, so local/regional residents need to be informed about Soap Lake's attractions, and have a positive impression to share with friends and family planning to visit.

### Visitor Counts

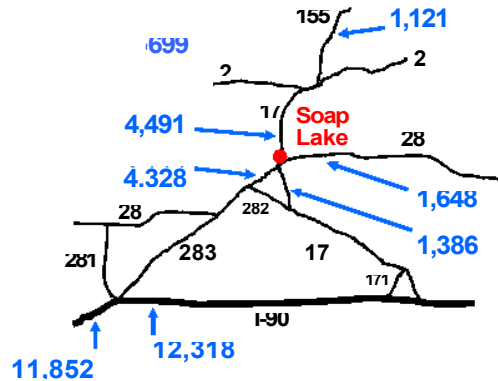
Figure 4.1 shows average daily traffic counts for 2003 on key highway segments surrounding Soap Lake. The largest percentage growth from 1992 to 2003 was on Highway 155, traveling north to Coulee Dam.

Despite the increasing traffic, many key recreation sites in the region experienced declines from 1998 to 2003. Some of the decline is attributed to general statewide decline in tourism after September 11, 2001, and some is attributed to economic factors. In conversations between the consulting team and site managers, it appears that declines at State Parks also may be attributed to new/increased fees collected from visitors to the Parks. A summary of trends at key sites is as follows:

Average

- Visitor numbers at the Gorge Outdoor Amphitheatre at George declined from 1998 to 2003
- Visitor counts at Grand Coulee Dam declined steadily from 1998 to 2003/2004 (down 60,000+ per year) – increased security and limited access after 9/11 was a factor
- From 2001 to 2003, visitation declined by 306,768 at Steamboat Rock State Park, increased by 171,320 at Sun Lakes-Lake Lenore State Park, and declined by 231,276 at Potholes Reservoir State Park.

**Figure 4.1: Traffic Counts Surrounding Soap Lake, 2003**



Traffic Volumes are WSDOT estimates for average daily traffic volumes based on a 3-day traffic count, which is projected out based on a system of factors. Source: WSDOT 2003 Annual Traffic Report.

### Conclusions and Implications

Despite declines in visitation at some sites, overall traffic counts increased slightly over the past decade. During peak summer months of July and August, average daily traffic is nearly 2,000 vehicles higher than in January and February, primarily as a result of tourist traffic. This growth in traffic, and spike during peak tourist season, indicate that there are opportunities for Soap Lake to capture more tourist trade.

**Wine Country Visitors**

A recent study of visitors to Washington’s “wine country” (Counties of Yakima, Benton, Franklin and Walla Walla) revealed that these visitors would be a desirable target market for Soap Lake and the Coulee Corridor. Some of their characteristics are similar to Highway 17 travelers, and they are interested in the type of attractions that the Corridor offers. Since they are near Soap Lake already, they are a potential source of additional visitors. Some key findings from the study are the following:

<u>Origin of Wine Country Visitors</u>		<u>Number in Travel Party:</u>	
Washington	60%	(Note that most are couples or family groups)	
Oregon	8%	1	9%
California	5%	2	40%
Idaho	3%	3	11%
Texas, Montana	2% ea.	4+	40%
Colorado, Florida	1% ea.		
Arizona, Minnesota	nearly 1% ea.	<u>Primary Reason for Visit:</u>	
International	4%	Friends/family	35%
(Canada 57%, U.K., Australia, Mexico)		Visit winery*	31%
		Business	18%
		Historic/cultural	8%
		Outdoor recreation	5%
<u>Age of Wine Country Visitors</u>		<u>Activities During Trip:</u>	
(Note that half are Baby Boomers)		Visit winery*	79%
20-34:	21%	Sightseeing	47%
35-54:	49%	Shopping	35%
55+:	29%	Historic/cultural	23%
		Family event	18%
		Festival/event	17%
		Hiking	13%
		Golf	12%
		Wildlife viewing	10%
<u>HH Income</u>			
(Note that more than half earn \$75,000+)			
< \$35,000	13%		
\$35-\$50,000	12%		
\$50-\$75,000	21%		
\$75-\$100,000	19%		
> \$100,000	36%		

\* Note: Surveys were distributed at wineries.

Conclusions and Implications

The results of the wine country study, when combined with those of the Highway 17 study, indicate opportunities for Soap Lake and the Coulee Corridor:

1. Western Washington, Spokane and the Tri-Cities are key target markets. Oregon (Portland), California and Idaho also are important markets, as are Canadian, British, German and Australian travelers.
2. One-third to one-half of targeted travelers are age 35-54. More wine country travelers tend to be couples and groups (4+ people).
3. Many non-resident visitors are in higher income brackets, and shopping is a primary activity during their travel.
4. Guidebooks and interpretive information is important for travelers interested in history, culture, geology and wildlife.
5. Friends and family are key motivators for travel, so marketing a consistent, positive image to local/regional residents is important.

## Soap Lake's Competition

The consulting team conducted an inventory and analysis of destinations throughout the Northwest that feature spas, hot springs and mineral baths. There are more than ten such facilities in Washington, twenty-seven in Oregon, more than twenty in Idaho, and more than thirty in British Columbia.

Specifically, the consulting team looked at the following regional spa/water resorts to identify common attractions and amenities:

- . Ainsworth Hot Springs, B.C.
- . Semiahmoo Resort, Blaine, WA
- . Sun Mountain Lodge, Winthrop, WA
- . Potosi Resort, Pony, MT
- . Salish Lodge & Spa, Snoqualmie, MT
- . Symes Hot Springs Hotel & Mineral Baths, Plains, MT
- . Chico Hot Springs, Pray, MT

Number of Spas and Hot Springs Resorts in the Pacific NW:	
Washington	10+
Oregon	27
Idaho	20+
British Columbia	30+

The key attraction at each facility is year-round access to warm water (hot springs/baths, outdoor pool), and accompanying therapeutic amenities (day spa/salon, sauna, therapy, massage, yoga/tai chi classes). The facilities offer varying levels of lodging and food and beverage service, with several featuring specialties such as organic cuisine, an extensive wine cellar, retail stores, entertainment, fitness center, recreation trails, equipment rentals (boats, bikes, cross-country skis), and meeting rooms.

The category of facilities range from rustic to luxury, with lodging priced from \$49 to \$400+/night, and spa treatments/massage from \$30 to \$275. The only facility offering public swimming is Ainsworth Hot Springs. Their entry fees are \$7 for a single entry, or \$11 for a day pass (discounts are available for seniors/kids).

The luxury category facilities generally are located in areas with good access to a major airport and other cultural attractions (shopping, dining, entertainment), or near other outdoor attractions, such as mountains and ski resorts. The rural or remote facilities tend to be more rustic and moderately-priced.



Facilities at Ainsworth Hot Springs include an outdoor pool, hot pool, caves, hotel, restaurant, massage, retail store, and lake activities (boating, beach, swimming, etc.).

## Soap Lake's Niche

A determination of Soap Lake's niche in the marketplace is based on several key factors:

1. Input from Soap Lake citizens (to identify the type of visitors they wish to invite as guests in their community);
2. An assessment of Soap Lake's strengths, weaknesses, opportunities and threats;
3. An analysis of existing markets as described in the sections above; and
4. An assessment of Soap Lake's competition and competitive advantages.

Considering the above factors, Soap Lake's niche can be described as follows:

- Healing waters & mud (more than just hot water)
- Unique history & geology
- Uncrowded, off-the-beaten-path
- Moderate to higher-moderate pricing
- Tie-in with Coulee Corridor, wine country tours
- Outdoor recreation and wildlife
- Family-oriented



## Primary Target Markets

Soap Lake has potential to attract a variety of target customer markets; however, in order to maximize limited resources, six primary demographic markets and six primary geographic markets have been identified for concentrated marketing efforts. The targets are described in greater detail on the following pages.

### Demographic Targets:

- Spa-Goers
- Healing Seekers
- Heritage & Cultural Travelers
- Outdoor Recreationists (incl. Sportsmen)
- Families / VFR Travelers / "Locals"
- Researchers & Resource Managers

### Geographic Targets:

- Seattle-Tacoma
- Spokane
- Wine country (esp. Benton County) residents & visitors
- Portland
- British Columbia
- California



## Details of Target Markets

The following sections provide more information about the demographic target markets listed above: Spa-Goers, Healing Seekers, Heritage and Cultural Travelers, Outdoor Recreationists, Families/VFR Travelers, and Researchers/Resource Managers. Each of these markets requires targeted promotion efforts with appropriate messages to attract them to Soap Lake.

## Spa-Goers

In 1999 and 2003, the International Spa Association (ISPA) sponsored in-depth studies of people who visit spas of different types (destination spas, resort spas, cruise ship spas, club spas, day spas). According to the findings, 1-in-5 Americans age 16 and older, or 44.9 million people, visited a spa in the past 12 months. Of those, 25.6 million were visitors to day spas, and 16.2 million were visitors to resort/hotel spas, followed by club spas, mineral springs spas, medical spas, and destination spas.

### Destination/Resort/Cruise Spas (vs. Club/Day Spas)

The following are key facts about visitors to destination/resort spas:

#### Characteristics:

- 65% are female (vs. 85% for Day Spas)
- 39% are college graduates (41% some college)
- 66% are married
- 31% earn \$45,000-\$75,000, 27% earn less than \$35,000
- 54% are “Boomers” (age 34-52)
- Majority of spa-goers consider themselves to be in good or excellent health, but worry about health concerns (what they eat, getting enough exercise)
- 51% are “average” weight, 39% are “above average” weight

#### Behaviors:

- Spa-goers exercise at least twice per week
- 71% take long, vigorous walks; 50% ride a bike (or stationary bike)
- 65% take vitamins
- 61% limit their fat intake
- 44% are looking to reduce stress in their lives
- 41% say that their looks are very important to them (15% will “do whatever it takes” to look younger)
- Spa-goers are frequent travelers, and would spend \$200 of discretionary money on dining (48%), spa (45%), travel (45%), shopping (42%)

#### Motivation for Visiting a Spa:

- Primary motivation for destination spa-goers: RELAXATION (61%), followed by pampering, stress reduction, weight loss, health reasons, and exercise/fitness
- Nearly one-quarter visited a spa for a special occasion
- One-third of spa visitors received a gift certificate from a friend/relative or colleague
- Nearly all spa-goers are most likely to visit a spa while on vacation, over a holiday, or while on a business trip
- Among previous spa/resort visitors, 25% of adults are interested in future visits to a resort/hotel spa, 23% to a cruise spa, and 20% to a destination spa
- Most desirable destination spa offering: warm weather climate (70%)
- Other preferred amenities: healthy meal choices (56%), spa facilities (42%), workout facilities (37%)
- 52% used the Internet to obtain spa info; 6% to purchase spa products

### Day Spas

Most day spas are located in urban areas, and cater to professional women. In contrast to destination spa visitors, day spa visitors are younger, more affluent, have a higher education level, and are 87% white.

Spa visitors in Soap Lake would most likely have characteristics consistent with destination or resort spa visitors.

### Spa Industry Trends

In 2004, the ISPA conducted a Spa Industry Study to determine trends in the spa business, and projected growth. Key results are the following:

- The spa industry is the fourth largest leisure industry in the U.S. (spa revenues are higher than amusement/theme parks, motion picture box office, and ski resorts)
- As of July 2004, there were 12,000 spas in the U.S. (a 25% increase from 2002):
  - 8,700 are day spas (up 20% from 2002)
  - The remainder are resort spas (2nd) and club spas (3rd)
  - The region with the most spas is the northeast U.S. (2,800, 36% growth since 2002), followed by the southwest (+11% since 2002)
- 2003 spa industry revenue was \$11.2 billion (up from \$10.7 billion in 2002); day spas earn half at \$5.4 billion
- The total number of U.S. spa visits in 2003 was 136 million (81 million were day spa visits) ○ This was a decrease from 2001 due to time crunch (especially parents with kids under 18 and people working, who are the majority of spa-goers)
  - Spa-goers visited slightly fewer times, but spent more time once there
  - Spas are responding by offering shortened versions of treatments (lunch hour), and treatment during corporate retreats
- In 2003, the average spa had 11,600 visits (223/week):
  - 43% are new clients (though they may be former spa-goers)
- More spas are offering special treatments for men
- There is increasing interest in local and indigenous spa experiences (incorporating local plants, native traditions, mud, etc.)
  - Combination of massage and yoga, with pilates-like overtones
    - Loose-fitting clothing vs. traditional massage therapy
- Adult children are introducing parents to spa benefits
  - Gifts for birthdays, anniversaries, Mom's/Dad's Day
  - Gen Xers are introducing Baby Boomer parents (44-79)
- Hydrotherapy is growing (a safer introduction to those who are nervous about massage)
- More focus on relaxation, therapeutic for body/mind, wellness (less on the pampering)
- Keep It Simple: avoid excessive choices to avoid overwhelming new spa-goers:
  - Consumers appreciate spa menus that are simple, basic and short (seek dependable, reliable experiences)
  - Better loyalty with simplicity (customers ask more questions)
- Customization increasing in decision-making (therapist-driven customizing of treatment)
- For new spa-goers, better initiation/guidance is needed (human interaction in response to uneasiness about what is expected, confused/ anxious about how to behave, clothing issues, "exit" experience, etc.)
- Key influencers of spa selection: Location, Atmosphere, Quality of treatment, Friendliness of staff
- Most popular locations: In a hotel/resort (71%), On a cruise ship (59%), In a fitness club (47%), In a beauty salon (44%), On a beach (38%), In a medical office (20%), In a shopping mall (14%) or department store (10%)

## **Healing Seekers**

Healing seekers are people with specific ailments seeking relief from Soap Lake water and mud treatment. Treatable ailments include Psoriasis, Berger's Disease, Arthritis, etc. The ailments cross demographic and psychographic lines – these customers have significant cross-over demographics with spa visitors, but not universally. The trend in natural healing (especially in Europe and urban areas) makes Soap Lake more appealing to this market segment. In general, the focus of these customers' trip is healing, rather than simply relaxing or vacationing. They often have special needs related to privacy, in-room services such as meal delivery, and information or services from medical professionals related to their ailment.

## **Heritage & Cultural Travelers**

These travelers are the largest and fastest-growing segment of the tourism industry world-wide (they represent 81% of all U.S. adults who travel). They desire to experience cultural, arts, historic and heritage activities. They spend more money than the average tourist: \$623 per trip vs. \$457, excluding transportation, and they have a higher level of education and income than average. They also are older than the average tourist (Americans over 50 represent 80% of all leisure travel, and control 75% of the nation's wealth).

These travelers seek quality and authenticity (not a "Disney" version of attractions): 30% are influenced by specific historic/cultural event or activity. They are more likely to take longer trips (7+ nights), and include air travel, rental car and a hotel stay. They will extend their stay to experience history or culture, and seek trips where they learn something new. Their hobbies and interests influence their travel decisions. They like destinations with historical significance, and value cultural experiences such as visiting a museum, historic site or landmark, or attending a cultural event or arts performance.

### **Outdoor Recreationists (including Sportsmen/women)**

Outdoor Recreationists are travelers who prefer activities such as:

- Passive recreation (walking, hiking, golf, bird-watching)
- Soft adventure (skiing, sailing, horseback riding)
- Hard adventure (whitewater, diving, off-road biking)
- Sportsmen's activities (fishing, bird and big game hunting)

This customer segment prefers natural environments, places to see wildlife, exercise, and enjoy the outdoors. Rural areas are especially appealing, if accommodations, services and wayfinding/information are adequate (lodging, dining, campgrounds, signs, trails, maps, etc.). Many of the current Highway 17 travelers are in this category, but Soap Lake is not capturing them effectively. Specific packages, services and information targeting these travelers could increase the time (and money) that they spend in the community.

## **Families and VFR Travelers (Visiting Friends & Family)**

Family travelers include parents with kids, multi-generation groups, multi-family groups (friends & family), reunions, etc. They seek fun, togetherness, exploration, discovery, and learning. Their primary trip purpose is Visiting Friends & Relatives – so they are often repeat visitors, and they seek nearby activities, entertainment, dining, sports, etc.



### **“Locals”**

The Grant County population has grown by 24,000 since 1990 (an increase of 44%), and Soap Lake citizens are generally older than those of the county or state (the overall county population is younger than the state average). Soap Lake has significant ethnic diversity: 12% of residents speak an Indo-European language at home; 10% speak Spanish. The community has a significant number of residents on fixed incomes and in lower income brackets.

Soap Lake seeks to improve its economy by increasing tourism to the area. Locals are a potential sales force to draw VFR travelers, meetings/conferences, reunions and other visitors. However, locals seek to appreciate the quality of life in their own backyard — to take advantage of the area’s assets. Therefore, it is important to monitor the balance of rising costs and crowding for locals with development of more tourism. Growth in tourism should not destroy the quality of life valued by locals, or create a situation where those working full time can no longer afford to live in their own community. It is important that new development pays a fair rate for infrastructure services so that existing residents are not saddled with future fee increases to subsidize upgrades caused by growth.

### **Researchers & Resource Managers**

This market segment includes state and federal employees, and private sector scientists who frequent the Soap Lake area for research and land/water/wildlife management purposes. The scientists study the unique properties of Soap Lake. They are interested in data gathering/analysis, conferences, seminars, discussions, comparisons, and implications. This market segment has some similarities to outdoor recreationists, spa-goers and heritage and cultural travelers (who seek natural places, validation of Soap Lake water/mud medicinal properties, and/or learning). The marketing of Soap Lake meeting facilities to this segment could result in more year-round business for local hospitality and retail businesses, as well as increase the visibility of Soap Lake among professionals and media.

