

## DOWNTOWN SULTAN 2020 - *A Vision*

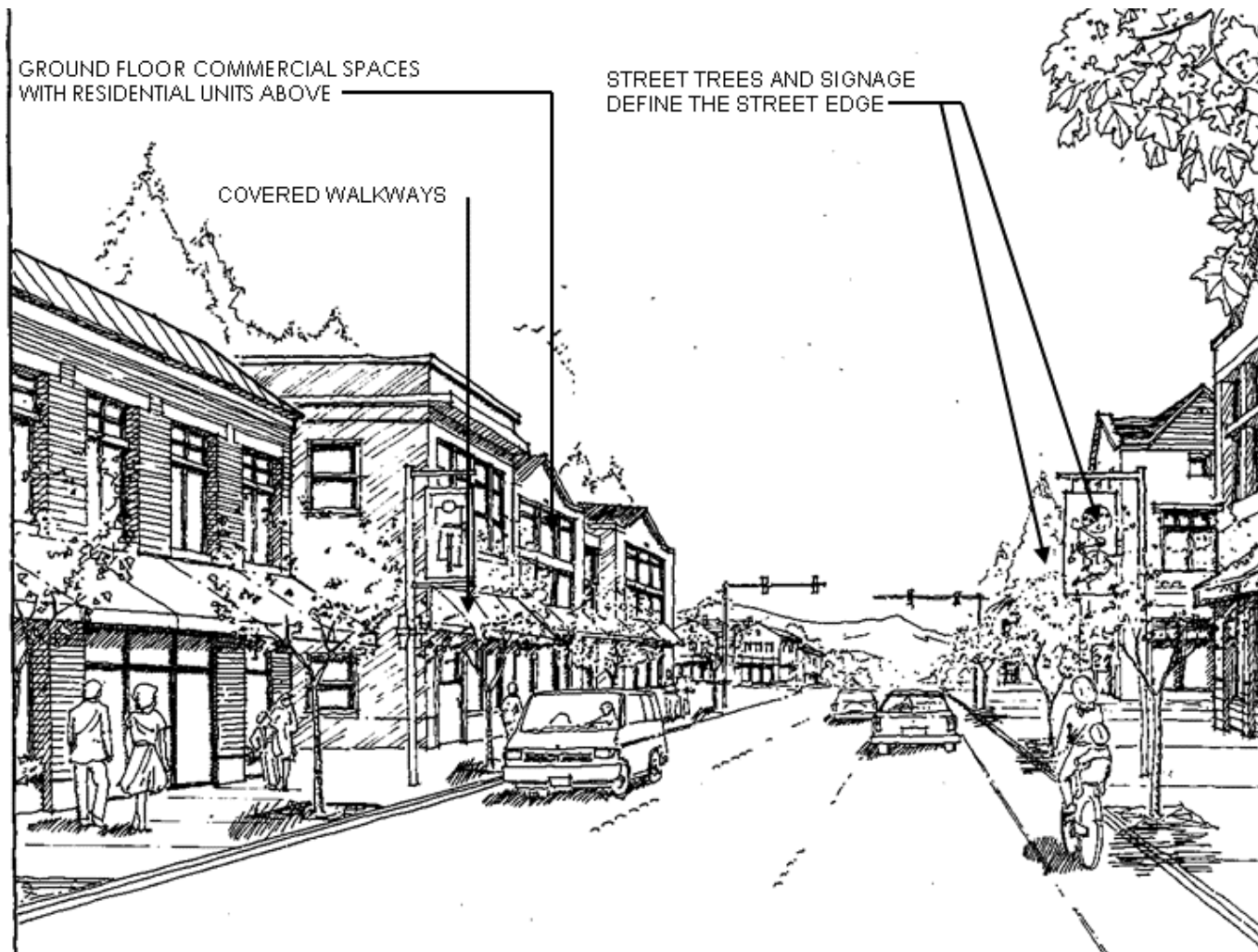
### Introduction

The Washington Chapter of the American Planning Association (APA) is pleased to offer the citizens of Sultan the following draft vision statement for the future of the downtown area. This was drafted with the assistance of a cross-section of community leaders that worked diligently with a team of volunteers sponsored by the APA. It is intended for the Sultan community to continue a dialogue with downtown interests, the Planning Commission, and City Council to finalize the vision and then move ahead with strategies and actions that will transform the downtown.

