Cle Elum - Old Town Revitalization

A Report by the
Washington Chapter
American Planning Association
Community Planning Assistance Team

Cle Elum, Washington September 2006





Cle Elum – Old Town Revitalization

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EXECUTIVE SUMMARY

Introduction

In April 2006, the City of Cle Elum submitted a proposal to the Washington Chapter of the American Planning Association (WA APA) for a Community Planning Assistance Team to assist the town and its citizens in addressing key issues facing the community. The issues ranged from historic preservation and economic development to transportation circulation.

The WA APA accepted the proposal, and after a preliminary visit by a small group in August, the team members arrived in Cle Elum on September 30, 2006, for a one-day work session. Paula Reeves, Washington State Department of Transportation, functioned as Team Lead and worked closely with Roger Wagoner, WA APA, and City staff to plan the work session. The Cle Elum Senior Center graciously hosted the work session, providing the participants breakfast and lunch.

The work session provided an opportunity for the team members to work with local officials, community leaders, technical experts, and

APA Community Planning Assistance Team Cle Elum Worksession Objectives:

- · Connect plans and actions.
- Inform the community of opportunities and encourage them to take action to protect local and regional resources.
- Help the community understand the structure of the place at various scales and contexts—from regional resources to the neighborhood scale.
- Explore and articulate the larger contexts and interactions of ecological, sociological, economic, and physical systems.
- Visualize potential futures.
- Recognize and describe the qualities of a place by preserving the best elements of the past, addressing the needs of the present, and planning for the needs of future generations.
- Identify and describe choices and consequences.
- Advance the principles of APA for a Livable Washington.
- Help the community define the roles of stakeholders.
- Develop a roadmap for implementation of plans and policies.

citizens. The result was a common understanding of the key issues and application of the team's expertise in framing a wide range of recommendations.

The work session kicked off with a brief overview of the Community Planning Assistance Program (a joint effort of the WA APA and the Washington State Department of Community, Trade and Economic Development), a review of the existing Cle Elum Old Town Subarea Plan, and a discussion of the issues that the City is facing.

This report reflects the key issues identified during the work session, including:

- Economic Development
- Historic Preservation
- Transportation Circulation

A closing section of this report offers the APA team's recommendations on how the community can move forward and make progress on the range of issues and recommendations raised during the work session. In the end, the citizens of the community are the critical players, both for their insights and observations during the team visit and for their support of the new directions that emerge from the process.

THE WORK SESSION

Washington Chapter of the American Planning Association selected a Community Planning Assistance Team comprised of experts in economic development, historic preservation, Main Streettm development, transportation, growth management, and community planning. These volunteers included:

- Bob Burke, FAICP, Planning Consultant
- Greg Griffith, Assistant Director, Washington State Department of Archaeology and Historic Preservation
- Michael Kattermann, AICP, Associate Principal, AHBL Inc.
- Kristian Kofoed, J.D., Senior Urban Planner, City of Seattle
- Paula Reeves, AICP, Community Design Branch Manager,
 Washington State Department of Transportation
- Sheri Stuart, Assistant Coordinator, Washington State Main Streettm Program Department of Community, Trade, and Economic Development

The work session kicked off with a brief overview of the APA Community Planning Assistance Program, a review of the existing Cle Elum Old Town Subarea Plan, and a discussion of the issues that the City is facing.



Greg Griffith, Washington State Deputy Historic Preservation Officer



Worksession participants included elected officials, community leaders, and key stakeholders.

Next, Sheri Stuart opened by providing invaluable comments and conclusions based on her extensive experience helping communities across the country improve their downtowns. Main Streettm is a comprehensive historic downtown commercial district economic revitalization program based on historic preservation developed by the National Trust for Historic Preservation. Cle Elum has submitted a letter of intent to apply at the Start-Up level of the Washington State Main Streettm Program's Tier System. Services provided at this level enable communities to receive organizational assistance based on the Main Streettm model.

Shari emphasized several lessons learned from her Main Streettm program experience. These helped frame the morning's discussion:

Main Street – Lessons Learned

- Downtowns are important employment, economic, and civic centers of communities, a source of community pride, and a significant part of an area's history.
- Need a comprehensive approach to revitalization in addressing the complex issues facing traditional downtowns.
- Need to build on a sense of authenticity as part of downtown's competitive advantage.
- Need to implement an incremental approach, tackling larger projects as organizational capacity grows.
- Need to be action oriented and vision based.
- Need to build partnerships between all segments of the community,
 recognizing that everyone in the community has a stake in downtown.
- Need to establish a core group of people committed to working together.