Americans over 50 represent 80% of all leisure travel, and control 75% of the nation’s wealth.
--

## Conclusions and Implications

The research related to demographic markets detailed above indicates the following for development of these markets for Soap Lake:

1. Wine country and Highway 17 travelers, as well as visiting friends and relatives of local residents, are potential spa visitors. Spouses of sportsmen/women and conference/meeting participants also are potential targets.
2. Spa facilities need to appeal to “beginner” spa visitors, with clean, approachable spa experiences and simple menus of services. Facility space design, lighting, furnishings, décor, music and scents should appeal to existing traveler market segments, local residents (or their visiting friends/relatives) and resort-type customers. Experiences that are too advanced, rustic or exotic will not appeal to many targeted customer segments.
3. Spa experiences could be sold as packages combining other outdoor experiences, such as hiking, boating or bicycling. Retail opportunities related to spas include health and beauty products, health food and exercise accessories.
4. Soap Lake spa experiences should incorporate not only Soap Lake mud and mineral water, but also other indigenous materials, herbs and foods.
5. Soap Lake dining experiences need to complement the health-oriented niche of the destination by offering smoke-free environments, healthy menu choices and comfortable décor that showcases views of the lake and natural surroundings.
6. Promotions that incorporate special occasions with packages and gift certificates would encourage new customers.
7. Soap Lake should work with local medical professionals to solicit articles about Soap Lake’s healing properties in medical, alternative medicine and other trade journals.
8. The area’s rich history and geology needs to be interpreted and showcased for visitors to learn and discover.
9. Soap Lake can target sportsmen through outdoor writers, shows, web sites, fish & wildlife publications, trade journals and sport shops. Tournaments and other events draw customers and publicity.
10. Local residents should be encouraged to invite organizations for meetings or reunion gatherings, coordinating with the Chamber to provide contact information and send materials.
11. Local agency managers and the Soap Lake Conservancy should work to encourage meetings of scientists and resource managers, coordinating through the Chamber for information. They also should seek opportunities for showcasing ongoing research about Soap Lake’s unique properties.

The next two sections of this Master Plan provide specific actions and recommendations for development and marketing of Soap Lake based on the market analysis in this section.

## 5. KEY PROJECT EVALUATION

At the time of this Master Plan several key projects were already in progress or being pursued by Soap Lake community groups. As a guide for consistent and strategic action in Soap Lake, the Master Plan seeks to address these key projects with recommendations. However, because significant independent momentum is behind these key actions, recommendations on the topics are delicate and must be balanced with the preferences of sponsoring community groups. This section carefully weighs alternative locations for three key projects to illustrate the team's reasoning for recommendations:

- The City of Soap Lake requested that the Master Plan recommend an appropriate location for a public / private partnership spa facility, in which the City would own the land and a private operator would run the facility. Fees for services would provide operation funds. Concurrent with the Master Plan, the City of Soap Lake received funding for a Spa Feasibility Study that would serve to further define the program.
- The idea of a giant Lava Lamp, whether real or virtual, is an important part of Soap Lake's notoriety. During this study members of the Soap Lake community obtained a pseudo giant Lava Lamp from Times Square in New York City. Although it is not clear that funds will become available to erect the Lava Lamp in Soap Lake, the City of Soap Lake has requested that the Master Plan recommend criteria for its location.
- A new skateboard park was identified on the list of projects during the 2003 WACERT Symposium. The Camas Bowl in East Beach Park is being examined by the City as a potential location. The development of an East Beach Park Master Plan would give guidance to how the skateboard park would fit with the other activities and the identity of East Beach Park. This Soap Lake Downtown Master Plan study suggests alternative locations.

### Soap Lake Spa Facility

#### Background

Prior to and during the development of this Soap Lake Downtown Master Plan, the Soap Lake community has been actively investigating the potential for the development of a Spa. One spa developer from Calistoga, California has been in contact with the steering committee, has visited Soap Lake to meet with community leaders, and has provided a financial model for a spa development of a specific size and configuration. The site being considered for this model is 'Site 2' in Figure 5.1 – the location at the end of Canna Street at the entrance to East Beach Park. Site 2 was considered because it is currently owned by the City, is directly adjacent to public waterfront, has adequate utilities serving the site, and is visible from the highway.

#### Program Understanding

Although a complete program will be developed as part of the upcoming Spa Feasibility Study, at the time of this writing there has been interest expressed in linking the Spa with the following other facilities:

- Interpretive center. Public access to information about regional history and the geographic significance of the Great Missoula Flood.
- Soap Lake history / heritage center especially as related to the lake, including Native American Heritage.

- Scientific Research Center to allow for data and research to be collected by research scientists concerning the scientific implications of the unique water content – particularly the recent discovery of new life forms.

The community’s vision for the spa portion of the facility would emphasize the public access and enjoyment of the unique properties of Soap Lake water and mud as well as wellness and recreation. The preliminary program includes the following:

(To be determined more specifically through a Spa Feasibility study)

- Moderately sized building to house indoor spa, massage, and sale of Soap Lake memorabilia and products. (approximately 5,000 to 10,000 square feet).
- Indoor/outdoor year round pool with areas for soaking.
- Lounge chairs for outdoor seating, mud-bathing, and sun-bathing.
- Environmentally sensitive outdoor rinse area.

### Spa Location Alternatives

**Figure 5.1: Spa Location Alternatives**

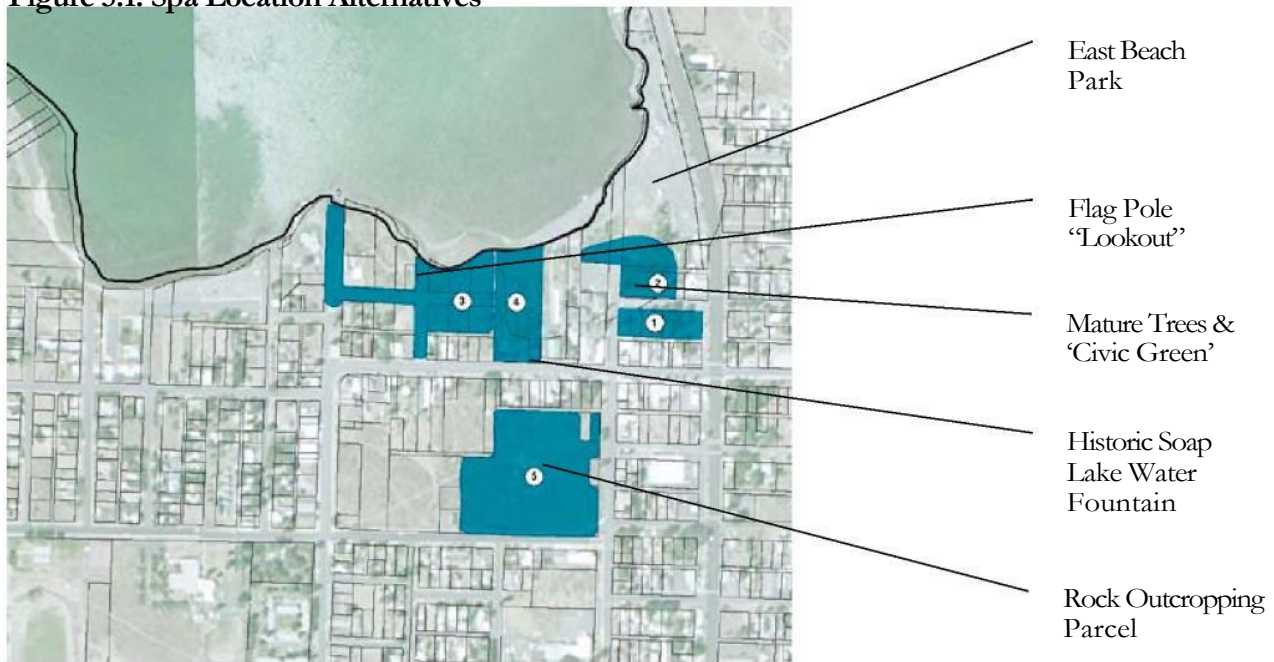


Figure 5.1 Location Alternatives identifies five sites, all of which are near the downtown core area, which the consultant team identified as alternative locations for the spa facility. Since all sites are within the “walking core” of the downtown, it is thought that all would contribute to the economic stimulation of the downtown. Sites were evaluated based on the following criteria:

- Ownership considerations including the willingness of the existing owner to support the development.
- The potential of the site to meet anticipated program requirements. If a site is too small to accommodate a large program or has restrictions based on its unusual configuration, these factors are noted. A more refined program based on a more in-depth analysis of the target market for the Spa is expected to be a product of the upcoming Spa Feasibility Study.

- Existing site infrastructure including ease of access and provision of utilities. Factors to consider include the ability of the existing roads serving the site to accommodate the development.
- Visibility of the site.
- Ability for the site to have a sense of entry.
- “Fit” of the site into the existing pattern of development downtown.
- Ability of the site to serve as an economic generator for the whole downtown core.
- Quality of access to waterfront.

## Findings

Although the consultant team initially investigated the recommended ‘Site 2’ as the preferred location for the Spa, a closer analysis of the larger context of the downtown and consideration of the vision and goals of the project has made apparent the following disadvantages to the site:

- The site’s location is valuable to the community as open space – one of the rare locations where a strong connection between the downtown and the lakefront can be made.
- The use of the land as a spa would take away park land that could be potentially used for other park purposes such as festivals and recreation.
- If the lakefront oriented infill businesses are built with their backs to the existing buildings on Main Ave, the future build-out capacity would create congestion at the end of Canna Street.
- It is unclear whether Site 2 would have the best visibility as viewed when traveling through Soap Lake on SR17.

Based on the aforementioned site evaluation criteria, Site 2 would make a valid second choice compared to Site 4. Site 4 is the recommended site for the following reasons:

- Site 4 would be centrally located along Main Ave, with 210’ of frontage, such that it would have the potential to provide economic stimulation to the already developed east end of Main Ave between Canna Street and Daisy Street (SR 17) as well as to the west where future improvements are targeted.
- Site 4 would have the potential to continue the urban form of Main Ave further toward the west either through a building directly abutting Main Ave, or, similar to the Inn at Langley in Langley, Washington, through a defined entry feature abutting Main Ave. It is likely that the spa would be oriented toward the lake edge.
- Site 4 has a very high quality lakefront orientation in that it is centrally located along the lake edge, as opposed to a corner lake location as in Site 2.
- Site 4 contains the asset of the historic Soap Lake water well, which could be enhanced as part of the entry to the site.
- The central location would help facilitate economic generation for both the east and west sides of Main Avenue.

## Pros and Cons

### Site 1

Description: Six parcels along 1<sup>st</sup> Ave NE between Canna Street and SR 17. Single ownership. Two existing residences. Potential opportunity to provide lakefront oriented businesses uses such as restaurants with view dining.

#### Site 1 Pros

- Central Location to existing downtown businesses.

- Direct access from SR 17.
- Limited visibility from SR 17.
- Proximity to East Beach Park.
- View opportunities to the Lake and Coulee beyond.

#### Site 1 Cons

- Site is relatively narrow and long.
- Need to maintain service access to rear of businesses that front Main Ave.

### **Site 2**

Description: East Beach Park at end of Canna Street. Serves as entry point for Park. Large Birch trees and existing concession stand and public restrooms are on site.

#### Site 2 Pros

- Central location
- Limited visibility from SR 17
- Public ownership
- Strong relationship to the Lake edge
- Past studies have indicated that adequate utilities for future expansion exist to the site.

#### Site 2 Cons

- Potential for traffic congestion
- Site may not be large enough for functions and expansion without removal of existing mature Birch trees, existing park concession stands, and expanse of lawn area.
- Development as private use would take away land from broader public use of East Beach Park and substantially reduce the City's only major civic green.

### **Site 3**

Description: Site consists of public rights of way for future undeveloped streets and several undeveloped parcels owned by a single Western Washington owner.

#### Site 3 Pros

- Potential access to site from near public library to flagpole.
- Rocky unimproved open space with impressive position and view of lake and Coulee beyond.
- Quiet location with natural beauty and beach cove below.
- Presence of storm sewer / utility in street right of way.

#### Site 3 Cons

- If developed, natural beauty of rocky edge would be lost.
- Rock outcrop is somewhat difficult and costly to develop.
- Existing landowner is not interested in the development of this property for long-term public use but instead sees value in developing privately, possibly for centrally located lakefront residential. Landowner has secured an agreement with the City that would keep the roadway access available.

#### Site 4

Description: Site consists of two parcels with two private owners along Main Avenue and a large parcel along the lakefront owned by the City. The City owned parcel has historically been used as hydrologic overflow area



#### Site 4 Pros

- ~ Central Location along Main Street could help spark development further west on Main Avenue and reinforce the overall downtown character of Soap Lake.
- ~ Potential to develop in keeping with the traditional Main for Soap Lake.

*facade near the street and parking behind*

Historic Soap Lake Water Fountain at entrance to Site 4.

- Historic well to access Soap Lake Water makes an interesting feature at front.
- Quiet location with access to natural beauty and beach cove below.
- Presence of storm sewer / utility in street right of way.
- Both existing landowners see value in development and would support this location. One property owner has indicated they would consider sale at market value.

#### Site 4 Cons

- Development model would need to absorb the cost incurred to obtain the land
- One landowner has indicated they would sell the land with the condition they be allowed an access easement to the waterfront for use by their future development.

#### Site 5

Description: Eastern portion of large rocky site.

#### Site 5 Pros

- Terrific views to the lake and beyond due to elevation.
- Unusual condition of large parcel in single ownership in close proximity to downtown. Parcel size could provide options.
- Additional expansion opportunities may be possible with vacant land to west.

#### Site 5 Cons

- No sewer currently serves the site, and provision of utilities may be costly, though not impossible due to rocky nature of the site.
- Existing owner is interested in the maintaining the rights to future development of the site.

#### Soap Lake Spa Community Concept

There has been much discussion in the interviews, Open House, and among the Soap Lake Steering Committee about the encouragement of additional spa facilities of varying types to locate in Soap Lake in the long term as the healing community and tourism aspects of Soap Lake are further developed. Essentially, the

success of the public – private partnership Spa would serve as a catalyst to attract additional spa facilities. Objective EM4 “Work with investors/developers to encourage and enhance spa facilities and amenities” provides an action to seek investors for other spa facilities.



## Lava Lamp

The idea of a “World’s Largest Lava Lamp” to be 65’ tall has garnered much publicity for the Soap Lake community. Conceived as a “Big Idea” to attract attention, the Lava Lamp has existed as a “virtual lava lamp” and has had a generally positive affect on Soap Lake. This is largely due to the high quality of artistic work that has been produced to advertise the Lava Lamp. Also, the Lava Lamp is associated with a very profitable and popular Harley motorcycle event, the Lava Lamp Run to the Sun. Several community members interviewed have associated the Lava Lamp idea with positive energy and hope for a more active future for Soap Lake. However, there has been some concern that if the Lava Lamp were to actually be built, it may be considered “not serious and sophisticated” by high-end spa market sectors, potentially causing avoidance in bringing spa businesses to Soap Lake. It may also be considered a novelty to observe briefly then move on by tourists resulting in minimal “capture” for the investment. There are some who consider a built Lava Lamp to be incompatible with the natural surroundings.

Therefore, if the Lava Lamp were to shift from being an idea only to being a real, tangible object, it will be important for the community to have established design criteria that.

At the time of writing of this Master Plan report, the consultant team has learned that a tangible “temporary Lava Lamp” – 50’ tall by 27’ wide at the base has been brought to the Soap Lake area. The lamp had served time as a Marquee Lava Lamp designed to be suspended from a building over Times Square in New York City. The pseudo-lamp contains a Target Stores logo, which would be replaced by the Soap Lake logo. The temporary lamp was donated to the City of Soap Lake, and was approved by City Council with the condition that a means to pay for the installation and on-going maintenance of the lamp be provided prior to installation, and that the location be consistent with the recommendations contained within this Master Plan.

### Lava Lamp Location and Design Criteria

If the “temporary Lava Lamp” were to be erected, and/or if a “World’s Largest Lava Lamp” were to be built, city leaders have expressed interest in locating it near the walking core, behind the gazebo at the corner of Main Ave and Canna Street. The consultant team recommends the following location considerations be made:

- Consider how the Lava Lamp fits with the overall identity of Soap Lake as a Healing & Wellness Community. A preferred final location of the Lava Lamp might be further outside of the central blocks of the Soap Lake business district, possibly at the Division Street end of Main Ave to the large rocky land between Main Ave and 2<sup>nd</sup> Ave South, assuming existing property owners would sell or allow their land for the use. Locating the Lava Lamp away from downtown would minimize the chance of the downtown core being “overshadowed” by the Lava Lamp.
- In order to entice visitors to stay in town for a while, the Lava Lamp should be located where visitors to the Lava Lamp would need to maneuver through town, being given the opportunity to “stay awhile” to patronize Soap Lake stores and restaurants. If located on SR 17 or close to the intersection of Main Ave and Daisy Street, the visitor might just view the lamp and go on their way.
- Consider locating the Lava Lamp in a park-like context, which would provide a buffer to neighboring properties.
- Minimize incompatible adjacencies by requiring a public design review process to include notification of neighbors to address such factors as access and parking, compatibility with adjacent uses, blocked views, the impact of light and glare, ADA requirements, and IBC requirements for any associated proposed building.

- Consider the health, safety, and welfare of the visitors. Adequate and well-lit parking and wayfinding should be provided. The attraction should be resistant to vandalism including spray-painting. The attraction should be engineered to withstand heavy wind loads.
- Specific to the temporary lava lamp, a support structure would be required. If this support structure is a viewing tower, ensure that applicable codes, such as ADA (Americans with Disabilities Act), are met to provide access.
- Provide interpretation of the Lava Lamp to relate the Lava Lamp to Soap Lake history, and to enhance the visitor experience.
- Ensure that the permanent installation uses materials that are able to withstand the weather – sun and strong wind.
- Provide for on-going maintenance to include fresh paint when needed, and to ensure that the surroundings are clear of litter.