*In 2020, Downtown Sultan is a vibrant center for the larger Sky Valley community. Downtown has become an economic, social, and cultural anchor for residents and visitors. SR 2 has been improved as an urban arterial with intersection improvements, sidewalks, and pedestrian lighting, landscaping and signage. Businesses along the highway share parking with Main Street businesses on the interior of the blocks. Third, Fourth, Fifth and Sixth Streets have become connectors for both vehicular and pedestrian movement between the highway and Main Street. Main Street has been improved to reflect the historic small-town “feel” of Sultan with improved sidewalks, planting, and seating.*

*The western portion of Downtown from First to Fifth is the most intensive part, featuring a mix of business, government, and recreation activities including City Hall and Library, Museum, and the tourist information center. Free short-term parking for visitors is provided near River Park. Two- and three-story mixed use buildings have been constructed along Main Street with retail businesses on the ground floor and offices and apartments above.*

*The central portion of Downtown from Fifth to Eighth is the major shopping and business center for Downtown, with retail, dining, and services located in buildings along Main Street and auto-oriented businesses along the highway. The Main Street frontage features two- and three-story buildings with awnings, storefronts, and office and apartments above. Several buildings have apartments designed for seniors. Teens are attracted to this part of Main Street by indoor and outdoor places to hang out and enjoy music, books, games, and apparel.*



*The Vision generally agreed upon for Sultan at the charette was to foster Sultan's authentic character as a main street community with turn- of- the- century architecture. The new City Hall and Library represent this type of architecture as an excellent two-story building. (Illustration courtesy of Makers Architecture)*

*The eastern portion of Downtown between Eighth and the intersection of Main and the highway has become a mixed density residential neighborhood with townhouses, garden apartments, and some professional offices, including the conversion of some older homes along the Main Street side. The highway side has become a more pedestrian-friendly area with highway frontage improvements. The Main Street boulevard street treatment has been enhanced with more planting, pedestrian scale lighting and street trees in the sidewalks. Crosswalks have also been improved with curb extensions and pedestrian havens. A small pocket park has been built with a picnic shelter, barbeque, and childrens' play area.*

#### 1. Build on Core

- Paint and fix up buildings
- Small scale public works
- Planters and signs
- Enhance historic character
- Clean up vacant lots and later redevelop

#### 2. Connect Downtown to Neighborhoods

- Ensure safe, well lit, comfortable streetscape for pedestrians
- Connect to major activities (e.g. schools and churches)
- Enhance neighborhoods as a downtown Supporting strategy