Following Sheri's inspirational remarks and discussion of the day's agenda, the participants brainstormed opportunities, challenges, and implementation issues. A summary of the statements produced during this session is included in the Appendix of this report.

Following the brainstorming session, a working lunch was provided, allowing the team to comment on what they had heard and to organize those ideas for the afternoon.

After the working lunch, work session participants split into two groups for a walking tour of the City. One group evaluated transportation circulation, specifically freight mobility and circulation on First Street. The other group reviewed economic development and historic preservation opportunities. The two groups joined to tour First Street from City Hall to the east end of town.

When work session participants reconvened at the Community Center, City staff were asked to give an overview of some of the immediate suggestions that had come from the walking tours. Gregg Hall, Cle Elum City Administrator, discussed a near-term opportunity to present a proposal for improving traffic circulation at the October 2006



Worksession participants touring First Street

Infrastructure Assistance Coordinating Council Meeting. He also identified the need to complete negotiations with rail line owners. Matt Morton, Cle Elum City Planner, discussed holding a two-day design workshop as a next step which would include development of historic design guidelines.

Other workshop participants presented additional opportunities and near-term next steps. Providing more Web-based information about Cle Elem would encourage businesses and prospective home buyers, as well as provide information to the existing community. Several participants also identified the need for a Market "gap" Analysis to identify and help target the kinds of business that are most needed and likely to succeed in the community.

The team summarized the outcome of the discussion of next steps in Table 1, page 26, and presented it along with a discussion of resources, responsibility, and research for each action item. Some of these action steps parallel and reinforce already adopted elements of the City's work program. Work session participants agreed that establishing an Action Committee that would meet monthly would help accomplish the suggested action steps (Table 1) and ensure accountability.

THE REPORT

Cle Elum Today

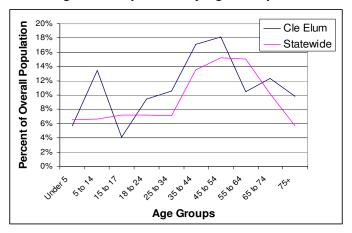
Based on April 2006 reports from the Washington State Office of Financial Management, 1,810 people live within the City of Cle Elum. Almost as many people live within the City's travel shed or on the outskirts of Cle Elum. There are nearly 1000 homes within the City limits, most of which are single family homes. A third of the homes within the City are owned by residents of other states.

There is currently not one predominant industry or employer that supports the community, but a diversified economy supported by:

- arts, entertainment, and recreation,
- educational, health and social services,
- retail trade,
- construction, and
- manufacturing

A large portion of Cle Elem's population are age 35 to 44, generally consistent with statewide population trends.

Figure 1. Population by Age Group



| Age Groups | Cle Elum | Statewide | |
|------------|----------|-----------|--|
| Under 5 | 6% | 7% | |
| 5 to 14 | 13% | 7% | |
| 15 to 17 | 4% | 7% | |
| 18 to 24 | 9% | 7% | |
| 25 to 34 | 11% | 7% | |
| 35 to 44 | 17% | 14% | |
| 45 to 54 | 18% | 15% | |
| 55 to 64 | 10% | 15% | |
| 65 to 74 | 12% | 10% | |
| 75+ | 10% | 6% | |

Source: Washington OFM 2006

Downtown businesses are currently a mix of service, retail, and industrial supply.

ECONOMIC DEVELOPMENT

Background

The Historic Old Town Cle Elum Subarea Plan, developed in 2000, outlines the vision for Cle Elum:

To become a community with year-round recreation and cultural attractions and events, the "Gateway to the Cascades".

To accomplish the vision, the Subarea Plan outlines a list of priority actions intended to create an identity for downtown Cle Elum as the "Heart of the Cascades". The work session confirmed many of these priorities and focused on a few key challenges and opportunities to pursue in the near term, summarized in this section of the report.

Analysis

Work session participants identified a number of strengths and opportunities that related specifically to economic development. Cle Elum has a solid and growing downtown business community. The City was planned wisely. There are attractive and historic buildings built up to sidewalk lines in the core of the downtown. There is a consistent stream of visitors that have easy access to Cle Elum from I-90.