### **Skateboard Park (Skater Park)**

The addition of a skateboard park is viewed by members of the community as a feature to create a more kid-friendly Soap Lake. To enable development of a new skateboard park, this Soap Lake Downtown Master Plan study is suggesting three alternative locations are suggested:

- A proposal to build a skater park in East Beach Park has received funding from the Grant County Strategic Infrastructure Program. A determination should be made as to whether the “Camas Bowl” location, the location being considered, is appropriate for the Skateboard Park. The advantage of the location is that it is prominently located along the entry to the city. If the skateboard park were to take this location, an attractive, possibly artistic, buffer from SR 17 could create a kinetic, interesting feature. There may be alternative locations in East Beach Park for the Skateboard Park.
- Though technically in a residential district, an alternative location would be on Canna Street on school property between the McKay Youth Center and the City Hall / Police Station. Building the skateboard park here would be appropriate as long as the Youth Center continues to operate in this location. An added advantage would be the passive oversight provided through proximity to the City Hall / Police Station. As an example, the City of DesMoines, WA has located their skateboard park adjacent to their Police Station.
- A third possible location could be adjacent to the High School on school property.

## 6. ACTION PLAN

The Action Plan is based on the Soap Lake Vision Statement and Objectives that are outlined in Chapter 3 and the Market Analysis and Target Markets in Chapter 4. The action items for each Objective are presented in order from the easiest to accomplish and/or least expensive to the most difficult to accomplish and/or most expensive. The actions that must be completed first are stated prior to subsequent actions. Implementation momentum could be gained through the successful implementation of the more easily attainable action items. This momentum would carry the City through more difficult actions. For the physical locations of the items listed in this Action Plan, refer to Appendix D: Color Graphic Figures.

### Soap Lake Downtown Master Plan Objectives

The following is a complete list of Master Plan Objectives. These Objectives are not listed in priority order. Priorities of each action are provided in the action tables in the next chapter. Due to the nature of the actions, it is anticipated that many actions will take place simultaneously.

#### Urban Design Objectives:

- Objective UD1:** Improve and enhance the physical visibility of Downtown Soap Lake by creating a logical entry sequence into town while improving pedestrian and vehicular safety.
- Objective UD2:** Enhance East Beach so that it becomes an inviting “front door” to the City of Soap Lake from State Road 17.
- Objective UD3:** Improve the attractiveness and “curb appeal” of the downtown district property and businesses.
- Objective UD4:** Build a stronger connection between the City and the Soap Lake waterfront, natural scenery, and dramatic views to the Coulee Corridor region.
- Objective UD5:** Highlight the unique characteristics of Soap Lake – its History and Geology – to create a ‘Sense of Place’
- Objective UD6:** Integrate Art and Culture into the city, particularly the downtown district.
- Objective UD7:** Provide recreational opportunities to meet the needs of all target market sectors.

## **Preservation Objective (P)**

**Objective P1:** Partner with developers and conservation groups to ensure the preservation of the quality of Soap Lake water.

## **Economic Development & Marketing Objectives (EM)**

**Objective EM1:** Encourage enhancement of existing businesses, products, services and facilities to better serve target customer markets.

**Objective EM2:** Improve the visitor information system for the Soap Lake area.

**Objective EM3:** Create a strategic, highly targeted and effective marketing program for Soap Lake.

**Objective EM4:** Work with investors / developers to encourage and enhance spa facilities and amenities.

**Objective EM5:** Improve business assistance and support systems for existing and new businesses and entrepreneurs.

**Objective EM6:** Enhance events in off-peak seasons to increase business sales.

**Objective EM7:** Enhance medical and retirement services in Soap Lake to meet the needs of local residents and healing-seekers.

**Objective EM8:** Establish benchmarks (baseline data) and track results of economic development and marketing efforts to evaluate effectiveness of strategies and adjust as necessary.

## **Urban Design Objectives (UD)**

### **Objective UD1**

Improve and enhance the physical visibility of Downtown Soap Lake by creating a logical entry sequence into town through a hierarchy of streetscape improvements while improving pedestrian and vehicular safety. Improvements should reflect the unique culture, history, and natural character of Soap Lake. (See also UD4, UD5, and UD6.)

### **GENERAL INFORMATION**

A clear entry sequence is created through targeted streetscape improvements that guide visitors into and through Soap Lake and improve vehicular and pedestrian safety. Improvements are concentrated in the center of town, and will be phased as funds become available. (See Entry Sequence Phasing Plan in Appendix D: Color Graphic Figures). The Soap Lake Downtown Master Plan Illustration in Appendix D identifies the areas planned for concentrated streetscape improvements as those areas identified by a bold streetscape symbol.

For examples of fixtures and street furnishings that may be consistent with Soap Lake heritage and identity see the Urban Design Palette of materials in the Color Graphic Figures appendix. Selected examples are commercially available for cost efficiency.

## ACTIONS

- a Create an entry feature.  
Develop a highly visible and artistic “Welcome to Soap Lake” sign that would be consistent with the urban design palette of materials. Work with the Soap Lake Garden Club to initiate an artist design competition to develop a sign design. Ensure that the sign’s message is consistent with the brand for Soap Lake (see action EM3.c) Repeat the sign in the following locations (from south to north) as illustrated on the Entry Sequence Phasing Plan in Appendix D:
1. Northbound SR 17 at City Limits
  2. SR 17 and Main Ave
  3. Entry to East Beach Park
  4. Southbound SR 17 at City Limits
- b Plan for a “100% intersection” at SR 17 and Main Ave. through enforcement of the zoning code to continue the existing pattern of street edge buildings. Encourage development of buildings fronting the intersection with active uses on the remaining two undeveloped corner properties. Consider partnering with a developer to gain better control of future development on these corners.
- c Enhance existing street lights with seasonal banners, colorful hanging flower baskets (irrigated), and possibly decorative pole bases. Refer to the Entry Sequence Phasing Plan in Appendix D for a phased approach. An early phase would include existing light fixtures along SR 17 within 200’ of the “100% Intersection” and along Main Ave east of the Inn at Soap Lake, and along Canna Street to East Beach.
- d Encourage the development of landscape buffer areas along all properties adjacent to routes leading into town (as identified by the Entry Sequence Phasing Plan in Appendix D). Where sidewalks are planned, provide a landscape buffer to provide for pedestrian safety.
- Create a landscape ordinance that would require new businesses along SR 17 to provide a designated landscape buffer between the highway and their businesses to screen open parking lots.
  - Encourage existing property owners to improve the appearance of their properties leading into town through encouragement of waste removal and enhancement by landscaping.
  - Ask the Planning Commission to discuss expanding the accepted street tree palette to include a feature tree, such as the Scarlet Oak, as recommended by this plan.
  - Ask the Planning Commission to consider the revision of the development regulation to provide for street trees within public rights of ways to be maintained and irrigated by a reliable party other than individual property owners.
- e Create additional public parking areas.
1. Improve the vacant lots to the south of the Shell Station on 1<sup>st</sup> Ave SE, as a shared public parking area. Procure a formal user agreement with the landowner. Work with the landowner to develop a site plan that would be mutually beneficial. Weigh the advantages of a paved and striped lot versus a gravel parking lot. Create well lit, safe walkways between the parking lot and Main Avenue. Screen and improve the aesthetics of the backs of buildings adjacent to new parking.
  2. As the west end of Main Avenue develops, plan for screened off-road parking in well distributed locations.

f Complete a phased full corridor improvement of Main Ave. and the north end of Canna Street. See the Typical Main Avenue Enlargement in Appendix D: Color Graphic Figures. Main Ave. and Canna Street from Main Ave to East Beach will have a distinctive look and feel provided by curb pavers.

1. Reconfigure the street's lanes and parking in accordance with the Typical Main Avenue Enlargement. Rebuild the sidewalk throughout and widen the overall sidewalk width by adding pavers to define the outside edge. Create sidewalk bulbs at intersections along Main Ave. Add mid-block crossings. Reconfigure the parking on Main Ave so that one side is parallel.
2. Add shrubs, groundcover and street trees. Preserve the existing Honey Locust (*Gledisia triacanthos*) street trees and add additional similar trees to fill a regular spaced pattern. At intersections and mid-block crossings add a "feature tree", the Scarlet Oak (*Quercus coccinea*) to provide shade, seasonal color and scale. Utilize drought tolerant native desert landscape materials in landscape amenity areas.
3. Install a new automatic drip irrigation system for new street trees and landscaping, including hanging baskets.
4. Add free-standing pedestrian lighting at crosswalks. Consider adding new free-standing pedestrian lights and adding pedestrian lights to existing street light poles. Pedestrian lights should be compatible with amenities previously added to streetlights including banner arms and/or hanging flower baskets and decorative bases. If bases have not been added to street lights, add them at this time.
5. As the street is "open" while under construction, there will be an opportunity to place new and existing utilities underground. Proposed infrastructure upgrades include the following:
  - o Move existing above-grade electrical to an underground system.
  - o Establish underground electrical connections to new pedestrian lighting.
  - o Establish underground electrical connections to new automatic drip irrigation system.
  - o Soap Lake water system improvements.
  - o Municipal water.
  - o Municipal sewer.
6. Add attractive street furniture including seating to match recently installed seating at regular intervals.
7. Add trellises for shade.
8. Add interpretation of Soap Lake history and geology – see also Objective UD5.
9. Integrate public art – see also Objective UD6.

g Complete a full corridor improvement of SR 17 for the entire portion within the city limits. Improvements could be made in increasing intensity as illustrated by the Entry Sequence Phasing Plan.

1. Add banner arms and banners and/or hanging flower baskets to existing "cobra head" lighting fixtures.
2. Add decorative additions to existing "cobra head" fixtures such as decorative bases.
3. Study the possibility of removing the shoulder at the east side of the roadway to allow for sidewalks.
4. Install irrigation system.
5. Introduce a regular pattern of street trees.
6. Install pedestrian lighting at intersections.
7. Move electric and utility improvements underground.

h Complete a less intensive corridor improvement of all secondary routes leading into town such as Division, 2<sup>nd</sup>, and Canna Street south of Main Ave. Secondary routes shall have a distinctive

design as articulated by banners, pedestrian light fixture, and street trees and drought tolerant planting.

1. Add banner arms and banners to existing street lights.
2. Add decorative additions to existing street lights such as decorative bases.
3. Introduce a regular pattern of street trees
4. Install and/or update sidewalks where needed.
5. Add pedestrian lighting at crosswalks.

## Objective UD2

Enhance East Beach so that it becomes an inviting “front door” to the City of Soap Lake from SR 17.

### GENERAL INFORMATION

East Beach Park represents a tremendous community asset, serving as a critical open space link between the downtown district and the Soap Lake waterfront. The current configuration of East Beach Park could be greatly improved through the development of a comprehensive community driven Park Master Plan.

A detailed comprehensive Park Master Plan would address many critical components of the park area. A Park Master Plan would address the development of a more efficient arrangement of parking, one that would function better than the existing large undefined gravel parking area that has the potential to leach deleterious stormwater drainage into the lake. A Park Master Plan would also consider the future of existing structures and elements within the park, and would create a well ordered design with a logical visitor entry sequence and accommodation for events and activities.

Refer also to Objective UD4 – waterfront trail system.

### ACTIONS

a. Begin to secure funding and pursue the preparation of a Park Master Plan for the existing park structures, activities and parking.

b. Preserve and enhance park green space.

Preserve the existing large Birch trees and lawn north of 1<sup>st</sup> Ave N. Enhance and expand this area by providing low plantings to soften the edge while allowing the waterfront to be viewed from infill lakefront businesses. Ensure that future landscape areas are supplied by adequate irrigation system prior to installation of landscape materials.

In other areas of the park, implement landscape improvements that are drought tolerant and act as a demonstration for sustainable landscaping. Include shade trees. Landscape should adequately buffer parking area on both sides and landscape islands should be considered to break down the expanse of pavement. Add electrical and water hook-ups to the central gathering green area.

c. Install the “Calling the Healing Waters” sculpture.

Install the Calling the Healing Waters sculpture at a highly visible location in East Beach Park. Incorporate the sculpture as a focal point along the waterfront trail system. Position the sculpture within the formalized gathering area portion of the park. Feature the fundraising “bricks” in the design of the surrounding area.

d. Improve the connection between downtown and East Beach.

1. Provide an entry plaza at end of Canna Street to provide a clear entrance to East Beach and to the waterfront trail.
2. Provide a distinctive public viewing area overlooking the Lake, East Beach Park, and views to the Coulee Corridor beyond.
3. Include signage and directional (wayfinding) information about East Beach.



4. Include interpretive information on Soap Lake history.
5. Create a formalized entry to control paid access to events. Consider the use of bollards to help control the flow of activity.
6. Include focal artwork.

e. In accordance with the Park Master Plan, enhance the existing concession stand, remodel restroom facilities, and provide a covered shelter and enhanced picnic shelters. Create an enhanced and consistent aesthetic with possible unifying theme through architectural and landscape architectural enhancement.

f. Improve the East Beach parking area.

In accordance with the Park Master Plan, create a more formal and organized parking area. As an option, consider applying paving and striping. Utilize landscaping to enhance the appearance of East Beach. A well organized and efficient parking lot would provide better vehicular and pedestrian safety and mitigate the entry of deleterious surface water runoff into the aquifer and the lake. Provide at least the same amount of parking stalls in the new parking configuration as are in the existing gravel parking lot. Maintain access and maneuvering space at the north end of the park for recreation vehicles. Plan the parking area to best facilitate snow removal.

### Objective UD3

Improve the attractiveness and “curb appeal” of the downtown district property and businesses. Improvements should reflect the unique culture, heritage and history of Soap Lake. (See also UD4, UD5, UD6)

#### GENERAL INFORMATION

Interviews and the information gained at the public open house workshop strongly indicated that the majority of stakeholders would prefer Soap Lake to have a refined, well-maintained eclectic appearance. The action statements that follow call for the development of guidelines that would help ensure the development of a more attractive downtown district.

#### ACTIONS

- a. Enlist City Public Works staff to regularly remove debris and weeds from gutters, sidewalks, garbage cans in downtown district.
- b. Support the expansion of duties of SLIC (Soap Lake Improvement Crew). This existing volunteer group conducts clean-up activities in areas such as East Beach Park. Expand SLIC’s responsibilities to assist property owners with clean-up, painting, window cleaning and landscaping projects. If expansion of SLIC activities is not feasible, consider creating an alternative volunteer corps to cover the expanded activities.
- c. Implement an “Adopt-a-Window” program to create interesting and attractive displays in vacant buildings. Encourage local youth/service groups or other merchants to adopt windows and rotate seasonal displays in them. One inexpensive option may be to paper windows with attractive prints, such as enlarged historic photos of Soap Lake.
- d. Address buildings/lots that are public hazards or eyesores through incentives or enforcement of ordinances.
- e. Create building façade design guidelines. Address issues such as the use of transparent store front windows that allow activities and businesses to be seen from the street, and use of front

doors on Main Avenue making the storefronts more inviting to visitors. Also consider the adoption of a general palette of colors which could be based on the natural colors found in the desert – sands, siennas, jewel toned burgundy, blues and jade.

- f. Create sign design guidelines for businesses and attractions. Address issues such as size, use of tasteful “sandwich boards” and encouragement of the use of permanent materials and subdued lighting. Create incentives to encourage business and property owners to use them.
- g. Create a grant program or Revolving Loan Fund (RLF) for building façade improvements. Include needed repairs of deferred maintenance to improve overall appearance, as well as physical upgrading of buildings for new business uses.
- h. Evaluate the conditions of the buildings on Main Street. Ensure that there are no health, safety or welfare concerns.
- i. De-emphasize themed design motifs such as country/western.

#### **Objective UD4**

Build a stronger connection between the downtown and the Soap Lake waterfront, highlighting the dramatic views of the Coulee Corridor’s natural scenery.

#### **GENERAL INFORMATION**

One of the greatest physical challenges apparent to Soap Lake visitors -- and identified as a key point by the community -- is to build a stronger relationship between the downtown and the lakefront. Due to historic patterns of development as outlined in Chapter 2, the city does not take advantage of its proximity to the lake and its location as the “gateway” to the Grand Coulee. Downtown physically ‘turns its back’ on the lake, with businesses along the north side of Main Ave offering little or no views to Soap Lake and the Coulee beyond. The following action items are intended to allow Soap Lake to enhance and recover the City’s visual and physical connections to the lake.

#### **ACTIONS**

- a. Secure public use easements for a waterfront loop trail system.  
Where the proposed waterfront loop trail system must cross private property, the City shall work with those property owners to secure a public use easement to cross their property along the waterfront. In the area indicated on the Master Plan for future development, work with the landowner to develop a specific trail alignment that would consider access and an efficient development configuration.
- b. Make cosmetic improvements to existing downtown businesses to better orient them to the waterfront. An example is to provide an alternative orientation toward the lake for existing dining establishments where indicated on the Soap Lake Downtown Master Plan illustration in Appendix D: Color Graphic Figures.
- c. Create an interpretive waterfront loop trail system joining East Beach Park and West Beach Parks and looping back upon itself along Main Ave. (as located on the Soap Lake Downtown Master Plan illustration in Appendix D: Color Graphic Figures. The trail would connect the visitor information center with the entry to downtown Soap Lake at the end of Canna Street, to the proposed site for the new spa, and to various points of access to the waterfront. See Objective 8 – “Recreational Opportunities” for additional information about connection to the city-wide trail system.
  - 1. East Beach frontage could consist of a wide (+12’) paved promenade.