#### 3. Upgrade Transition Area Between Core And Office Area

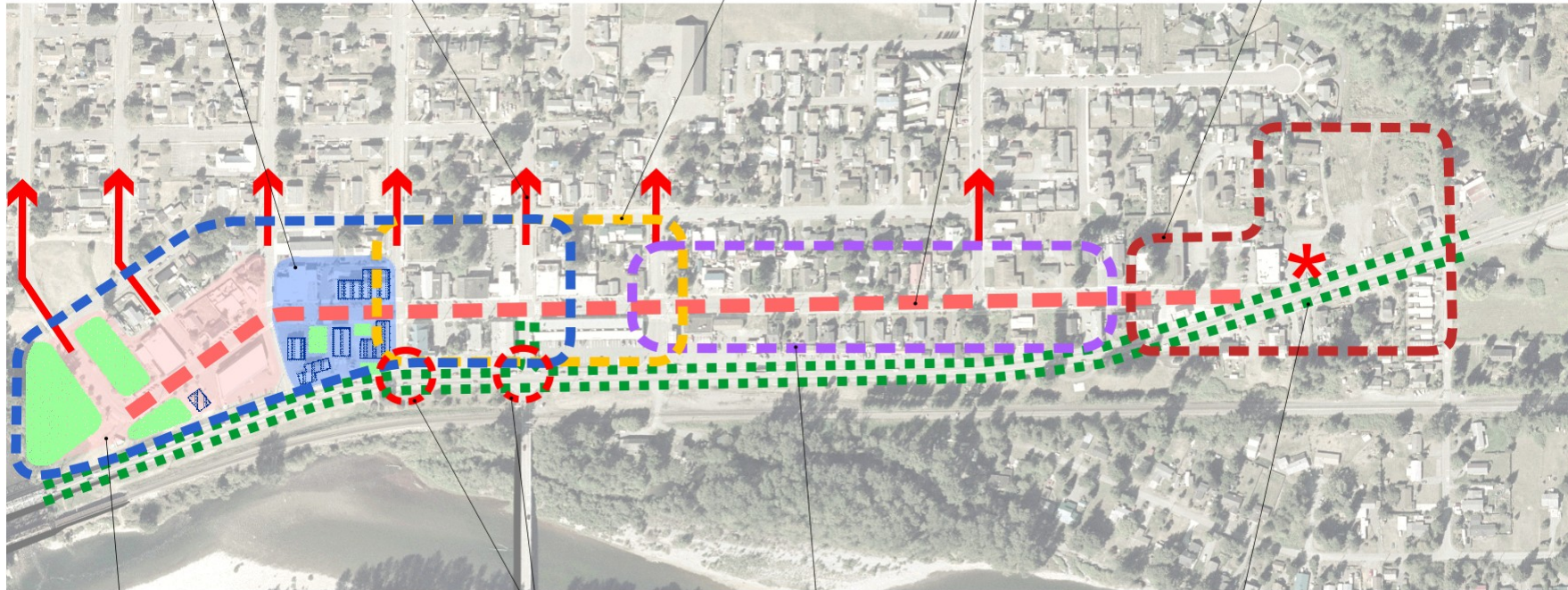
- Attractive connections from Sr2 to core
- Improve redevelopment setting

#### 4. Rethink Main Street

- Emphasize pedestrian traffic
- Provide access for shoppers
- Manage through traffic (Keep it slow and steady)
- Think in terms of 5 segments: Park, Core, Transition, Office, E Gateway

#### 5. Upgrade East Entry

- Streetscape improvements (trees, etc.)
- Fix up vacant lots
- Explore redevelopment potential
- Construct gateway feature (or adopt wind mill)



#### 6. Take Advantage of Park

- Connect to downtown
- Use gazebo
- Emphasize renovation
- Advertise park facilities from highway
- Enhance special events
- Encourage redevelopment near park amenities
- Create more visible (or advertised) link to the River