Recommendations

Welcoming Visitors

Throughout the work session, the importance of seizing opportunities to welcome visitors and potential businesses to Cle Elum's downtown area was emphasized.

The group discussions produced several near term opportunities including:

- Modify signage on I-90 that currently reads, "Easy Through Access", in order to provide a welcoming message such as "Cle Elum – Heart of the Cascades."
- Install gateway treatments located at either end of First Street and on the Oaks Avenue access from I-90, consistent with the Subarea Plan.
- Let visitors know they have arrived in Cle Elum through installation of public art that celebrates the authentic, historic character of the community.

Recreational Tourism

Additionally, the work session participants discussed the area's recreational tourism opportunities -- unmatched by any other part of the State of Washington. They discussed the unbeatable hiking, biking, snow-shoeing, snow-mobiling, fishing, and also emphasized the near term opportunity to complete and adopt a shared plan for parks and recreation in the area. The work session participants saw the potential for this plan to include Cle Elum and other jurisdictions within the County. The plan would be developed by representatives from the Cities, the County, the newly formed Parks and Recreation District, the Chamber of Commerce, and others. Participants agreed that coordination and collaboration for improving area access to recreational tourism was important. Several workshop participants shared examples of missed opportunities for public access and one work session participant said, "once it's gone (public access to area recreational opportunities), it's hard to get it back".

Market "Gaps"

The current market was another important economic development theme. This became clear as work session participants took a walking tour of downtown where there is currently a solid mix of service, retail, and industrial supply. Participants and team members discussed the types of businesses that might be attracted to Cle Elum in the future and the needs of the community. All agreed that a market "gap" analysis for the downtown core was a key short term priority that could help inform the City and help the continuation of prioritizing and implementing the goals of the 2000 Subarea Plan.

HISTORIC PRESERVATION

Background

Preparation of the Historic Old Town Cle Elum Subarea Plan in October 2000 set the stage for the WA APA Community Planning Assistance Team workshop held in September 2006. Development and implementation of the Plan clearly sends a message that the Cle Elum community values the downtown area as key to local economic development, transportation flow, and sense of identity. Indeed, the over-all goal of the plan states: "Re-establish and maintain Old Town as the central core of the City--the focal point for commercial and business activity, community events, and civic functions."

While the Plan addresses a wide range of issues and ideas for revitalizing downtown Cle Elum, preservation of the City's heritage is a strong and consistent theme throughout the document. For example, Goal 3 states: "maintain an attractive and high quality downtown environment through good design and historic preservation." The Team noted that, at least in terms of the Plan's historic preservation planning priorities, the City has made notable progress since 2000. Important achievements include completion of the Inventory of Historic Resources in the Historic Downtown Core by Florence K. Lentz Cultural Resource Consulting in September 2002. This comprehensive survey and evaluation of historic properties concluded that several buildings in the study area are eligible for the National Register of Historic Places (NR) or the Washington Heritage Register (WHR). As a result, since 2000, the Vogue Theater and the Kinney Building in downtown have been listed in the WHR.

Another noteworthy achievement of the Plan has been designation of Cle Elum as a Certified Local Government (CLG) by the State Historic Preservation Officer in February 2006. The adoption of Ordinance 1229, which modified the Cle Elum Municipal Code to establish a local Historic Preservation Commission, was a pivotal event in terms of reaching historic preservation goals. Among the Commission's responsibilities is listing eligible properties in the local register of historic places, in addition to review and approval of any changes that could affect the historic character of properties so designated in the local register.

Adoption of the Historic Preservation Chapter in the City's codes also incorporated adoption of the Special Valuation for Historic Properties tax incentive program. This property tax incentive is available to owners of locally designated historic properties who rehabilitate their properties according to the *U.S. Secretary of the Interior's Standards for Rehabilitation* (Standards). The Special Valuation program is a key tool that the City can employ in realizing its historic preservation planning recommendations and goals.

Analysis

Discussions and "brainstorming" sessions held during the Community Planning Assistance workshop identified a number of issues or themes directly or indirectly related to historic preservation in downtown. These themes included:

- Implementing the Historic Old Town Cle Elum Subarea Plan
- Maintaining a "sense of place"
- Appropriate rehabilitation of historic buildings
- Preservation of "real" heritage
- Integrating new construction with historic buildings
- How to preserve and interpret the "invisible" aspects of local history
- Change is happening and momentum is gathering for bigger changes in the near future

It is important to note that this discussion also built upon the points made by Sheri Stuart of the Washington Main Streettm program. Sheri's comments also focused on the importance of a healthy downtown as reflective of a healthy community, the importance of quality design, and taking advantage of partnerships to achieve goals and projects.