2. Between East Beach and the end of Division Street, the trail could be narrower (+5'), possibly gravel with larger local rocks bordering both sides. Along unimproved 1st Ave. SE right of way, the trail would be located to allow for long term conversion of 1st Ave SE into a paved roadway.
  3. Along the end of Division Street to West Beach the trail would be a demarcated portion of the street.
  4. On the loop back along Main Ave., the trail would follow the sidewalk and be apparent through consistent interpretive features, signage and wayfinding.
- d Provide interpretive features in designated nodes along the waterfront loop trail system. Refer to the Soap Lake Downtown Master Plan for locations of interpretive features. The detailed design of interpretive nodes would include weather resistant placards with interpretive information highlighting Soap Lake history and unique natural resources (see also Objective UD4), and directions at each key location. Placards could incorporate natural materials such as columnar basalt and other native material.
- e Enhance the two open space areas that are in public ownership at the edge of the lake: the flagpole overlook and the street right of way at the north end of Division Street.
1. Enhance the current flagpole viewpoint and by developing a civic plaza with commanding views over Soap Lake and the Coulee Corridor. Include seating, lighting and interpretive information.
  2. Enhance the right of way at the north end of Division Street to develop a pocket park by providing seating, a paved area, lighting, and interpretive information. Emphasize views and connection to the lake.
- f Encourage lake-oriented infill development.
1. Encourage the future development of waterfront oriented infill development, especially in the area along 1<sup>st</sup> Avenue NE between Canna Street and Daisy Street. Consider ground level, or below grade parking accessed via the alley, to elevate the building's main floor to capitalize on lake views.
  2. Encourage all future development in Downtown, especially near the lake, to include viewing features such as decks, patios, and windows to the water to take advantage of views to the lake and distant views to the Coulee beyond.
  3. Work with landowners to provide access and maintain the East Beach – West Beach trail through the future waterfront development on both sides of unimproved 1<sup>st</sup> Ave SE. Consider the 200' required setback on the lakefront properties.
  4. Encourage infill development to occupy "The Rock". The development could take advantage of the unusually large central property.

## Objective UD5

Highlight the unique characteristics of Soap Lake – its history and geology and cultural arts – to create a "sense of place."

### GENERAL INFORMATION

By highlighting the cultural history and interesting geologic aspects of Soap Lake in the city's physical and urban design improvements, it will be possible to attract the heritage and cultural tourist, a target market sector that has been identified as frequently passing through the region. The scientific researcher is another target market that would benefit through the provision of amenities catering to scientific research such as a potential Ice Age Floods Scientific Research and Interpretive Center.

## ACTIONS

- a. Identify and interpret historic features. Provide interpretive stations at locations indicated on Master Plan. Consider the use of columnar basalt and natural materials in interpretive station.
- b. Create a heritage residential and cottage district. Encourage restoration and enhancement of historic cottages. Target markets could be retired baby boomers that can walk to the downtown area for shopping and socializing, or first time home buyers who commute to Ephrata or Moses Lake. Encourage year round residents.
- c. Develop an Ice Age Floods Geology & Soap Lake Research Center. Seek funding for the Ice Age Floods Geology & Soap Lake Research Center similar to the Padilla Bay National Estuarine Research Reserve in Mount Vernon, and locate it in an appropriate civic location accessible to the lake. The project possibly could be accomplished in partnership with Central Washington University.

### Objective UD6

Integrate art and culture into the city, particularly the downtown district.

#### GENERAL INFORMATION

The public display of art in the streetscape and in physical upgrades throughout the city will help create the “sense of place” for Soap Lake. Soap Lake is the center of a regional Art Guild. There is an emerging art gallery at the intersection of Main Ave and SR 17. Soap Lake has received much notoriety for the “virtual lava lamp” featured on the internet and on a large banner at Main Ave and SR 17. An annual photography exhibit has been held at Las Brisas convention center with venues for amateurs and judged photos. Clearly Soap Lake is vibrant in the cultural arts, and this can be emphasized in physical improvements throughout the city.

## ACTIONS

- a. Encourage the development of public art in “node” areas designated by the Downtown Master Plan illustration.
- b. Secure grant or other funding to pay for the structural engineering aspects of proposed public art work.
- c. Install a unique attraction or feature at the west end of Main Ave to be viewed as a distinct element of interest from the central Main Ave area. This feature should respond to the aesthetic in streetscape design, façade upgrades and other physical improvements.
- d. Support the “Virtual Lava Lamp” and / or “Lava Lamp” and lava lamp museum in accordance to the guidelines in Chapter 5.

### Objective UD7

Provide exercise and recreational opportunities to meet the needs of residents and target market sectors.

#### GENERAL INFORMATION

Hand in hand with the creation of a healthy community is the provision of opportunities for exercise and recreation. It has been identified that youth and retired residents are two demographic segments that would be likely to use the provided recreation amenities. Visitor amenities would include a clearly marked trail (see Objective UD4) and recreation park. Regional outdoor recreationists such as hunters, anglers, and rock climbers are another key market segment. Facilities and services for these outdoorsmen should be encouraged a well.

## ACTIONS

- a. Plan for the expansion of the existing bicycle trail to connect to the downtown district.
- b. Construct a skateboard park. Construct a permanent skateboard park in a suitable location as determined in the key project evaluation section of the Master Plan. If the skateboard park is to be located in a highly visible location, consider investing in attractive screening of the park from the road, possibly through the integration of a screen fence that integrates artwork and provides an interesting and consistent appearance to Soap Lake from the roadway.
- c. Develop a city wide trail system. Connect proposed waterfront trail loop to the emerging city-wide trail – bike and pedestrian loop through downtown.
- d. Construct a floating waterfront pier and a cement path to access the water in accordance with the Park Master Plan. Improve public waterfront access in the north portion of East Beach, or from the base of Cannna St. Construct a floating waterfront pier in the location of the historic pier documented in historic photographs so that it could use the existing foundation, which will allow for approved permitting. The pier could also serve as a summer windbreak protecting the beach, and as a floating facility, it may be removed and stored in the winter. Allow for non-motorized boat rentals (i.e. canoes, kayaks or paddleboats) in this area. Consider expanding the current visitor center building to use as a base for waterfront activities including boat rentals. Encourage north East Beach as a swimming / bathing area. Construct a cement path for the disabled leading to the water.
- e. Encourage development of a water craft rental facility at East Beach. Once a more extensive visitor center is established, utilize the structure to create a kiosk for waterfront recreation vessel storage and rental and some satellite visitor information. If the construction of a new visitor center is not a priority, construct a rental facility adjacent to the existing visitor center or as an expansion of the visitor center.



Original Waterfront Pier on East Beach. Photo Credit - Nycz

## Preservation Objective (P)

### Objective P1

Partner with conservation groups, developers and public agencies to ensure preservation of the quality of Soap Lake water and its unique properties.

#### ACTIONS

- a. Seek funding for improvement to the stormwater management system. The existing system currently channels stormwater flows directly into Soap Lake via culvert pipes. Consider natural catchment and detention systems, which may also double as attractive landscaping.
  
- b. Plan for an increase in demand for Soap Lake mineral water as provided by the Soap Lake mineral water system. Recognize that removing mineral water from Soap Lake may have an impact on Lake water salinity. The City may want to consider imposing a surcharge on the use of Soap Lake water at some future time that the surcharge could be passed along to visitors of businesses such as hotels and spas.
  
- c. Develop a model to successfully control Soap Lake water levels to retain salinity. The BLM irrigation canals moderate the water level, but do not control salinity.

## Economic Development & Marketing Objectives (EM)

### Objective EM1

Encourage enhancement of existing businesses, products, services and facilities to better serve target customer markets.

#### GENERAL INFORMATION

The market analysis in Chapter 4 described spa-related trends, spa-goers, and current travelers in the region (Highway 17, Wine Country), along with potential competitors. More than half of summer travelers on Highway 17 are families with children. Heritage, culture and outdoor recreation are major draws for travelers in central Washington.

The main activities of tourists are shopping, recreation, and heritage/cultural activities. However, opportunities to spend money on these activities in Soap Lake are limited. As detailed in Chapters 2 (Socio-Economic Trends) and 4 (Market Analysis), the local market of Soap Lake residents is insufficient to support businesses year-round. Therefore, business success requires capture of a larger regional market (population 30,000+ within 25 miles), along with tourist markets and virtual markets (via global online sales). Successful business development and market capture requires five fundamental elements:

1. Insightful understanding of existing/potential markets and their needs.
2. Offering of products/services that meet the needs of the markets (products/services offered may vary by season and target niche).
3. A sound written business plan based on a realistic financial model.
4. Effective marketing of products/services, in conjunction with other local businesses, through publicity, signs, mailings/e-mailings, online marketing, word-of-mouth, advertising, etc.
5. Outstanding customer service and follow-up to ensure repeat customers.

#### ACTIONS

- a. Create vibrancy in the downtown area: encourage seasonal sidewalk dining, retail displays, art displays, outdoor music, vendor carts (selling hot dogs, etc.), fun events/activities like sidewalk chalk art contests, beach concessions, etc. Where possible, encourage local clubs and civic groups to sponsor events downtown.
- b. Enhance dining experiences for regional residents and visitors. Encourage a smoke-free (or smoke-reduced) environment for diners, consistent with the health/healing and wellness image being marketed for Soap Lake. Diversify the dining selections to include healthy/light fare, premium wines, microbrew beers, etc.
- c. Encourage bright/cheerful/contemporary décor in downtown businesses to attract customers. Encourage dining/beverage establishments to capitalize on views of lake, outdoors and Main Avenue. Evaluate opportunities for rooftop amenities on downtown buildings. Invite visitors to learn more about Soap Lake with displays of fun historic photos.
- d. Develop and implement a downtown parking management plan. Require business owners and employees to park off of Main Avenue, in designated owner/employee parking areas. Create clearly-marked visitor parking areas for all-day recreational parking (lake visitors and beach-goers). Implement and enforce a 2 or 3-hour limit of parking on Main Avenue to allow parking turnover for retail businesses. Ensure that all parking areas and walking routes to/from them are well-lit and safe (low landscaping, etc.).

- e. Enhance amenities/products/activities for children in order to attract families (e.g., interactive interpretation, skate park, mini-golf, paddleboat rentals, beach volleyball/badminton, etc.).
- f. Provide services for couple/family recreation: kayak/catamaran/canoe/paddleboat rentals, hiking trail maps/routes, themed driving tour routes/itineraries, dinner boat on the lake, guided interpretive activities, etc.
- g. Enhance retail spending with seasonal offerings of locally-made or grown products, such as books/videos/DVDs about local history and culture, post cards made from fun historic photos, guidebooks, artwork, sculpture, accessories, etc. Encourage manufacture/sales of products related to the Soap Lake climate (solar panels, rainwater preservation containers, etc.). Encourage development of fun, funky specialty items and souvenirs about Soap Lake (i.e., Soap Lake products, lava lamps, t-shirts, mud-bathing accessories, products/toys with geology and wildlife themes, etc.). Promote gift certificates for relatives and couples for spa treatments and packages, targeting both residents of Soap Lake's primary trade area and visitors (including online visitors). Emphasize humor and fun to highlight the creative, eclectic nature of the community.
- h. Enhance services, amenities and events for sportsmen such as hunters, rock climbers and fly fishermen who frequent the local recreational amenities at Lake Lenore and Rocky Ford Creek (guided trip packages, taxidermy, fly/bait/tackle, maps/guidebooks, etc).
- i. Evaluate the feasibility of a business incubator with a commercial kitchen for locally grown food and health-related products. Consider use of the kitchen (former cafeteria kitchen) at the McKay Center. Offer the products for sale in local/regional stores and restaurants, as well as through online and other distribution channels.
- j. Encourage local businesses to feature the sale and educational promotion of locally produced wine, value-added agricultural products and artwork. Develop a gallery (perhaps with working studio spaces) for local artisans to showcase their work, and for visitors to watch the creativity in progress.
- k. Provide local support for meetings and events: catering, meeting planning, audio/visual equipment rental, charter transportation, guided tours, guest speakers, local entertainment, etc.
- l. Enhance the Soap Lake and/or Coulee Corridor web sites to include listings of retail stores that carry products/guidebooks of interest to visitors, and to offer online sales of local products and services (example: [www.redlodge.com](http://www.redlodge.com)). Encourage the Coulee Corridor Coalition to include more information about local community history, services and attractions (like Masquers Theater) on their web site (example: [www.selkirkloop.org](http://www.selkirkloop.org)).

## Objective EM2

Improve the visitor information system for the Soap Lake area.

### GENERAL INFORMATION

Information about Soap Lake for visitors currently is not easily accessible. Online marketing is minimal, promotional brochures about Soap Lake are not present in regional visitor centers from Spokane to the Tri-Cities and I-5 Corridor, and signage from major travel corridors (like Interstate 90) is poor or non-existent. Soap Lake is not highlighted in many visitor guides, calendars of events, etc. (many of which are accessible at no cost). The visitor center in Soap Lake is not managed by the Chamber of Commerce, and is open only seasonally with limited hours.



## ACTIONS

- a. Work to provide a visitor center that is staffed full-time by a marketing-oriented Chamber of Commerce Director and well-trained volunteers. Centralize response to all telephone, Internet and walk-in inquiries at the visitor center/Chamber office. Evaluate the feasibility of offering centralized phone and online reservations/booking through the visitor center, particularly during peak season. Create better linkages/partnerships with the Ephrata and Moses Lake Chambers of Commerce, and Coulee Corridor Coalition, who regularly receive visitor inquiries about Soap Lake. Ensure that they are informed, and supplied with promotional materials, about Soap Lake attractions, businesses, events, etc. Invite the Ephrata and Moses Lake Chamber staff, and Coulee Corridor Board, to visit Soap Lake, and give them a VIP tour and presentation about planned enhancements to the downtown and community. Consider expansion of the visitor center to allow room to include rentals and more space for historic displays until the future spa/interpretive center is built.
- b. Work with the Washington Department of Transportation to change or install signs on Interstate 90 and Highways 17, 283, 28, 2 and 155 so that Soap Lake is indicated on the signs. According to the WSDOT traffic office, up to four destinations may be listed on each interchange approach sign. Signs must comply with the Manual of Traffic Control Devices. A request to list highway signs may be made to the North Central Region office of WSDOT in Wenatchee.
- c. Evaluate the feasibility of installing a tourist information radio transmitter near Soap Lake. Install highway signs promoting the station (“Tourist Information, Tune to AM RADIO 850”). Use the transmitter to promote Soap Lake attractions, events and services. Consider partnering with the Coulee Corridor Coalition to install a system of transmitters along the Corridor, with messages to cross-promote communities and attractions along the Scenic Byway. For more information, contact Washington Department of Transportation, Federal Communications Commission Audio Division, and a product/service supplier such as Information Station Specialists.
- d. Implement a customer service training program for “frontline” service employees, including a component about Soap Lake history and attractions. Give free or discounted tickets to a Masquers Theater performance to motel front desk and restaurant wait staff, so they have first-hand experience to promote the theater. Consider also providing the offer to Ephrata and Moses Lake Chamber staff.
- e. Develop themed tour itineraries and suggested routes (e.g., driving, hiking, biking, bird watching, wildlife viewing, canoeing, geology tours, romantic getaways, etc.). Partner with other communities, organizations and agencies (e.g., Coulee Corridor) to design and print tour fliers or inexpensive brochures.
- f. Enhance visitor experiences with interpretive signs and displays about the area’s history and geology.
- g. Collaborate with other groups to provide information about cultural events and activities (Ukrainian community, Colville Tribe, Hispanic community, etc.).

## Objective EM3

Create a strategic, highly targeted and effective marketing program for Soap Lake.

## GENERAL INFORMATION

The City of Soap Lake and local businesses have limited resources for marketing. Therefore, it is critical to develop and implement a strategic, highly-targeted marketing campaign that engages businesses and

organizations in a cooperative effort and leverages private and public dollars. Current marketing efforts are largely ineffective because they are uncoordinated, sending different messages to different markets with no cohesive image or message. Soap Lake needs a “brand” – one that is widely embraced by local businesses and organizations, and is used by all entities (co-branding with their own brands) to create a consistent image and message for the community. The marketing campaign should target the priority geographic and demographic markets identified in Chapter 4. The results of marketing efforts need to be tracked and evaluated, so that marketing strategies can be refined based on the return on investment (sales).

#### ACTIONS

- a. Redirect the Chamber Director position to focus on sales and marketing (with performance-based measures of results). Fund at least a half-time position, based at the visitor center. The Director should be supported by volunteers who greet walk-in visitors, answer phones, mail visitor packets, and provide general visitor information, so that the Director can focus on aggressive sales and marketing efforts (sales calls, publicity, online marketing, cooperative partnerships, tracking and reporting results, etc). Link to events and conferences being held in Moses Lake at the fairgrounds and ATEC facilities, or at the Gorge Theater. Invite participants to stay an extra day to visit Soap Lake (or offer a fun guided van/bus tour for spouses/families of participants).
- b. Expand the Marketing Committee to include key private and public sector interests in the community. Agree on marketing goals, strategy and budget. Hire an advertising agency to assist with development of the brand, with a detailed marketing strategy, and allocation of budget. Enhance the marketing budget by asking businesses, property owners and organizations to dedicate a portion of their marketing budgets (i.e., 10%+) to a pool of funds for the overall marketing campaign. Assign responsibility for implementation of marketing actions (coordination with ad agency, development of themed packages/itineraries, attendance at Coulee Corridor meetings, etc.).
- c. Create a Soap Lake brand (as described in the sidebar on the next page). Provide brand graphics materials to all businesses and organizations in electronic and hard copy format, along with guidelines regarding use of the brand. Encourage all businesses and organizations to use the brand in their own marketing materials.
- d. Enhance the Soap Lake web site to promote local attractions, events and businesses effectively. Consider online bookings and product sales, along with timely response to visitor requests for information (example: [www.redlodge.com](http://www.redlodge.com)). Capture the email addresses of individuals who inquire via the web site and phone, and implement a monthly/quarterly direct e-mailing to promote seasonal activities and events. Consider other avenues of targeted emailing, such as Belo Interactive, Tony Courtwright, [tcourtwright@ktvb.com](mailto:tcourtwright@ktvb.com), (208) 321-5703 (Belo Communications owns KING-5 and KONG TV in Seattle, KREM in Spokane, KTVB in Boise, KGW in Portland and Northwest Cable News, along with stations in about twenty markets across the nation. Businesses or organizations can purchase targeted email lists from Belo for direct email marketing to subscribers who have requested it in any of Belo’s markets. While Mr. Courtwright is located in Boise, Idaho, he can provide online advertising for any of Belo’s metro markets nationally.)