#### 7. Improve Portals

- Signal on 5th St
- Street improvements into core
- Sign, kiosk, info center

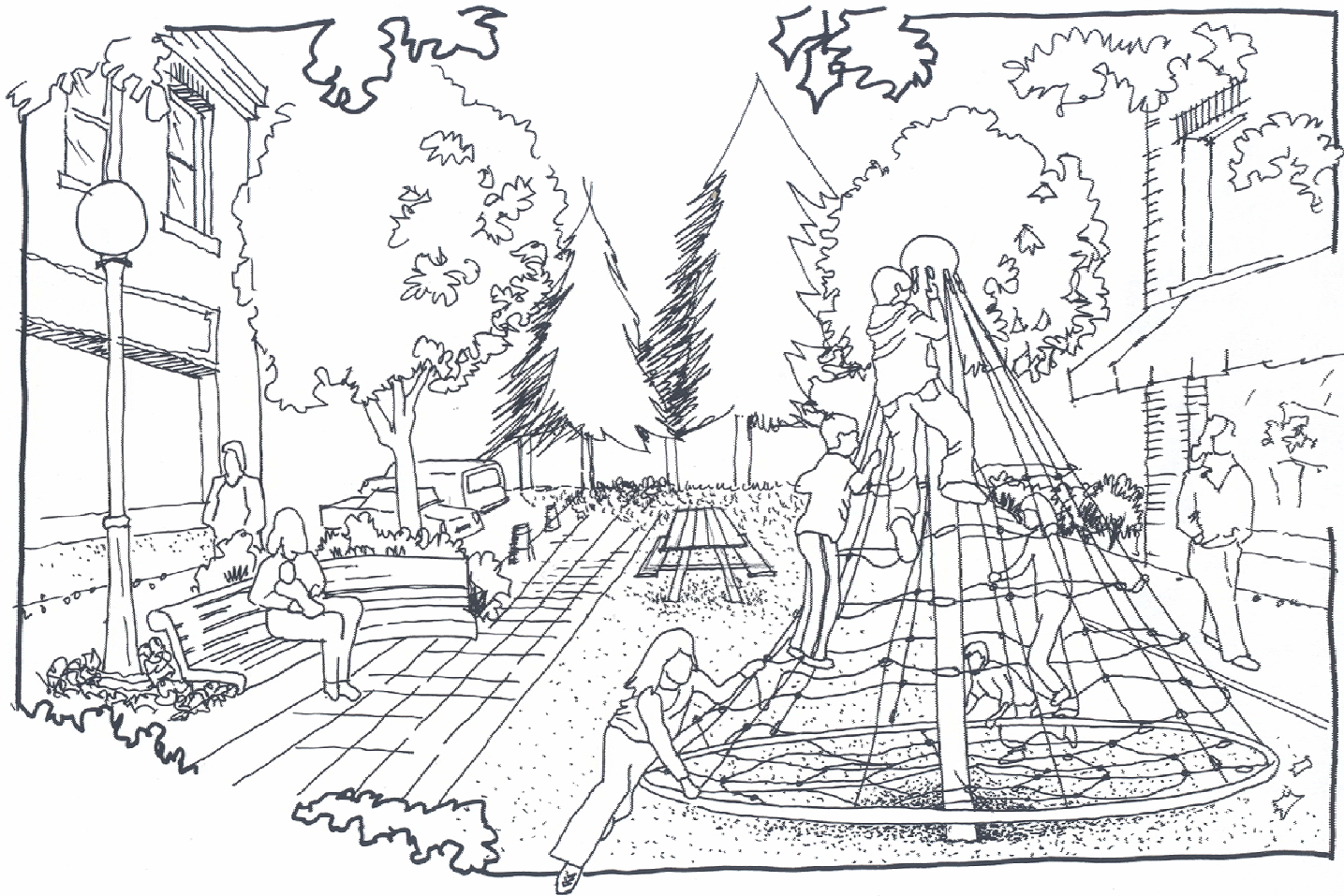
#### 8. Enhance Professional Office District

- Encourage mix of uses with small scale offices
- Work with property owners for positive redevelopment
- Fix up and reuse historic houses

#### 9. Work with State to Upgrade SR - 2

- Improve appearance and access as well as Safety
- Fix up buildings
- Manage access (driveways)

A Pocket Park with Children's Play and Picnic areas  
at the eastern end of Downtown Sultan



## The Brainstorming Program



At Sultan's request, the APA initiated planning to conduct a community workshop that would produce the vision statement. The team leaders met with a city committee including councilmembers, planning commissioners, design review board members, and property and business owners. This planning session affirmed the intent of the workshop and determined the agenda. The City proceeded to advertise the event, planned the logistics, and assisted the team in refining the schedule.

The APA recruited a team comprised of experts in land use, downtown development, economics, and transportation. These volunteers included:

- Ben Frerichs, Principal of Economic Consulting Services;
- Heather McCartney, FAICP, Planning Director, City of Mukilteo;
- John Owen, AIA, Partner of MAKERS Architecture and Urban Design;
- Jerry Schutz, Transportation Consultant
- Amy Tarce, AICP, Assoc. AIA, Senior Planner, City of Redmond; and
- Roger Wagoner, FAICP, Planner with Berryman & Henigar.

In addition, Shari Stuart, the Program Officer for the National Main Street Center, Department of Community Revitalization graciously agreed to be the opening speaker. Shari participated in the brainstorming sessions, providing invaluable comments and conclusions based on her extensive experience in helping communities improve their downtowns.

Amy and Roger functioned as team leaders and worked closely with the City to plan the workshop and produce this report.