The walking tour in the afternoon focused on the connections among historic preservation, transportation, and economic development issues. Observations made during the walking tour included:

- The length and width of First Street pose a challenge to a strong "sense of place"
- Hard to find a visual anchor, cohesiveness or a concentration of historic properties
- Many gaps in the streetscape where important buildings have been lost
- "Wind tunnel effect" and "drag strip feel" of First Street
- Cross streets provide opportunity for more sheltered outdoor spaces and uses
- Strong evidence of property owners taking initiative to preserve historic properties

Recommendations

Based upon the workshop dialogue, walking tour observations, background information contained in the Old Town subarea plan, and the Lentz historic resources inventory of 2002, the following recommendations are made to help direct downtown historic preservation tasks:

Build upon the momentum already established in Cle Elum by charging the City's Historic Preservation
 Commission to assume a leadership role on planning matters related to historic preservation in downtown, design, and interpretation of the City's heritage.

- The 2002 inventory of historic resources in downtown Cle Elum concluded that although there are several individual buildings that are eligible for listing in the National Register or the Washington Heritage Register it did not appear that a National Register eligible *historic district* remained in the downtown core. However, Cle Elum's status as a Certified Local Government establishes a historic preservation commission that can nominate and list properties in the local register of historic places. As a result, there is now the potential for the Historic Preservation Commission to list a *local historic district* in the local register.
- Given the potential of designating a local historic district as recommended in the Lentz report, the Cle Elum Historic Preservation Commission should initiate the designation process. In doing so, it is recommended that the Commission take the following steps:
 - Recognize that designating a historic district will mean extra work for Commission members and City staff. Therefore, the Commission should develop its own internal planning process for the designation task. This workplan should establish milestones, timelines for achieving steps, and establishing who is responsible for various tasks. This groundwork may identify the need to hire a qualified historic preservation consultant to assist the Commission and City through the process. If so, a budget should be drafted and potential funding sources identified.
 - > Develop a public participation plan that sets forth how the public, particularly property owners, business owners, key downtown stakeholders, and elected officials will be engaged in the designation process.

- ➤ Based upon the inventory data, draw preliminary historic district boundaries. These boundaries need to be carefully drawn to include properties that are truly "contributing" to the historic core and minimize the number of buildings that are not considered to be historic ("non-contributing") to the historic district. Make a list of those properties that are considered to be "contributing" and "non-contributing" to the district and articulate why each building was placed in its respective category.
- With respect to implementation of the public participation plan, do the necessary "homework" by being prepared to answer questions and provide clear explanations about the implications of a designation. Commission members and staff should be prepared to discuss items such as incentives; implications to zoning and permitted uses; design review procedures; and other issues that may arise in working with the public and property owners.
- The City and Historic Preservation Commission should work jointly to develop and adopt design guidelines for the historic district and the extended downtown core. The design guidelines should be based upon the U.S. Secretary of the Interior's Standards for Rehabilitation but provide more specific guidance tailored to Cle Elum's circumstances and character. The design guidelines should place emphasis on new construction within the historic district boundaries and the downtown core.
- The City and Historic Preservation Commission should also identify and adopt a menu of incentives or tools that would be made available to owners of properties listed in the local register of historic places. In addition to the Special Valuation program, tools might include building code flexibility, facade rehabilitation revolving fund, implementation of a Main Streettm program, and other mechanisms.

- The City and Historic Preservation Commission should also develop and implement an "interpretation plan." This plan should identify ideas for conveying the City's heritage to residents and visitors alike.
- The City and Commission should be aware that the Department of Archeology and Historic Preservation's (DAHP) annual CLG grant program may serve as a funding source for several of the tasks outlined above, such as developing design guidelines, an interpretive plan, and preparing nominations. The Commission is encouraged to draw upon the expertise and experience held by DAHP staff as well as the staff and commission members of other CLGs.