## Building A Brand

What is a brand? It is the *relationship* between a customer and a product (a “product” can be a retail good or service, a downtown district, a community, or a tourist destination). A logo or tagline is not a brand – the brand is the relationship that customers express when they see the logo or tagline.

The brand is the sum total of what the customer (or potential customer) thinks and feels and how s/he interacts with the brand. It is incumbent upon the marketer to try to influence this behavior. Brands held in high esteem by the customer get used more frequently and therefore capture a greater share of the customer’s spending.

In a retail context, brand is developed by a strong commitment to customer service, depth of merchandise, sense of style, comfortable shopping atmosphere. The brand is created at every customer interaction, from advertising to full shelves to educated and friendly sales professionals on the floor. The company manages its brand by managing every experience the customer may have with the company.

The same principles apply to branding a downtown district, a community and a tourist destination. To develop a positive brand, it is important to convey a strategic and consistent marketing message to the customer, and to follow through on that message with outstanding quality and customer service at every level. Initial contact (“the hook”) generally is made via a media article or ad, web site, direct mail piece, phone call, word of mouth, or highway sign. Professional follow-up continues with phone/email contact, arrival in a district/community (welcome signs, sense of arrival, convenient and clearly marked parking, information kiosks, appearance of area, etc.), and customer service received at the local visitor center, businesses, events, etc. Brand loyalty is built through follow up after the sale or visit (thank you cards, customer satisfaction surveys, mailings/e-mailings with information tailored to customer interests and needs, etc.).

The marketing message consists of three main components: a product name, a graphic image, or “logo”, which depicts the product in a visual way, and a marketing position statement or “tagline”. The name of a product (a company, downtown district, community or region) is important to its success. The product name should be used consistently in order to develop name recognition. The logo is a graphic representation of the product, and should be constructed with a clean and simple design for maximum flexibility in its use. Together, the product name and logo answer the question “WHAT?” Designing the logo includes selection of colors, shapes and images that speak most effectively to specific target markets. Various design styles, shapes, colors and text fonts convey different messages to consumers through subliminal nuances, so design decisions should be made based on desired target customer groups. The tagline is a catchy and concise expression (2-5 words) of the product’s unique position in the marketplace. It promotes the product’s benefits to the target consumers. The tagline answers the question “WHY?”

### There are five steps to building a brand:

1. Develop the brand team: representatives from key organizations, and a professional marketing consultant.
2. Assess the current situation: how is the product currently perceived and used by core customer segments? Conduct informal research by talking with key businesses, media, and customers. Also, determine what the product is *not*. Identify the key customer segments, how they interact with the product, and the key competitors.
3. Develop the brand promise: identify and reach consensus about what the brand stands for and what it offers your target customers (What business are we really in? What do we provide? What differentiates our product from the competition? What do we do better than anyone else?)
4. Create the brand communications plan: develop the logo and identity program in order to bring your brand personality to life. Then develop your graphic standards manual, color palette, ad campaign and collateral materials (including web site) and encourage your partners to use them for consistent image-building.
5. Build the brand for stakeholders: communicate with local partners/businesses/citizens so they understand everything that is being done on their behalf to build and promote the brand. Internal marketing is as important as external marketing. Measure and report the brand’s performance through surveys, sales reports, etc.

Sources: Jeff Cohn & Jane Jenkins, *Main Street News* No. 181; The Hingston Roach Group, Inc.

- e. Design and print a full-color glossy Soap Lake promotional brochure, perhaps in conjunction with other Coulee Corridor communities (to cross-promote each other). Distribute the brochures to all visitor centers and other visitor stops within a 300-500-mile radius of Soap Lake. Use networking with other visitor centers and state/federal agencies, as well as commercial brochure distributors such as Certified Folder Display. Send the brochures and other information to potential visitors who inquire about vacationing in the Soap Lake area.
- f. Create targeted Soap Lake packages (weekend, mid-week getaways) for spa-goers, healing seekers, heritage/cultural travelers, recreationists, etc. Promote the packages via the web site, targeted advertising, tour operators, travel agents, etc.
- g. Collaborate with regional tourism entities (Hwy 17 communities, Moses Lake, Wine Country) to create regional tour itineraries and packages. Promote the itineraries through state/regional visitor guides, trade shows/marketplaces, and direct mailings/calls to tour companies, AAA, etc. Work with the Coulee Corridor Coalition to organize a regional familiarization tour for tour company and media representatives to highlight the itineraries/packages, and invite targeted companies/media to participate, along with state tourism officials.
- h. Create a concise, inexpensive rack card or flier about retail suppliers of locally-made/grown products, outdoor recreation gear and services, area history guidebooks, souvenirs, etc., to encourage more visitor spending in Soap Lake. Keep the card/flier inexpensive, so it can be updated/revised and printed regularly from a desktop publishing program, and distributed throughout the community.
- i. Send monthly press releases to Seattle/Spokane/Tri-Cities media and targeted special interest journals, promoting Soap Lake activities, events and packages. For Healing Seekers, use medical trade journals and newsletters to build awareness and increase medical referrals. Invite media representatives to visit Soap Lake and write articles about its attractions and events.
- j. Encourage locals to invite friends/family to visit the Soap Lake area. Offer to send visitor packets to out-of-town friends and relatives if residents provide names and addresses to the Chamber.
- k. Ensure that Soap Lake has a presence in free visitor guides, event listings, etc. (AAA, NW Travel, airline in-flight magazines, etc.).
- l. Develop an implement a highly targeted advertising campaign promoting Soap Lake to key target markets. Note that paid advertising often is used as the sole means of promotion, and that there are more effective means of marketing the community. However, advertising can be highly effective if it is strategic and targeted, with a consistent message that appeals to the targeted customer and a good call to action.
- m. Market Soap Lake as a destination for small meetings, conferences and retreats, emphasizing the meeting space facilities downtown (Don's, Masquers, Inn, Las Brisas) to encourage visitors to shop and dine downtown also. Request information from local residents about groups to which they belong that might be interested in holding a meeting in Soap Lake. Also, contact state and federal government agencies with facilities/sites in the Corridor, and invite them to host agency meetings in Soap Lake.

## Objective EM4

Work with investors/developers to encourage and enhance spa facilities and amenities.

## GENERAL INFORMATION

Soap Lake has potential to further develop its assets of water and mud, consistent with its tradition of a healing place. The competitor analysis (Chapter 4) emphasized that access to warm water year-round is critical to spa/resort development.

Therefore, in order to increase visitation to Soap Lake, an indoor public facility that highlights Soap Lake's mineral water and mud, along with amenities for families, is needed. Additionally, educational and interactive interpretive displays about Soap Lake and the surrounding area's geology, history and culture would be attractive to key target markets. In order to attract private investment, development of a facility is likely to require some investment or incentives from the public sector (city or county). A forth-coming spa feasibility study will provide greater detail about the type and size of facilities and amenities that are most likely to succeed in Soap Lake.

## ACTIONS

- a. Create a public-private partnership (such as a Public Development Authority, or PDA) to facilitate development of land and a spa/recreation facility.
- b. Conduct a feasibility study for a spa in accordance with the site recommendations contained within this Master Plan (Chapter 5).
- c. Build a spa in accordance with the recommendations of the feasibility study (if the study concludes that the project is feasible). The facility amenities will be determined by the spa feasibility study, but are envisioned by community members to include the following:
  1. Moderately sized building to house indoor spa, massage, and sale of Soap Lake memorabilia and products.
  2. Indoor/outdoor year round pool with areas for soaking.
  3. Lounge chairs for outdoor seating, mud-bathing/baking, and sun-bathing.
  4. Environmentally sensitive outdoor rinse area.
  5. Interpretive center: Soap Lake area history/heritage, geology, etc.
  6. Scientific Research Center.
- d. Recruit investors and spa operators, based on the results of the spa feasibility study and proposed public-private partnership model.
- e. Ensure that proposed facilities provide a "user-friendly entry" to spa activities for new spa users (not intimidating). Encourage services like hydrotherapy, yoga/massage combinations, etc.
- f. Design and distribute promotional information about Soap Lake water and mud to local/regional residents, visitors and media.
- g. Coordinate a local health professional network for consultation services for spa-goers and healing seekers.
- h. Offer services/amenities for visitors with serious illnesses: private treatment, meal delivery, etc.
- i. Link spa facilities to local food and health care products. Encourage offerings of information and treatments related to indigenous/native materials and plants from the Coulee area.
- j. Seek investors for development of property at north end of Soap Lake and Las Brisas Resort.

- k. Encourage expansion and development of other private spa and tourist-oriented facilities and services. For example, encourage development of “The Rock” parcel along Camas Street between Main Ave and 2nd Ave SE with a private facility/resort that could afford mitigating the impact of rock removal as part of the cost of construction.

## Objective EM5

Improve business assistance and support systems for existing and new businesses and entrepreneurs.

### GENERAL INFORMATION

Businesses need good market information, and often technical assistance, to help them succeed. They also need current technology to compete in today’s information age and global markets. Moreover, travelers (including RV travelers) increasingly expect technology to be available at their destinations (cell phone coverage, broadband access, etc.), and tourist-oriented lodging businesses are expected to have technology access/amenities.

There may be opportunities for businesses in Soap Lake to obtain outsourcing contracts from companies in the I-5 corridor and Spokane. WSU Extension currently is testing a program called Rural e-Work that is focused on linking potential outsourcing contracts to rural Washington communities, but technology and high-speed Internet access are critical to obtain these contracts. Technology currently is a weak link in Soap Lake, and upgrades are needed as soon as possible in order to support all kinds of business development.

Both existing and potential start-up businesses can be supported through workshops, seminars, good market information, peer mentoring, financial assistance (low interest loan pool), etc. Each business in Soap Lake is dependent on the collective strength of the community as a whole, so it is in the interests of all businesses to support one another and work together. The real competition is from other parts of the state and nation, not from the business down the street.

### ACTIONS

- a. Provide broadband access in Soap Lake. Consider creating an Internet “hotSpot” by installing a wireless system and by subscribing to a service that would allow users to connect to the wireless internet through an account.
- b. Improve cell phone coverage in Soap Lake.
- c. Implement a business visitation and assistance strategy to encourage business retention and expansion. Interview and/or survey businesses to determine the specific types of assistance or training that would be most valuable to them. Focus particularly on anchor businesses, new and at-risk businesses. Use the information to identify and prioritize business assistance programming. Identify opportunities for business expansion and/or diversification, and support businesses in doing so.
- d. Link businesses to business assistance services, such as the Small Business Development Center (SBDC), County Extension, the Service Corps of Retired Executives (SCORE), etc. Provide information about these and other services through the Chamber newsletter, or via direct contact with businesses (see action c.). When appropriate, assist businesses with hurdles related to state or federal policies/requirements, permits, etc.
- e. Contact the WSU Extension Rural e-Work program coordinator to learn about ways that Soap Lake could become involved. Use Soap Lake citizens’ business contacts in the I-5 corridor and Spokane to explore potential outsourcing opportunities.

- f. Sponsor workshops on business issues as identified in the interviews or surveys, such as entrepreneurship, business management, merchandising, outsourcing opportunities, customer service/sales, marketing, tourism target markets and how to serve them effectively, etc.
- g. Distribute the Socio-Economic Trends and Market Analysis chapters of this document to all businesses in Soap Lake, to build awareness about potential opportunities, and about the Soap Lake economic development strategy.
- h. Evaluate the feasibility of a business incubator focused on value-added agriculture products and local artisans/craftsmen. Include a retail and online marketing component to the facility. Examples of products that could be produced in the incubator include organic fruit products, herb products, soap, Ukrainian bread, mosaic tiles, pottery, etc.
- i. Seek assistance with workforce training needs of businesses, and continuing education needs of citizens, through Big Bend Community College (BCC).
- j. Allow residential uses of downtown buildings on upper floors or non-storefront rooms, so that business/property owners can use or lease non-retail space to save costs or generate revenue.
- k. Encourage cross-promotion among local businesses via a Soap Lake Business Directory and cooperative promotions to increase consumer spending.
- l. Communicate regularly with business and property owners via a monthly/quarterly newsletter, fax or e-mail regarding Chamber and economic development/revitalization activities, visitor trends, events and promotions.
- m. Work with local/regional banks to establish a low-interest loan pool for local business expansion, façade improvements, etc.
- n. Provide design assistance to property owners for building enhancements/renovations. Develop guidelines for business signs, emphasizing designs/colors/styles/materials that are most effective for marketing purposes, and are consistent with desired revitalization strategies. Conduct a design workshop that includes ideas/strategies for cost-effective building renovations, sign design and window displays.
- o. Implement a business recruitment program, using the following steps:
  1. Conduct an inventory of available commercial space in Soap Lake (square footage, zoning, amenities, cost, previous uses, building condition, etc.).
  2. Encourage property owners to prepare vacant buildings/space for business recruitment efforts (clean rooms free of debris, clean flooring and windows, working light fixtures, clean building exterior, leak-free roof, etc.).
  3. Tap available incentives or benefits (such as low costs for space and labor) to entice new businesses.
  4. Create a business recruitment and relocation packet with community, business and business support information.
  5. Display business and relocation information for tourists, business owners and retirees at the visitor center, and in motel rooms, to encourage visitors to linger longer in town, and to consider Soap Lake as a place to move (or move a business).
  6. Obtain business recruitment leads from citizens in the community, and send packets to them.

7. Promote Soap Lake’s business location benefits to businessmen and women who are visiting the community for vacation or business travel. Put brochures and business location contact information in motel rooms and restaurants to capture pass-through travelers.
8. Based on the business inventory, gaps in goods and services, and potential opportunities to fill market needs, identify targeted businesses for recruitment and initiate a process of contacting them. Table 6.1 below indicates the average trade area population required for various types of retail businesses. Note that the figures are national averages, and will vary by location. Tourist visitation can supplement trade area population to make businesses viable that could not otherwise be supported by the local population.

**Table 6.1: Average Trade Area Population Required to Support Retail**

Retail Category	Pop'n Required		
<b>Food</b>		<b>Automotive</b>	
Bakery products stores	10,126	Aircraft, boat, motorcycle dealers	30,497
Candy, nut, confectionery stores	12,594	Household trailer dealers	46,456
Dairy products stores	29,728	Passenger car dealers	5,657
Fish markets	51,971	Tire, battery, accessory dealers	7,284
Fruit stores, vegetable markets	21,259	<b>Lumber, Hardware, Bldg Mat'ls, Farm Equip't</b>	
Grocery stores/delicatessens	770	Farm equipment	11,530
Meat markets	11,463	Hardware stores	6,374
<b>Eating and Drinking</b>		Heating, plumbing equip. dealers	40,859
Drinking places (bars)	1,705	Lumber, building materials	6,510
Eating places (restaurants)	842	Paint, glass, wallpaper stores	16,239
<b>General Merchandise</b>		<b>Miscellaneous Retail</b>	
Department stores	44,379	Antique/second-hand stores	7,313
Dry goods stores	34,152	Bicycle shops	100,083
General merchandise stores	6,899	Book stores	59,815
Variety stores	8,430	Camera, photographic supply stores	57,030
<b>Apparel and Accessories</b>		Cigar, tobacco stands	38,509
Children's/infant's apparel	33,057	Farm and garden supply stores	16,774
Men's and boys' apparel	8,403	Florists	9,527
Shoe stores	7,679	Fuel, ice dealers	7,559
Women's apparel	4,247	Gift, novelty, souvenir stores	14,965
<b>Furniture, Furnishings, Appliances</b>		Hobby and toy stores	44,099
Furniture, home furnishings stores	3,437	Jewelry stores	9,011
Household appliances, radio, TV	6,148	Luggage, leather goods stores	140,684
Music stores, records, instruments	23,363	Newsstands	29,533
<b>Drug Stores</b>		Optical stores	14,792
	<b>3,749</b>	Pet shops	82,455
		Sporting goods stores	17,270
		Stationary stores	33,290

Source: Bureau of the Census, U.S. Dept .of Commerce

## Objective EM6

Enhance events in off-peak seasons to increase business sales.

### GENERAL INFORMATION

Events can be very effective in helping to increase business revenues in Soap Lake, if events are designed strategically to attract targeted customer groups, and to encourage spending on local goods and services. However, it is important to focus on a few major events (e.g., one per quarter) and do them well, rather than create too many events that are less effective and result in volunteer burnout. Smaller events, such as a sidewalk chalk art contest for kids, can be organized to draw local residents downtown without creating a large burden on volunteers.



## ACTIONS

- a. Create a “Fun Committee” to generate ideas for downtown promotions and events that will attract local/regional residents, visitors and media publicity. Evaluate ideas based on their capacity to attract targeted demographic customer markets described in Chapter 4.
- b. Sponsor downtown events for kids (to draw not only kids, but their parents and other relatives), focusing on activities/themes with a link to Soap Lake history, culture and attractions.
- c. Coordinate with Masquers Theater to package events and performances with local lodging, dining, spa and recreation services. Involve youth in theater events and performances.
- d. Approach the Colville Tribes about renewing the annual Pow Wow in Soap Lake.
- e. Enhance opportunities for sportsmen’s events in the area (fishing tournaments, bird hunting events, trap shooting, etc.), and provide complementary spa activities for spouses.
- f. Seek opportunities to support outdoor recreation competitions (rock climbing, motocross, mountain biking, ATV, canoeing, marathon, etc.).
- g. Sponsor a film festival emphasizing themes of healing, natural history, etc.
- h. Sponsor an annual Ukrainian-American Festival, and/or Hispanic holiday celebrations to build ties between community groups and/or related communities in the greater Soap Lake area.