Connections to Other Issues

While the Historic Preservation Commission will be busy implementing the recommendations (above) for designating a local historic district, the Commission's work should be integrated and coordinated with other efforts in realizing the recommendations made elsewhere in this report, as well as the Historic Old Town Cle Elum Subarea Plan, and the City's comprehensive growth management planning. Therefore, the City should assure that the Historic Preservation Commission's work is coordinated and integrated as necessary with the following:

- Plans to re-design or re-configure traffic flow on First, Second, and Railroad Streets, including streetscape designs and parking configurations.
- Economic development efforts, especially those that might affect downtown Cle Elum and tourism promotion. Also, implementation of a Main Streettm program should be closely coordinated with the Historic Preservation
 Commission given the close programmatic alignment of these organizations. Any market analysis or economic

development plan should include attention to the historic character of the community and implications of development on historic properties. Economic development planning should also be cognizant of preservation incentives and design review procedures and guidelines that may affect, or be affected by, economic/tourism development efforts.

- The City's ongoing comprehensive planning work should coordinate with the work of the Historic Preservation
 Commission. The City's comprehensive plan should include a historic preservation "element" or chapter to
 complement the Historic Old Town Cle Elum Subarea Plan and include goals and objectives for the City to achieve
 as part of its overall planning and growth management strategy.
- It is also important to integrate historic preservation goals and objectives with other planning goals and objectives such as land use, transportation, housing, infrastructure, development regulations, critical areas ordinance, and shoreline management. This work should also be coordinated with the cultural resource concerns and recommendations of tribes with traditional ties to the Cle Elum vicinity.
- It is also important for the City, the Planning Commission, and the Historic Preservation Commission to jointly work on issues of mutual concern in areas of the city outside the downtown core area. This work should include older residential areas north of Second Street as well as archaeological and historic resources in newly annexed areas and the urban growth area.

TRANSPORTATION

Background

The City of Cle Elum is strategically located to attract travelers from the consistent flow of traffic across the State via I-90, while at the same time not being overwhelmed by it. The existing 2000 Subarea Plan describes the current traffic circulation patterns in and around the City. The Subarea Plan also discusses the City's established grid street pattern, is a finely-drawn grid. Grid street patterns are often referred to as "good bones" because they generally support better traffic circulation than other transportation development patterns.

Analysis

In the case of transportation, as with economic development and historic preservation, the WA APA work session confirmed many of the goals and priorities outlined in the 2000 Subarea Plan and identified a list of near term actions and priorities for both the City and stakeholders. As part of the work session, several team members presented information about street design and the various types of transportation facilities. The work session participants discussed the benefits of the grid street system and quickly moved to a discussion about freight mobility.

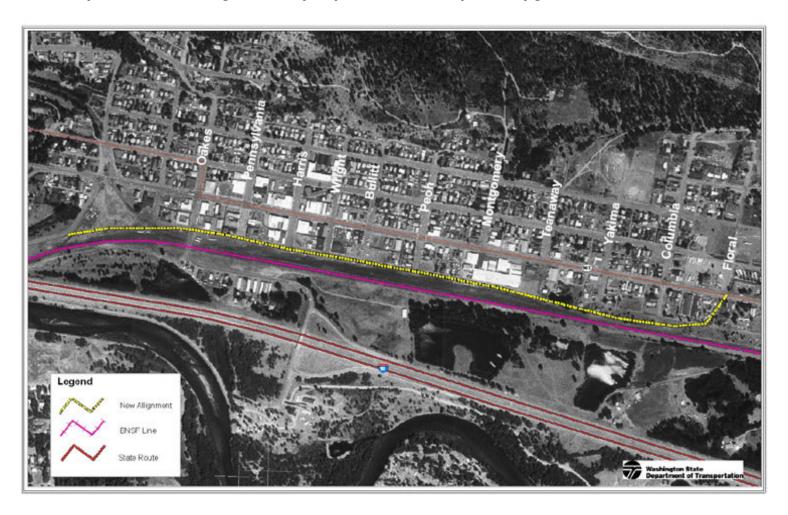
Recommendations

Freight Mobility

For workshop participants, the transportation discussion was connected to every topic. For example, many felt that addressing freight mobility could help their efforts in economic development. The group discussed the need to meet and talk with freight carriers about their parking needs and travel patterns through town. The City staff discussed several options and ideas for moving freight more safely and efficiently on a re-designed Railroad Avenue. Workshop participants took a tour of the area and evaluated potential alignments. See Map 1. Freight Mobility Improvements, page 21.

As an immediate next step, team members proposed working with City staff to develop a briefing paper on Freight Mobility in Cle Elum that could be presented to the Infrastructure Assistance Coordinating Committee. This step was underway before this report was presented to the City.

Map 1. Cle Elum Freight Mobility Improvement – Proposed Upgrade of Railroad Avenue.



Downtown Corridor Design

Team members reviewed the 2000 Subarea Plan discussion of the downtown corridor design. Workshop participants reinforced that Plan, restating key challenges that included:

- Parking shortages in downtown (based on occupancy study)
- High speeds on First Street/SR 903
- Pedestrian safety concerns on First Street/SR 903 due to wide travel lanes (See Figure 2. First Street Today)
- Necessary stormwater improvements

Team members recommended that the City and stakeholders host a design workshop or charrette upon receipt of the WA APA Community Planning Assistance Team report to continue to build on streetscape concepts and develop more detailed design guidelines. To help initiate discussion at a follow up workshop or charrette, the Team has developed concepts for First Street in the form of a cross section. See Figure 3. Vision for First Street, page 24.

A key feature of this vision for First Street includes a median separating parking from traffic flow to reduce possible motor vehicle conflicts, improving walkability and pedestrian safety, slowing traffic traveling through town and reinforcing the identity of the downtown core area (city blocks located along First Street between Oaks and Peoh). This median area can also serve to store snow plowed out of the travel ways during the winter. Another important aspect is the width of the parking area. It is wide enough to provide parallel parking and a bike lane or be striped for diagonal parking, which participants discussed as a desirable feature. This potential street design also provides a starting point for discussing important details like lighting and signage.

Previous discussions about median treatments raised concerns about maintenance and snow removal. Figure 3, page 25, illustrates one possible configuration that would address the goals discussed. By designing the median as a shallow bio-swale (i.e. without curbs), these goals could still be achieved while also addressing maintenance, snow removal, and drainage issues. The bio-swale approach employs low impact design techniques that would create a storage area for snow, potentially reduce local flooding problems and storm system replacement costs, and provide for natural filtration and groundwater recharge. Design of the bio-swale would need to address the appropriate type and level of landscaping that could survive snow storage while still enhancing the urban streetscape for pedestrians, reinforcing the downtown core identity, and slowing highway traffic. Figure 4 depicts an example of a median with a bio-swale design that could be combined with the median treatment example in Figure 3.

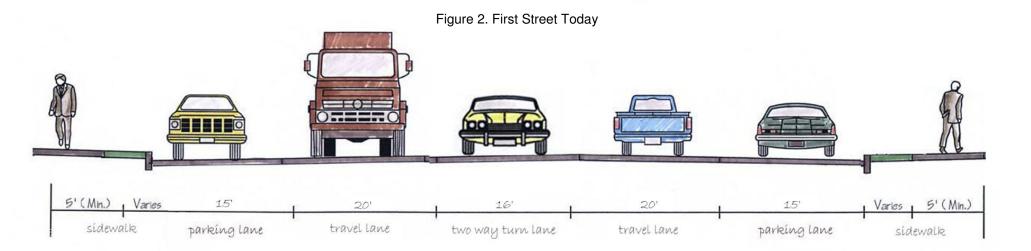


Figure 3. Vision for First Street

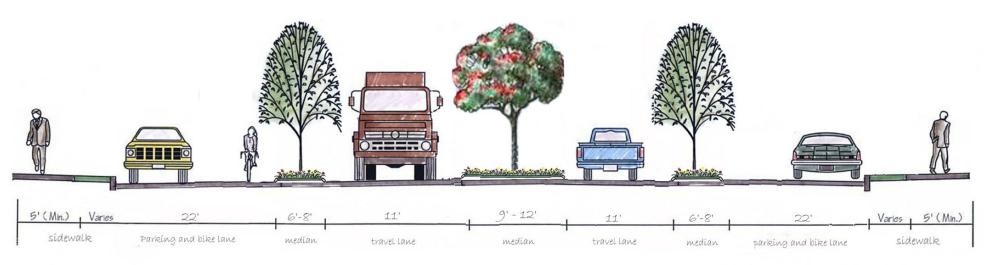
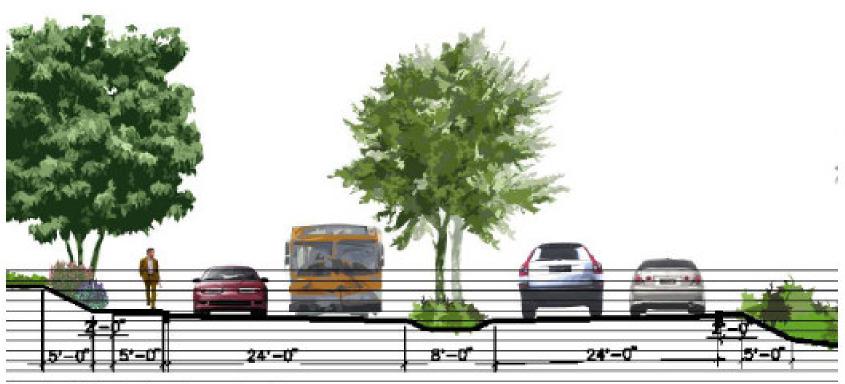