## Objective EM7

Enhance medical and retirement services in Soap Lake to meet the needs of local residents and healing-seekers.

### GENERAL INFORMATION

The population of Soap Lake is considerably older than that of the county or state. These residents use services such as home care, assisted living and long term care. Additionally, visitors who travel to Soap Lake for the purposes of receiving healing treatments for disease present opportunities for additional medical services (traditional or alternative).

## ACTIONS

- a. Evaluate the need and potential opportunity for a retirement village in Soap Lake, catering to retirees who seek a warm climate and enjoy the mineral waters and mud of the Lake.
- b. Encourage expansion of assisted living and long-term care facilities as demand necessitates. Continue to provide outreach services to outlying communities.
- c. Work with health insurance carriers to approve coverage for treatment of skin conditions with Soap Lake water and mud.
- d. Encourage health care facilities to use locally-grown food products to serve their residents and patients.

## Objective EM8

Establish benchmarks (baseline data) and track results of economic development and marketing efforts to evaluate effectiveness of strategies and adjust as necessary.

### GENERAL INFORMATION

The purpose of this downtown master plan and economic development strategy is to increase business sales and tourist visitation, to create new businesses and jobs in Soap Lake, and to improve residents' quality of life. Therefore, it is important to measure progress of the objectives by noting current data, and then tracking economic indicators to evaluate success. The following actions provide ways to measure tangible increases using easily accessible data sources.

### ACTIONS

- a. Work with the City and Washington State Department of Labor & Industries to monitor the number of businesses and full-time/part-time jobs in Soap Lake quarterly and annually. Note the wage rates of jobs as reported by the Department of Labor.
- b. Monitor and report local lodging sales by month. Note seasonal changes and comparisons to previous years. If available, also monitor local food/beverage and retail sales by month.
- c. Track visitor inquiries (phone, web) and walk-in visitor counts at the visitor center, including origin of visitors, planned activities, type of information requested, etc.
- d. Track and evaluate results of promotion efforts (advertising, media articles, online promotions, etc.) by asking inquirers and visitors where they obtained information about Soap Lake. Compile results on a monthly basis, and report to the Marketing Committee and businesses, so that marketing efforts can be adjusted as necessary.
- e. Track the number of conference/meeting groups and commercial tours who spend time in Soap Lake. If possible, obtain evaluations from the groups for future planning, and calculate the economic impact of groups based on lodging/meal revenues and average expenditures on retail goods, activities and services.
- f. Work with public facility managers and other visitor information centers to track visitor trends (State Parks, BLM, Coulee Dam, Chambers of Commerce). Monitor and compare trends, and opportunities to work more closely with other regional attractions.
- g. Work with WSDOT to monitor traffic counts on Highways 17 and 28 on a monthly or seasonal basis.

- h. Create a documentation system for handling referrals from the visitor center to local businesses, such as referral post cards (sent to businesses after a referral is made, so they are aware of the referral, see example below. Conduct a simple annual business survey to help evaluate economic and marketing strategies, to build awareness of efforts, and to broaden involvement in the process.
- i. Report results of monitoring and tracking in quarterly newsletters to businesses, elected officials, local media, and economic development partners (county, state, federal, tribal). Celebrate successes and recognize that significant results will take time. Several decades of economic decline cannot be reversed in a few months – but each step forward is tangible progress!

**Soap Lake Chamber Business Referral Card**

We referred a customer to you today, (day, date). The customer was from (location, business) and was looking for (product/service).

Sincerely,  
Soap Lake Chamber Office

## 7. IMPLEMENTATION

The ability to implement the Soap Lake Downtown Master Plan has been of prime importance to the stakeholders of the City of Soap Lake. This point has been communicated clearly to the consulting team from the beginning of the project through the reference to past plans and studies that have been conducted but have not been implemented. In order to ensure implementation of the plan, this chapter provides a most useful tool – a series of action tables that outline the order of actions and provide potential costs and funding sources.

### Summary of Implementation Steps

Implementation is sequenced to provide continuous and early results at a minimal level of early investment. Early actions include preservation of Soap Lake and open spaces, painting, cleaning, and repairing building facades, updating streetscape through simple improvements such as the addition of hanging flower baskets and banners. The creation of an East Beach Master Plan is of key importance to early implementation as East Beach provides a highly visible front door to the downtown area, and there is strong potential to obtain IAC funding for the plan. Early economic development actions include developing an improved system to provide visitor information and to take visitor phone calls, encouraging the development of a public/private spa, providing services that cater to the markets that use Soap Lake, such as the outdoor recreationists.

### Partners / Organizations & Roles to Implement the Plan

Every attempt has been made to identify all potential funding sources and potential responsible parties that have been mentioned in the community interviews and that have been discovered through targeted research. Soap Lake has an unusually large number of community based organizations that all help to increase the quality of life for the community. For example, SLIC, the Soap Lake Improvement Crew, has been called to clean up and maintain vacant properties.

Every action item has a potential responsible party(ies) and a potential funding source(es). Further work by the City will be required to ensure that the potential responsible parties listed are willing to be responsible for the implementation of each individual action. As projects are nearing their timeline for action, it will be important to be aware of individual timelines for grant applications. Additional information about the funding sources listed is provided in Appendix C: Funding Sources.

### Action Tables

The following action tables provide a timeline, priorities, potential responsible parties, and potential funding sources for the Soap Lake Downtown Master Plan. General planning level cost estimate information is provided in Appendix B: Order of Magnitude Cost Estimates.

It is recommended that the community re-examine and update the action tables periodically to acknowledge accomplishments and to further refine action timelines for actions that have been designated to occur later in the timelines. Also, if new funding sources come available, or existing organizations fade away, it will be important to make these adjustments in the Action Table.

\* Refer to Potential Funding Source List at end of chapter

Soap Lake Master Plan: Action Table		Timeline For Action															Potential Funding Source / Partners*	Potential Responsible Parties		
		2005		2006		2007		08	09	10	11	12	13	14	15					
Objective & Action		Priority	H1	H2	H1	H2	H1	H2												
<b>URBAN DESIGN</b>																				
<b>UDI:</b>	<b>Improve Visibility of Downtown, Entries &amp; Streetscapes</b>																			
	a Entry Feature: Attractive welcome sign at 4 key locations.	1															GCT, FENCW, Priv	SLRT, CTY		
	b Plan for Main / Daisy 100% intersection, full build out.	1																CDBG	CTY	
	c Enhance existing streetlights with hanging baskets and banners.	2																BI2, CHBR	SLIC	
	d Encourage landscape buffer for properties along SR17 entering City.	3																n/a	CTY	
	e Shared parking and Future parking along Main as Main develops.	2																BI2, SLHM, Priv	SLRT, BI2, CTY, Chbr	
	f Phased full corridor streetscape improvements Main Ave./Canna St.																			
	Phase I: West Main Ave. & Canna St. to E. Beach	2																ENH, TR, CDBG	SLRT, CTY, Chbr, GCT	
	Phase II: West Main Ave. to Division Street	3																ENH, TR, CDBG	SLRT, CTY, Chbr, GCT	
	g Highway 17 full corridor improvement within city limits.	2																ENH, TR, SB	SLRT, CTY, Chbr, GCT	
h Corridor improvements on secondary entry routes: Division, 2nd, Canna Street	3																ENH, TR, SB	SLRT, CTY, Chbr, GCT		

ART = Art Guild/AMB = Soap Lake Ambassadors; BRC = Big Bend Community College; BIZ = Individual Business or Property Owner; CCC = Coulee Corridor Coalition; CHBR = SL Chamber of Commerce; CHBR His = Historic Committee of SL Chamber of Commerce; CCI = Grant Co. Economic Development Council; CCI - Grant Co. Tourism; MED = SL Medical Community; MSQ = Missoules; Theater; PDA = Public Development Authority; SLA = SL Commission for the Arts; SLGC = SL Garden Club; SLIC = SL Improvement Crew; SLIC = SL Lions Club; SLIL = SL Lava Lamp; SLRT = SL Revitalization Team; WSDOT = Washington State Department of Transportation

\* Refer to Potential Funding Source List at end of chapter

Soap Lake Master Plan: Action Table		Timeline For Action															Potential Funding Source / Partners*	Potential Responsible Parties
		2005		2006		2007		08	09	10	11	12	13	14	15			
Objective & Action	Priority	H1	H2	H1	H2	H1	H2											
		<b>UD2:</b>																
a	Secure funding and prepare Park Master Plan.																IAC	SLGC, SLRT, CTY
b	Preserve and enhance park green space.																GCSI, GCT, SLGC	SLGC
c	Install "Calling the Healing Waters" Sculpture.																WSAC, GCT, SLGC, GNW	SLRT, CTY, SLGC
d	Improve connection between downtown and E. Beach, including trail entry, viewing, way finding, interpretive																GCSI, GCT, CDBG, TIB, IAC	CTY, SLRT
e	Enhance existing concession stand, remodel restroom facilities, and shelters in accordance with Park Master																IAC, GCSI	SLRT, CTY
f	Formalized parking area. Improve striping, landscaping, and circulation in accordance with Park Master Plan.																IAC, GCSI	SLRT, CTY

ART = Art Guild AMB = Soap Lake Ambassadors BBCC = Big Bend Community College BZ = Individual Business or Property Owner CCC = Corridor Coalition CHBR = SL Chamber of Commerce CHBR His

= Historic Committee of SL Chamber CTY = SL City Government HDC = Grant Co. Economic Development Council GCT - Grant Co. Tourism MED = SL Medical Community MSQ = Masques Theatre PDA = Public

Development Authority SLA = SL Commission for the Arts SLGC = SL Garden Club SLIC = SL Improvement Crew SLIC = SL Lions Club SLIL = SL Lava Lamp SLRT = SL Revitalization Team WSDOT =

Washington State Department of Transportation

\* Refer to Potential Funding Source List at end of chapter

Soap Lake Master Plan: Action Table		Timeline For Action															Potential Funding Source / Partners*	Potential Responsible Parties
		2005		2006		2007		08	09	10	11	12	13	14	15			
Objective & Action	Priority	H1	H2	H1	H2	H1	H2											
		<b>UD3: Enhance Attractiveness and "Curb Appeal" of Downtown.</b>																
a Enlist Public Works staff to regularly remove debris, weeds from sidewalks, gutters, debris in	1																	BIZ, CHNCW City
b Expand duties of existing SLIC to assist property owners with clean-up, painting, window cleanings	1																	BIZ, CHNCW SLIC
c Launch 'Adopt a window' program for displays in vacant buildings.	1																	BIZ, Chbr CHBR
d Address buildings/lots that are public hazards or eyesores with incentives or enforcement of	1																	City City
e Create building facade design guidelines for transparent storefronts and use of natural local	2																	City City
f Create sign design guidelines for size, permanent materials etc.	2																	City City
g Create City grant or revolving loan fund program for facade upgrades.	1																	BIZ, Chbr City
h Evaluate health / safety conditions of Main Ave. bldgs.	2																	CDBG City
i De-emphasize themed motifs such as country western.	2																	BIZ BIZ

ARI = Art Guild AMB = Soap Lake Ambassadors BBCC = Big Bend Community College BIZ = Individual Business or Property Owner COC = Collee Corridor Coalition CHBR = SL Chamber of Commerce CHBRHS = Historic Committee of SL Chamber CITY = SL City Government EDC = Grant Co. Economic Development Council GCT = Grant Co. Tourism MHD = SL Medical Community MSQ = Mesquites Theatre PDA = Public Development Authority SLA = SL Commission for the Arts SLGC = SL Garden Club SLIC = SL Improvement Crew SLJC = SL Lions Club SLL = SL Lava Lamp SLRT = SL Revitalization Team WSDOT = Washington State Department of Transportation

\* Refer to Potential Funding Source List at end of chapter

Soap Lake Master Plan: Action Table		Timeline For Action															Potential Funding Source / Partners*	Potential Responsible Parties		
		2005		2006		2007		08	09	10	11	12	13	14	15					
Objective & Action	Priority	H1	H2	H1	H2	H1	H2													
		<b>UD4: Build Stronger Connection Between City and Soap Lake Waterfront.</b> Secure public use easement for waterfront loop trail as indicated in plan. Make improvements to existing businesses to better orient to waterfront, including existing dining Interpretive waterfront loop trail, joining E. Beach to W. Beach and looping back on Main Ave. Connect Provide interpretive planards in nodes designated on plan, and on loop trail. Enhance open space areas in public ownership at the terminus of Division St. at the lake. Relocate Flag Pole Encourage lake oriented infill development in multiple locations.	a																	City
b																		BIZ	BIZ	
c																		GCSL, TTB, IAC	City, SLJC	
d																		TTB, WSAC, IAC	City, CHBR His	
e																		TTB, WSSC, IAC	City, SLJC	
f																			BIZ	City
<b>UD5: Highlight Unique Characteristics of Soap Lake History and Geology.</b>																				
a	Identify and interpret history in downtown locations indicated by the Master Plan. Incorporate columnar																		TTB, WSSC, IAC	CHBR His
b	Encourage a heritage residential and cottage district with year round residents.																		CDBG	CHBR His
c	Establish an Ice Age Floods Geology & Research Center in a civic location with access to the Lake.																		DOE, IAF, GCT	City, CHBR

ART = Art Guild AMB = Soap Lake Ambassadors BRC = Big Bend Community College BIZ = Individual Business or Property Owner CCC = Center/Center Coalition CHBR = SL Chamber of Commerce CHBR His = Historic Committee of SL Chamber City = SL City Government EDC = Grant Co Economic Development Council GCT = Grant Co Tourism MFD = SL Medical Community MSQ = Madsen's Theatre PDA = Public Development Authority SLA = SL Commission for the Arts SLCC = SL Garden Club SLIC = SL Improvement Crew SLJC = SL Lions Club SLJL = SL Lava Lamp SLRI = SL Revitalization Team WSDOT = Washington State Department of Transportation



\* Refer to Potential Funding Source List at end of chapter

Soap Lake Master Plan: Action Table	Objective & Action	Priority	Timeline For Action												Potential Funding Source / Partners*	Potential Responsible Parties				
			2005		2006		2007		08	09	10	11	12	13			14	15		
			H1	H2	H1	H2	H1	H2												
UD6:	<b>Integrate Art and Culture into the City, particularly Downtown.</b> Encourage public art in 'node' areas designated in the Master Plan. Secure grant funding for engineering aspects of public art. Install a unique attraction or feature. Support the 'Virtual Lava Lamp' and/or 'Lava Lamp' and lava lamp museum in accordance with		a															WSAC	ART	
			b															WSAC	City	
			c																WSAC,	ART
			d																SLLL	SLLL
			e																	
UD7:	<b>Provide Exercise and Recreational Opportunities for Residents and Target Market Sectors</b> Plan for the expansion of the exiting on-road bicycle trail. Construct permanent skateboard park in suitable location as determined in Chapter 5. Create City wide trail system connecting to waterfront loop trail. Construct a floating waterfront pier in historic location(s). Improve non-motorized boat access and swimming beach with pier(s) installation in accordance with Park Master Plan. Construct a cement path for the disabled to access the water. Create a Water craft rental facility in East Beach.		a															TTB	City	
			b															GCSI, GNCW	City	
			c																TTB	City
			d																	
			e																GCSI, IAC	City
ART = Art Guild AMB = Soap Lake Ambassadors BKC = Big Bend Community College BIZ = Individual Business or Property Owner CCC = Collier Cordor Coalition CHBR = SL Chamber of Commerce CHBR Plus = Historic Committee of SL Chamber City = SL City Government EDC = Grant Co. Economic Development Council GCI = Grant Co. Tourism MFD = SL Medical Community ABSQ = Masques Theatre PVA = Public Development Authority SLA = SL Commission for the Arts SLGC = SL Garden Club SLIC = SL Improvement Crew SLIC = SL Lions Club SLL = SL Lava Lamp SLRT = SL Revitalization Team WSDOT = Washington State Department of Transportation																				

\* Refer to Potential Funding Source List at end of chapter

Objective & Action	Priority	Timeline For Action															Potential Funding Source / Partners	Potential Responsible Parties*		
		2005		2006		2007		08	09	10	11	12	13	14	15					
		H1	H2	H1	H2	H1	H2													
<b>Objective &amp; Action</b>																				
<b>P1: Preserve Quality of Soap Lake Water and It's Unique Properties</b>																				
a Soap Lake Master Plan: Action Table Improvements to stormwater drainage	1																		DOE, IAC	City
b Establish guidelines for use of Soap Lake Mineral water	1																		NSF	City
c Develop plan to ensure Soap Lake water salinity	1																		NSF	City

ART = Art Guild AMB = Soap Lake Ambassadors BRCC = Big Bend Community College BIZ = Individual Business or Property Owner CCC = Coulee Corridor Coalition CHBR = SL Chamber of Commerce CHBRH = Historic Committee of SL Chamber CITY = SL City Government EDC = Grant Co. Economic Development Council GCT = Grant Co. Tourism MFD = SL Medical Community MSQ = Masequers Theatre PDA = Public Development Authority SLA = SL Commission for the Arts SLGC = SL Garden Club SLIC = SL Improvement Crew SLIC = SL Lions Club SILL = SL Lava Lamp SLRT = SL Revitalization Team WSDOT = Washington State Department of Transportation

\* Refer to Potential Funding Source List at end of chapter

Objective & Action	Priority	Timeline For Action															Potential Funding Source / Partners*	Potential Responsible Parties
		2005		2006		2007		8	9	10	11	12	13	14	15			
		H1	H2	H1	H2	H1	H2											
<b>EM1</b> Encourage enhancement of existing businesses, products, services and facilities to better serve target customer markets																		
a	1																	BIZ, Chbr, City
b	1																	BIZ, Chbr
c	1																	BIZ, Chbr
d	2																	SLRT, City
e	2																	BIZ, Chbr, BIZ
<b>Soap Lake Master Plan: Action Table</b> Provide services for couple/family recreation																		
g	1																	BIZ
h	1																	BIZ, Chbr
i	1																	USDA
j	1																	EDC, SLRT
k	2																	BIZ
l	1																	BIZ

AKT = Art Guild; AMB = Soap Lake Ambassadors; BIRC = Big Bend Community College; BIZ = Individual Business or Property Owner; CCC = Coulee Corridor Coalition; CHBR = SL Chamber of Commerce; CHBR His = Historic Committee of SL Chamber CITY = SL City Government; EDC = Grant Co. Economic Development Council; GCTI = Grant Co. Tourism MFD = SL Medical Community; MSQ = Mesquites Theatre; PDA = Public Development Authority; SLA = SL Commission for the Arts; SLCC = SL Garden Club; SLIC = SL Improvements Crew; SLJC = SL Jobs Club; SLJL = SL Jobs and SLRT = SL Revitalization Team; WSDOT = Washington State Department of

\* Refer to Potential Funding Source List at end of chapter

Objective & Action	Priority	Timeline For Action															Potential Funding Source / Partners*	Potential Responsible Parties		
		2005		2006		2007		8	9	10	11	12	13	14	15					
		H1	H2	H1	H2	H1	H2													
<b>EM2</b> Improve the visitor information system for the Soap Lake area																				
a Work to provide a visitor center that is staffed full-time	1																		Chbr, City, SLHM	Chbr, City
b Work with WSDOT to change or install signs on Interstate 90 and Highways 17, 283, 28, 2 and 155	2																		WSDOT	SLRT, City, WSDOT
<b>Soap Lake Master Plan Action Table</b> c Soap Lake Master Plan Action Table information radio transmitter	3																		SLHM	Chbr
d Implement a customer service training program	1																		SLHM	Chbr, BBCC?
e Develop themed tour itineraries and suggested routes	1																		SLHM, BIZ	Chbr
f Enhance visitor experiences with interpretive signs about area history and geology	2																		SB, SLHM	Chbr, CCC
g Collaborate with other groups to provide info about cultural events and activities	2																		SLRT, Chbr	SLRT, Chbr

ART = Art Guild AMB = Soap Lake Ambassadors BBCC = Big Bend Community College BIZ = Individual Business or Property Owner CCC = Collee Center Coalition CHBR = SL Chamber of Commerce CHBRLH = Historic Committee of SL Chamber CITY = SL City Government HDC = Grant Co. Economic Development Council GCT = Grant Co. Tourism MHD = SL Medical Community MSQ = Masquers Theatre PDA = Public Development Authority

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Soap Lake Master Plan: Action Table		Timeline For Action															Potential Funding Source / Partners*	Potential Responsible Parties	
		2005		2006		2007		08	09	10	11	12	13	14	15				
Objective & Action	Priority	H1	H2	H1	H2	H1	H2												
		<b>ENB</b> Create a strategic, highly targeted and effective marketing program for Soap Lake																	
a Redirect the Chamber Director position to focus on sales and marketing	1																	Chbr	Chbr
b Expand the Marketing Committee to include key private and public sector interest in the community	1																	n/a	Chbr
c Create a Soap Lake brand	1																	SLHM	Chbr
d Enhance the Soap Lake web site	1																	SLHM	Chbr
e Design and print a full-color glossy Soap Lake brochure	1																	SLHM	Chbr
f Create targeted Soap Lake packages	2																	BIZ	Chbr, BIZ
g Collaborate with regional tourism entities to create tour itineraries	1																	Chbr	Chbr, BIZ
h Create a concise, inexpensive rack card or flier about retail suppliers of locally-grown products	2																	SLRT; Chbr, BIZ	Chbr
i Send monthly press releases to Seattle/Spokane/Tri-Cities media	2																	SLHM	Chbr
j Encourage locals to invite friends/families to visit	2																	Chbr	Chbr
k Ensure that Soap Lake has a presence in free visitor guides, events listing, etc.	1																	Chbr	Chbr
l Develop and implement a highly targeted advertising campaign promoting Soap Lake	2																	SLMH, BIZ	Chbr, BIZ
m Market Soap Lake as a destination for meetings, retreats	2																	SLMH, BIZ	Chbr, BIZ

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Soap Lake Master Plan: Action Table		Timeline For Action															Potential Funding Source / Partners*	Potential Responsible Parties*
		2005		2006		2007		8	9	10	11	12	13	14	15			
Objective & Action	Priority	H1	H2	H1	H2	H1	H2											
		<b>ECONOMIC DEVELOPMENT &amp; MARKETING:</b>																
<b>EM4: Work with investors/developers to encourage and enhance spa facilities and amenities</b>																		
a Create a public-private partnership (PDA)	1																City	City
b Conduct a feasibility study for a spa consistent with Master Plan site recommendations																	City	City
c Build a spa in accordance with the recommendations of the spa feasibility study.																		
d Recruit investors and spa operators	1																CDBG	PDA
e Ensure that proposed facilities provide a "user friendly entry"	2																BIZ	BIZ
f Design and distribute information about Soap Lake water and mud	2																SLHM	Chbr
g Coordinate a local health professional network	2																BIZ	Med
h Offer services/amenities for visitors with serious illnesses	3																BIZ	BIZ, Med
i Link spa facilities to local food and health care products, indigenous/native treatments	2																BIZ, USDA	BIZ, Med, EDC
j Seek investors for development of north end of Soap Lake/Las Brisas	3																BIZ	SLRT, BIZ
k Encourage expansion and development of other private spas and tourist-oriented facilities and services	2																BIZ	SLRT, BIZ, Ctrv, PDA

ART = Art Guild; AMB = Soap Lake Ambassadors; BRC = Big Bend Community College; BIZ = Individual Business or Property Owner; CCC = Cooke Center Coalition; CHBR = SL Chamber of Commerce; CHBR Hts = Historic Committee of SL Chamber City = SL City Government; EDC = Grant Co. Economic Development Council; CCT = Grant Co. Tourism; MED = SL Medical Community; MSQ = Masques Theatre; PDA = Public Development Authority; SLA = SL Commission for the Arts; SLGC = SL Garden Club; SLIC = SL Improvement Crew; SLJC = SL Lions Club; SLJL = SL Javal Lamp; SLRT = SL Revitalization Team; WSDOT = Washington State Department of Transportation

\* Refer to Potential Funding Source List at end of chapter

Soap Lake Master Plan: Action Table		Priority	Timeline For Action															Potential Funding Source / Partners*	Potential Responsible Parties
			2005		2006		2007		08	09	10	11	12	13	14	15			
Objective & Action			H1	H2	H1	H2	H1	H2											
<b>EM5 for existing and new businesses and</b>																			
a	Provide broadband access in Soap Lake	1																BIZ, USDA	SLRT
b	Improve cell phone coverage in Soap Lake	1																BIZ, USDA	SLRT
c	Implement a business visitation and assistance strategy to encourage business retention and expansion	1																n/a	SLRT, Chbr
d	Link businesses to business assistance services	2																n/a	SLRT, Chbr
e	Contact WSU Rural e-Work program re. outsourcing opportunities; use contacts in I-5 corridor/Spokane																		
f	Sponsor workshops on business issues	2																SBDG, EDC	SLRT, EDC
g	Distribute the Socio-Economic Trends and Market Analysis to all businesses	1																City	SLRT
h	Evaluate feasibility of a business incubator focused on value-added ag products and local artisans/craftsmen	2																USDA	EDC
i	Seek assistance with workforce training through BBCC	2																DOI, BBCC	SLRT, BBCC
j	Allow residential uses of downtown buildings on upper floors or non-store front rooms	2																n/a	City, BIZ
k	Encourage cross-promotion among local businesses via a Soap Lake directory to increase consumer spending	3																Chbr, BIZ	Chbr
l	Communicate regularly with business/property owners via newsletter, fax or e-mail re. Chamber and economic development activities	1																Chbr, EDC	Chbr, EDC
m	Work with local/regional banks to establish a low-interest loan pool	2																BIZ, USDA	SLRT, BIZ
n	Provide design assistance to property owners; develop guidelines for business signs; conduct workshop about renovations, sign designs	3																USDA, BIZ	SLRT, BIZ
o	Implement a business recruitment program.																	PDA, BIZ	SLRT, PDA, EDC

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Soap Lake Master Plan: Action Table		Timeline For Action													Potential Funding Source / Partners*	Potential Responsible Parties							
		2005	H1	H2	2006	H1	H2	2007	H1	H2	08	09	10	11			12	13	14	15			
<b>Objective &amp; Action</b> <b>EM6</b> Enhance events in off-peak seasons to increase business sales	Priority	a																		n/a	SLRT		
		b																			BIZ, Chbr	BIZ	
		c																			MSQ	MSQ, Chbr	
		d																			SLHM	Chbr	
		e																			SLHM, BIZ	Chbr, BIZ	
		f																			Chbr	Chbr, BIZ	
		g																			SLHM	MSQ, Chbr	
		h																			WHC	SLRT	
		<b>EM7</b> Enhance medical and retirement services in Soap Lake to meet the needs of local residents and healing-seekers																					
		a																				Med	Med, SLRT
b																				Med	Med, SLRT		
c																				BIZ	BIZ		
d																				Med	Med, EDC		

ARI = Art Guild AMB = Soap Lake Ambassadors BRC = Big Bend Community College BZ = Individual Business or Property Owner CCC = Center Corridor Coalition CHBR = SL Chamber of Commerce CHBR HS = Historic Committee of SL Chamber City = SL City Government EDC = Grant Co. Economic Development Council GCI - Grant Co. Tourism MED = SL Medical Community MSQ = Masques Theatre PDA = Public Development Authority SLA = SL Commission for the Arts SLGC = SL Garden Club SLIC = SL Improvement Crew SLIC = SL Loyal amp SLRT = SL Revitalization Team WSDOT = Washington State Department of Transportation



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Soap Lake Master Plan: Action Table		Timeline For Action															Potential Funding Source / Partners*	Potential Responsible Parties	
		2005		2006		2007		08	09	10	11	12	13	14	15				
Objective & Action	Priority	H1	H2	H1	H2	H1	H2												
		Establish benchmarks and track results of economic development and marketing efforts to evaluate effectiveness of strategies and adjust as necessary	a	Work with City and Washington Dept. of Labor & Industries to monitor the number of businesses, full-time/part-time jobs															
b	Monitor and report local lodging sales by month																	n/a	City, Chbr
c	Track visitor inquiries/ counts at visitor center																	Chbr	Chbr
d	Track and evaluate results of promotion efforts																	Chbr	Chbr, BIZ
e	Track number of conference/meeting groups and commercial tours																	Chbr	Chbr, BIZ
f	Work with public facility managers and other visitor information centers to track visitor trends																	Chbr	Chbr, CCC
g	Work with WSDOT to monitor traffic counts on Highway 17/28																	Chbr	Chbr, CCC
h	Create a documentation system for handling referrals from visitor center to local businesses																	Chbr	Chbr
i	Report results of monitoring and tracking in quarterly newsletters to businesses																	Chbr	Chbr, EDC

SLA = SL Commission for the Arts SLGC = SL Garden Club SLIC = SL Improvement Crew SLJC = SL Lions Club SLL = SL Java Lamp SLRT = SL Revitalization Team WSDOT = Washington State Department of Transportation

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## Funding Sources Key Codes

BIZ	Individual Business or Property Owner
CDBG	State Community Development Block Grant
CFNCW	Community Foundation of North Central Washington
Chbr	SL Chamber of Commerce
City	SL City Government
DEC	Washington State Department of Ecology Section 319 Nonpoint Source Grants Program
DNR	Washington State Dept of Natural Resources Community Forestry Grant
DOE	Washington State Department of Ecology
ENH	Washington State DOT Enhancement Funds After TEA-21 Renewal
GCSI	Grant County Strategic Infrastructure Funds
IAC	Interagency Council for Outdoor Recreation
IAF	Ice Age Floods Institute
NSF	National Science Foundation
Priv	Private Entity, Foundation, or Donor
SB	Scenic Byway Funds
SLHM	SL Hotel/ Motel Tax
SLLL	Soap Lake Lava Lamp
TIB	Washington State Transportation Improvement Board Small Cities Program
USDA	U.S. Dept. of Agriculture Rural Development Program (RBEG, RBOG)
WHC	Washington Humanities Council
WSAC	Washington State Arts Commission
WSDOT	Washington State Department of Transportation

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## **1. Statement of Purpose:**

Nestled beneath majestic basalt cliffs and rim rock slopes at the southern end of the lower Grand Coulee in Eastern Washington is a tiny inland sea, Soap Lake, noted for its mineral rich water and creamy black mud. At the turn of the 20<sup>th</sup> Century, Soap Lake was one of the most well known mineral spas in the country. Before the development of sulfa drugs and penicillin, Soap Lake and spas at Saratoga Springs, New York, White Sulfur, West Virginia, and Hot Springs, Arkansas were havens for the treatment of disease, illness and injury.

The goal is to make the SILOAM Spa & Wellness Center a new upscale destination at Soap Lake in Grant County, Washington. Like the Pool of Siloam in Jerusalem, SILOAM will implement the healing and rejuvenating properties of the mineral water and mud of Soap Lake to enhance the spa experience.

Step one of the project will be to build a high-end spa facility. After construction of the spa has been completed, step two of the project will be to construct an adjacent condominium that can be implemented to accommodate overnight visitors to the spa. This will allow SILOAM to take advantage of the luxury spa vacation market that has been growing steadily in the Pacific Northwest.

## **2. The Business**

### **a. Description of Business**

SILOAM seeks to go beyond the “rest and relaxation” focus of competing high-end spas in the region by implementing the special properties of the mineral water and the rejuvenating mud. Since there are no other comparable spa facilities at Soap Lake, SILOAM will be the only spa in Washington or Oregon able to provide such high quality mineral water and mud.

The spa business will be encouraged with overnight and multi-day visitors with lodging in condominiums. The condominium units will have every amenity for visitors, and will provide many income benefits for owners.

As a “Wellness Resort,” SILOAM will have 70 sleeping rooms, a 12-room spa, fine dining, room service, and a beautiful pool area with three different temperature mineral pools, hot tub, and sauna. The rule of thumb for calculating the ratio of sleeping rooms to treatment rooms is to build approximately 1.5 treatment rooms for every 10 sleeping rooms. It assumes a room rate of around \$175 to \$180 per night for Fridays and Saturdays (2

night minimum stay) and \$140 to \$150 per night Sunday through Thursday (no minimum stay).

### Value-added offerings will include:

- “Spa-Lodging Packages” with pricing around \$340 per night (Friday and Saturday) that include 2 hours of (hands on) treatment time per night of stay and midweek pricing at around \$275 per night. Packages such as these will attract visitors interested in a short but affordable stay.
- “Week of Wellness” package for about \$1,600 to \$1,800 for a 7-night stay that includes the 2 hours of treatment per day. This is “Per Room” pricing and not “Per Person.” Such weeklong packages will be marketed towards potential clients more interested in longer stays.
- Further package deals will be offered through Groupon.com, LivingSocial.com, and other deal-of-the-day websites. These websites offer terrific marketing opportunities for new companies to expand their customer base with very low costs. This is implemented by offering clients a special offer available at times when the spa is not forecasted to be especially busy.
- These three marketing strategies, the short-term packaging, long-term packaging, and deal-of-the-day websites will ensure that there will always be a steady stream of new clients coming through the doors of SILOAM.

### Spa:

The spa itself will be the key component in making SILOAM a success. Providing the highest quality services at competitive prices will be of the utmost importance in determining how quickly SILOAM becomes a profitable endeavor.

The Spa at SILOAM must seek to provide signature treatments affording body and mental health. An example of a signature treatment is a mud bath in the rejuvenating mineral mud of Soap Lake. SILOAM must seek to rapidly expand on providing myriad wellness programs and individualized services. The emphasis should be on greater diversity of services rather than increased rates. The greater range of services that SILOAM provides will attract more interest from prospective clientele, as well as encourage current clients to experiment with new treatments.

The indoor and outdoor pools are of paramount importance to the atmosphere at SILOAM. People should be able to enjoy and benefit from mineral water in Soap Lake year-round, even if the lake itself is not temperate enough for them to enjoy in all seasons.

### Condominium:

While the condominium at SILOAM will offer every amenity to its clientele, the condominium is not meant to be an attraction itself. Rather, the condominium is merely meant to provide lodging for the visitors who are attracted to the spa.

To this end, the spa will be opened one year before the condominium. Construction will not begin on the condominium until after the spa is completed. This will allow the spa to perfect operations well before it becomes too crowded. This time is essential to allow the spa to find the most qualified personnel and develop an expansive number of signature treatments.

### Restaurant:

While no restaurant has yet been drawn into the building plans for SILOAM, an on-site restaurant is becoming an industry standard in both the day spa and the spa resort industries. In the one facility's survey of customers, 60% stated that a restaurant is a must. A full service, mid-priced restaurant that offers spa goes in-between meals is suggested. The restaurant's food should reflect the health and wellness aspects of SILOAM and should offer healthy and scrumptious cuisine. The restaurant could seat 30 patrons and price per person would be \$28 per day. As plans proceed, a restaurant will be added to the future expansion site at the south end of the parking lot (see attached site plans for details).

### Packaging the facilities:

To maximize year round use and cater to the local population as well as travelers, memberships could be sold and include use of pools, Jacuzzi pool, fitness room and sauna. Monthly memberships could run \$55 for a single, \$95 for a family, and \$12.50 for non-members/vacationers per day per person. Use of these facilities would be included with the cost of the room.