Figure 4. Bio-swale Median Treatment



The Rio Hondo Parkway bio-swale median

ACTION STEPS

Table 1. Recommended Next Steps

| THEMES | ACTION | RESOURCES | RESPONSIBILITY | RESEARCH |
|---|---|------------------------------|--|---|
| Design Guidelines, Parking, and Streetscape | Host Design Workshop; Establish a public education program (icons in the public realm) | DAHP, WSDOT, CTED, WA APA | Action Committee, Historic Preservation Commission, Downtown Association, City | Logistics/ Scheduling for Design Workshop |
| Freight Mobility | IACC Conference; Railroad R-O-W Negotiations | CTED, WSDOT | Action Committee, City | Submit form, contact CTED |
| All | Develop Website | MRSC, WSDOT | Action Committee, City | |
| Economic Development | Parks & Recreation Plan | IAC | Action Committee, Cities, Parks & Recreation District, County | |
| Economic Development | Market "Gap" Analysis | CTED | Action Committee, City, Chamber, Downtown Association | Identify funding opportunities |

MOVING FORWARD

Although Cle Elum respects its coal-mining and timber cutting past, its future will be quite different. As many as 3,000 expensive residences are planned for the immediate area, potentially overwhelming aspects of the old town's character. Forests on the outskirts of the City, once owned and managed by local timber companies have been sold to large development companies which are in the process of developing extensive recreational communities. One of the largest of these new developments is Suncadia. This change is expected to affect many small communities in Kittitas County over the next decades as development property and areas with strong character become more desirable.



Action Committee

There is an immediate opportunity for the City to prepare for these changes through policy and action. The commitment of an Action Committee to take on both short- and long-term tasks is the initial step identified during the one-day work session.

Appendix A: Community Participants

Gary Berndt, Chamber of Commerce

George Cockill, Rotary Club

Pat Deneed, Timber Lodge

Charles Glendo, City of Cle Elum

Gregg Hall, City of Cle Elum

Rolf Lanzendorfer, Citizen

Beth Marker, Cle Elum City Council

Louis Musso, Kittitas County Parks and Recreation District

Matthew Morton, City of Cle Elum

Brad Page, City of Cle Elem

Mary Pittis, Citizen

Keith Pleas, Citizen

Ken Ratliff, Cle Elum City Council

Kathi Swanson City of Cle Elum

Appendix B: Brainstorming Session

Flipchart notes:

Challenges Facing Cle Elum Today...

Overarching Issues

Need to act now vs. 'fritter away' today's opportunities

Need to implement the Old Town Subarea Plan

Gateways to Cle Elum

Welcoming Signage

Cle Elum is hemmed in or "trapped" between rivers, the freeway, mountains and the rail line

Transportation Challenges

Parking on State Highways (SR 903)

Freight mobility in and through downtown

High speeds on State Route 903/First Street

Need for a solution to traffic circulation issues

Parking and access for large vehicles (trucks, trailers, RVs)

Width of State Route 903/First Street

Traffic generated by new resort communities

Need to look at half interchanges

Historic Preservation Challenges

Importance of maintaining "sense of place" – ensuring that conversions and new buildings fit in with historic nature of downtown

Need to find ways to incorporate history that is no longer visible

Economic Development Challenges

The "wind tunnel" effect on State Route 903/First Street – grit, blowing dust, etc..

Snow removal challenges with roundabouts and medians

Harmony between residential and commercial uses as Cle Elum grows

Need for creative mechanisms to encourage more business, better use of land, parking, retail

Recreational tourism – newly formed Park and Recreation District

Desire to keep businesses in Cle Elum vs. lose them to other communities