### Meeting rooms:

In order to make SILOAM more attractive to business visitors, a business center with fax, scanning, and wifi internet connections, as well as a meeting facility, should be made available to the clientele. While only smaller conference facilities will be available early on in the development of SILOAM, there will be a larger conference/banquet room constructed as part of the restaurant facility.

### Retail Store:

After development of the spa and condominium are completed, a third phase of development will begin that will see the building of a restaurant (as mentioned above) among other projects. During this third phase of development, we intend to include a retail store and production facility that would allow SILOAM to market and sell its special spa treatments to consumers all over the world. This will serve to promote the local character of Soap Lake in the SILOAM project. With SILOAM selling and marketing Soap Lake products, we expect that production will expand to keep pace with new demand. As each division of SILOAM grows, it will encourage the growth of the other.

## **b. The Mineral Water and Mud**

According to a Spokane *Spokesman Review* article dated August 7<sup>th</sup>, 2002, titled “Water of Soap Lake is Out of This World,” scientists equate Soap Lake’s water composition closer to what you might find on Mars.

With 10 times more salinity than the ocean, the deep water cannot rise and mix with the upper layer. Due to high concentration of minerals in Soap Lake the waters separate into two distinct layers: the salty lower level and the alkaline upper layer. The extreme chemistry of the lake has rejected most animal and plant life, but it is filled with algae, bacteria and tiny crustaceans.

For generations, Soap Lake has appealed to a population seeking relief from skin related disease. For example, in 2002 a thesis for a Master of Science in Biology by Clarissa Jae-Eem Chung titled “Effects of Soap Lake Water on Three Pathogens Which Cause Common Skin Infections” found that the high pH in the salinity and sulfide concentrations in Soap Lake water inhibited the viability of these pathogens commonly known as staph, yeast and swimmers’ ear infections. The lake is known as a soft mineral lake; its sodium content is that of a washing soda, rather than the calcium salts which are found in hard mineral water.

Testimonials provided over the years have attested to the unique and potentially therapeutic qualities of Soap Lake mineral waters – including lessening the effects of psoriasis and Buerger’s Disease. Interviews with local lodging proprietors and business owners serve to validate the observation that some visitors come to Soap Lake exclusively for the healing properties of the water and mud.

Research indicates the most appropriate use of mud is for single-person applications followed by traditional disposal (rinsed down the drain). If mud

is returned to Soap Lake, it would likely be contaminated with toxins and assorted bacteria picked up from human use. A few quotes from peer mud bath operators/users helps illustrate this point:

*Our mud is applied to the skin, then removed with hot steam towels. The towels are then laundered. There is no way to reuse the mud, or reclaim it, nor would I be inclined to do so.*

Crystal Fritz, LMP  
Simple Kneads Massage & Spa Services  
Leavenworth, WA

*After all our body treatments, including our Mud Wrap, the client showers the products off. Even if this were not the method, no products can be reused on other clients because there is no way to purify them after a treatment. The products are naturally occurring in the environment, such as minerals, seaweed-derived paste, salt and mud, so there are no ill-effects in sending them down the drain!*

Cindy Abraham  
Jeremy Todd Spa Director  
Fairmont Olympic Hotel

Therefore, mud at SILOAM will be disposed of through the sewer system, which the City of Soap Lake has assured has ample capacity to handle the additional capacity from the anticipated use of a fully occupied 70-room condominium and spa.

### **c. Marketing**

Demand: A primary market of over 1.3 million eastern Washington residents, with a significant segment that is not currently well served by spa facilities offering natural mineral water (this market could fall into day-trip or overnight categories). A larger Oregon/Washington secondary market with an estimated population of 7.7 million; with a family component that is already drawn to eastern Washington for recreation and vacation but with lower penetration to date of the more affluent market and typically most dedicated spa user. Supplemental domestic and international visitation can be expected to be drawn by the region's environmental reputation and wellness features distinctive to the Soap Lake experience. Major demographic segments can expect to include aging baby boomers, followed by retirees, and Gen-Xers.

Access: By automobile, Soap Lake is situated about 180 miles east of Seattle, 120 miles west of Spokane and 300 miles northeast of Portland. The Moses



Lake airport is 17 miles from Soap Lake and offers regularly scheduled weekday flights from Seattle and Spokane. Highway 17 is the major highway corridor for visitors who travel to Soap Lake and the Grand Coulee Dam recreation sights.

User marketing will obviously be instrumental to the sustained success of SILOAM. Ultimately, marketing approaches and products will be determined by SILOAM's management team and be based on a specific set of target audiences. However, several key marketing considerations are worth mentioning here. These include:

- SILOAM must have its own website. The web has become the predominant travel logistics tool in all industries, and is especially important for spa seekers. Users must be able to see “what’s so special about Soap Lake,” find out what services are offered, learn about packages, and even make lodging reservations. If potential users can’t be “sold” at the website, it will be difficult to convince them to make a trip to SILOAM to experience the healing waters for themselves.
- Speaking of healing waters, SILOAM will need to promote Soap Lake’s finest assets, such as the special mineral qualities and healing properties of Soap Lake water. Additional assets to highlight in marketing materials include:
  - Location relative to the Grand Coulee Dam and multiple recreational lakes and hikes.
  - State of the art features to be offered at the spa, both in terms of equipment and therapies.
  - Historic splendor, from the Missoula Floods to the arrival of the Bureau of Reclamation and Farming, to the heyday of the original spa community and beyond. Much of this historical footage will be placed on SILOAM’s website.
  - A revitalized downtown area with a friendly atmosphere, the Masquers Theatre, and the new Lava Lamp sculpture.
- Packages: Spa goers want package deals, with food, lodging and various services included for varying lengths of time. In addition to spa and lodging, expanded packages could include golfing, meals at local restaurants, Grand Coulee Dam tours and other recreational options. Such packages will also include those offered through Groupon.com and LivingSocial.com, as previously mentioned.
- Social Networking: It will be necessary for SILOAM to maintain a professional social networking presence on web sites such as Facebook.com and Twitter.com.

- Returning guest specials: One common characteristic of successful spas is their ability to develop a loyal clientele. While a high level of service and the right mix of amenities can go a long way toward achieving a return customer base, it also helps to offer reduced rates or other special incentives (memberships or discounts).

#### **d. Competition**

Perhaps its greatest asset is that SILOAM will be the only high-end spa and overnight facility of its kind in or near Soap Lake. This lack of competition will create some extra marketing work in order to publicize and expose the rejuvenating qualities of Soap Lake in enhancing the overall quality of the spa experience. Once this has been done, SILOAM will have a monopoly in the Soap Lake area. However, since SILOAM will rely largely on customers from all over the Pacific Northwest, it will have to compete for business with other overnight spas in the region.

Trends such as growing use of mud baths and rapid growth of wellness offer particularly strong opportunities for SILOAM to distinguish itself from other operations already serving the Pacific Northwest market.

Twelve facilities that currently serve the Washington/Oregon market are profiled:

- **Alderbrook Resort & Spa, Union, WA**
- Breitenbush Hot Springs, Detroit, OR
- Cave B Inn @ Sage Cliff, George, WA
- Doe Bay Resort, Orcas Island, WA
- Harrison Hot Springs, BC
- Bonneville Hot Springs Resort, North Bonneville, WA
- **Rosario Resort, Orcas Island, WA**
- **Salish Lodge, Snoqualmie, WA**
- **Semiahmoo, Blaine, WA**
- **Skamania Lodge, Stevenson, WA**
- **Sun Mountain Lodge, Winthrop, WA**
- Willows Lodge, Woodinville, WA

The larger resorts and better known resorts, highlighted in **bold** type, are those for which the spa is an ancillary feature and do not have natural mineral water on-site. Lodging at these facilities is in the range of 90 to 250 rooms; all offer meeting capability as well as overnight lodging.

For the non-highlighted properties, the resort is the spa. Four of the six are built around natural mineral waters, two of which are outside the state of Washington. The largest, Harrison Hot Springs, has 334 rooms the rest are much smaller in size ranging between 6 and 88 rooms. These properties cater to a wider range of demographics, from families to alternate lifestyles.

Separately profiled are eight other potentially comparable spa resorts located in the western states of Montana, Colorado, and California as well as British Columbia:

- Ainsworth Hot Springs, Kootenay, BC
- Calistoga Ranch, Calistoga, CA
- Chico Hot Springs, Paradise Valley, MT
- Glenwood Hot Springs, Glenwood Springs, CO
- Golden Haven Hot Springs, Calistoga, CA
- Indian Springs, Calistoga, CA
- Potosi Hot Springs Resort, SW MT
- Symes Hot Springs Hotel, NW MT

The sizes of these properties range from four creek side cabins at Potosi to 107 lodging rooms at Glenwood Hot Springs. All are built with the spa as the central facility focus. These other western states facilities profiled also are somewhat more family-oriented than the norm.

## **e. Personnel**

SILOAM must seek to employ the most highly qualified spa therapists and health care professionals. This will be tantamount to providing the high level of service that must be associated with a luxury spa and recreational facility such as SILOAM.

Therapists at SILOAM will have to be paid on a wage and salary rather than on a contractual basis. A lower-cost and widely practiced alternative may be to pay on a contractual basis, although there could be concerns with attracting qualified individuals in the absence of more definite workload commitments. Paying spa therapists on a contractual basis will have to wait until SILOAM is an established business with a steady stream of clients so that the most qualified therapists can be attracted without the definite promise of enough clients.

Beyond spa personnel, the SILOAM project will also employ a large staff of housekeepers, landscapers, chefs, servers, and maintenance personnel. It is extremely important that the grounds be maintained in a soothing atmosphere in order to promote the health and wellness of the guests, therefore, we will

need to keep a full-time crew of groundskeepers. Flowerbeds around the facilities will be changed seasonally to foster the soothing atmosphere and exhibit the natural flora of the Pacific Northwest. Furthermore, SILOAM must ensure that guests rooms and common areas are kept extremely clean and disinfected. Such a level of attention to cleanliness will require a larger investment in full-time staff than the typical spa project. SILOAM must ensure to employ sufficient numbers and quality staff to accomplish these goals.

### **3. Financial Data**

#### **a. EB-5 Program:**

SILOAM will receive a majority of its financing from foreign investors seeking to obtain visas to the United States under the EB-5 Foreign Investor Visa Program.

The City of Soap Lake lies in a Regional Center Designation (RCD) area for purposes of EB-5 determination. This means that foreign investors will be capable of obtaining visas for merely a \$500,000 investment, rather than the \$1,000,000 investment normally required to acquire an EB-5 investor visa.

In addition, since Soap Lake is located within a RCD, the requirement that each investor account for ten new jobs directly is relaxed, and each investor must only show that, as a result of the investment and the activities of the new business, at least ten jobs will be created indirectly through an employment multiplier effect. To show that ten or more jobs are actually created indirectly by the business, reasonable methodologies may be used, such as multiplier tables, feasibility studies, analyses of foreign and domestic markets for the goods or services to be exported, and other economically or statistically valid forecasting tools which support the likelihood that the business will result in increased employment.

In total, SILOAM will collect \$15,000,000 from investors, some of whom will be foreign investors seeking visas under the EB-5 program. Of this amount, \$13,000,000 to \$15,000,000 will be invested into the condominium and spa complex. Each international investor must meet the \$500,000 threshold for the EB-5 determination. For their investment, each investor will acquire one condo unit for 6 years. While they own the condos, the investors will receive 70% of the proceeds that the management earns from renting out their units. The management will retain the remaining 30% for operating expenses. After the 6 years has expired, the SILOAM management will have the right to repurchase the condominiums at the prevailing market rate.

## **b. Other Sources of Financing**

In addition to funds from foreign investors through the EB-5 program, SILOAM will also be financed through various domestic sources. The first of these is a \$1,000,000.00 utility grant from the State of Washington. There are also other state and local grants that the project will become eligible for upon approval.

## **c. Business Organization**

SILOAM REGIONAL CENTER CORPORATION is a corporation licensed in the State of Washington.

### **a. Officers**

Kevin Choi, President  
820 NE 45<sup>th</sup> St., Suite 1  
Seattle, WA 98105

With many years experience working with the Korean investor community in Washington State, Kevin Choi is well suited to lead investor relations for the SILOAM project. Kevin is responsible for organizing international investors and ensuring that the SILOAM project is adequately funded at all stages of its development.

Alexander Milkie, Vice President  
7616 SE 22<sup>nd</sup> St.  
Mercer Island, WA 98040

An attorney in California and Washington states, Alexander will be responsible for supervising all legal work done for the SILOAM project. Alexander has extensive experience in immigration law and financial planning.

Christine Poythress, Spa Treatment Advisor  
7605 SE 27<sup>th</sup> St., #153  
Mercer Island, WA 98040

Christine Poythress worked in the spa business for many years before she branched out and started her own day spa. Christine brings especially

useful industry insight and experience to the SILOAM team, including local spa treatment preferences and marketing requirements.

## **b. Net Operating Income Estimates**

The consultant team evaluated several facility alternatives and, ultimately, tested the preferred alternative using a “Build-A-Spa” business model pioneered by Heat Spa-Kur Therapy Development, Inc. The “Build-A-Spa” model represents a spreadsheet-based tool for evaluating facility development and financial planning as well as providing a detailed business analysis. Key elements of the model include:

- *A building space program:* Identifying square footage associated both with revenue producing components of the project (such as treatment rooms and pool area) and non-revenue producing facilities including common areas (such as front desk, hallways, restrooms, and changing areas).
- *Development cost estimates:* Estimated separately for each of the building space components. Our understanding is that the cost estimates used are intended to cover both hard construction dollars and indirect or soft costs (for items such as permits, architectural and engineering fees, and project financing up to the point of occupancy). Not included with the Spa-Kur projections are costs associated with land acquisition and site preparation.
- *Projections of revenue and expense:* [For each component of the building program.] Revenue producing components identified by “Build-A-Spa” for the building include nine treatment rooms, three whirlpool tub rooms, the pool area and on-site retail. The revenue estimates are predicated on projections of utilization as assumed by Spa-Kur. It is noted that these estimates may well vary depending whether or not the Spa is developed as a stand-alone facility or in conjunction with on-site or adjoining lodging.

The projections prepared by Spa-Kur cover only the spa portion of a potential development. Not covered in this analysis are the building program needs and financial analysis for any lodging that might be provided in conjunction with the spa facility development. The building program and financing will be discussed in section 3.a. EB-5 Program as well as in floor plan addendum.

Project Development Cost: (construction + set-up, excluding land)	\$2,729,250
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Projected Annual Revenue & Expense (at year 2 stabilized occupancy):	
Revenue	\$1,737,528
Expense <sup>1</sup>	-\$1,262,279
<u>(not including depreciation)</u>	
Net Operating Income (NOI)	\$475,249

### c. The Bottom Line

The key bottom line measure for this assessment is net operating income (NOI); before taking depreciation and debt service into account. NOI is the financial measure typically used with commercial real estate investment to determine supportable property valuation, i.e. the amount of development cost that can be supported by income after deducting operating expenses associated with business activity.

NOI can then be used as a means to determine the valuation that a project will represent to an investor or owner upon completion and full utilization. For income-producing real estate investment projects, this is typically accomplished by means of a capitalization (or cap) rate. Annualized income is divided by the cap rate to arrive at an estimate of market valuation. The most financially viable projects are those for which the completed valuation exceeds the cost of development.

For SILOAM, the following valuation conclusions can be drawn from the financial analyses by Spa-Kur:

- Assuming projected facility utilization projections are supported by the market, net operating income (before depreciation) should be more than adequate to support the construction cost as estimated by Build-A-Spa.
- \$4.75 million value for the spa and pool, well in excess of project cost estimated by Build-A-Spa at \$2.7 million. This estimate of value is predicated on projected NOI of approximately \$475,000 in the second stabilized year of operation. This estimate of value versus construction cost also indicates potential ability for SILOAM to support added costs (not yet estimated) for acquisition and site preparation.

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<sup>1</sup> Depreciation (amortization) expense is calculated as an added \$260,825 annually. Depreciation is calculated by Spa-Kur on a 10-year schedule. As a non-cash expense, depreciation is not included with a real estate pro forma financial projection. Also noted is that Spa-Kur does not include any explicit projection of debt service, which, if required, would represent a deduction from NOI to arrive at project cash flow.

#### **d. Summary of Net Profit**

	Quantity	Monthly	Yearly
Treatment Room	9	\$39,666	\$475,992
Whirl Pool Tub Room	3	\$16,490	\$197,874
Pool Area	1	\$18,000	\$216,000
Pool Bar	1	\$7,734	\$92,806
Retail	1	\$6,924	\$83,094
Total			\$1,065,766

#### **e. Assumptions Upon Which Projections Were Based**

All assumptions were based on Build-A-Spa financial planning. Build-A-Spa is a joint effort between the world-renowned spa therapy developer Dr. Reinhard Bergel and Skip Williams, a financial planner and spreadsheet expert very familiar with the operations of the spa business.

Cost per square foot	\$200
Workman's Comp	10.00%
Taxes & Benefits	15.00%
Hourly Rate for Cleaning/Laundry	\$10.00
Hours of Operation per Day	12
Days per Week	7
Front Desk and Booking	150 sq. ft.
Changing Room	300 sq. ft.
Rest Room	80 sq. ft.
Waiting Room	200 sq. ft.
Treatment Room	100 sq. ft.
Whirl Pool Tub Room	130 sq. ft.
Pool Area	6000 sq. ft.
Pool Bar	150 sq. ft.
Retail	250 sq. ft.
Management	120 sq. ft.
Laundry	250 sq. ft.
Employee's Room	150 sq. ft.
Utility/Storage Room	300 sq. ft.
Quiet Area	300 sq. ft.
Hallways	1200 sq. ft.



Attached please find a series of profit and loss statements, break even analyses, and site plans.