**Saturday, May 21, 2005** *Visioning Workshop*

The brainstorming workshop took place in the Sultan City Hall Community Room from 9 AM to 4 PM on a Saturday in May. In addition to the team and City staff, there were 46

community participants, including downtown stakeholders and at-large community members. Shari Stuart led off with key remarks that set the stage:

- Small community groups working together can have big impacts;
- Healthy downtowns are key to the life and vitality of communities;
- Downtowns should be inviting to the community first and visitors second;
- Don't try for a "big fix". Instead, work in small steps that lead towards the vision;
- Build on a sense of authenticity, and capitalize on the community's history;
- The overall strategy for downtown improvement includes the physical environment, the mix of businesses, and activities that bring people downtown;
- Look for opportunities that produce actions through partnerships of the public and private sectors.



*Sheri shared anecdotes from her experiences as the Main Street™ Director for Port Townsend as well more recent work with small towns throughout the western US.*

Following Sheri's inspirational remarks and some discussion of the day's agenda, the participants worked through the morning in brainstorming groups that discussed issues and opportunities that should be considered in setting the future of downtown Sultan. Members of the team facilitated the discussions. A summary of the statements produced during this session is included in the Appendix of this report. At noon, during a working lunch, the team facilitators commented on what they heard and helped to organize those thoughts into the format for the afternoon group discussions.

Ben provided a good visual metaphor for this effort: Think about the little kids' preschool groups you often see where the little ones are holding on to a rope that has an adult in the lead. The "Sultan vision rope" is a continuum of things that the community needs to work on ranging from "baby steps" that can be accomplished in the next year all the way out to much bigger things like the eventual redo of the highway. It's important for the community to agree to this strategy and organize itself accordingly.



At the end of the workshop the team leaders provided some closing conclusions regarding the central "themes" of the event. These are summarized below as suggestions for next steps, generally in order of timing:

- Some of the first actions that can be taken include finding off-street parking opportunities that can be quickly developed; starting a storefront improvement program; and planning more events that will attract people to downtown.
- The beauty of Sultan's surroundings, particularly the rivers, should be leveraged with more/better access and trail heads;
- Events, walking tours, and start-up business incentive programs should be planned to increase public awareness and activity;
- Land use policies and zoning regulations that discourage development should be addressed, and future public investment in downtown improvements that can stimulate infill and redevelopment should be considered in the next few years;
- Design guidelines that reflect Sultan's history and character should be drafted and used to describe the vision to property owners and potential builders and developers;
- Possible future public attractions such as a downtown "event plaza" and teen center should be considered by the community; and
- The City should aggressively pressure the state DOT to plan future highway improvements that will complement the community vision for the downtown.

## Authenticity: Sultanites speak

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As the Sultan Visioning Workshop participants shared their thoughts and personal visions for Sultan, “authenticity” became the guidepost for the group as they grappled with a common vision. Authenticity became the unspoken goal of the vision for Sultan as individuals shared what’s important to them.

The idea of balancing nature with economic development was one of the values shared in the group. Economically-speaking, downtown Sultan has sustained growth not unlike other cities of its size, according to Ben Frerichs, the economist in the group. His group noted that business owners know their markets, commercial real estate is readily available and affordable, and parking is adequate. Letting the market determine the pace and place for development is part of being authentic, so our vision has to consider the reality of Sultan’s geographical and physical conditions. Physical constraints include flooding at the west end of downtown and inaccessibility of the downtown to westbound traffic along SR 2. The SR 2 accessibility issue was discussed extensively in the Transportation group, led by Jerry Schutz. This group tackled alternatives such as using a couplet of one-way parallel streets, redesigning the curb at SR 2 which is currently an obstacle to westbound traffic to get to downtown Sultan, and pedestrian access opportunities. Although these ideas are more detailed than what is necessary for a vision statement, these are solutions that can be further studied by the community during the master planning stage. The Skykomish River’s proximity to the downtown affords natural beauty and open space which complements the economic, civic and social activities in the downtown. Its ability to draw people was repeatedly discussed, and the group agreed that much more can be done to capitalize on the fishing and recreational use of the river.

Geographical conditions include Sultan’s regional relationship to the larger Sky Valley Community and to the City of Monroe, which has a significant critical mass of retail and commercial uses along SR 2, as well as Sultan’s growing population of workforce households that will create demand for more goods and services. As such, the downtown area should attract a mix of businesses such as a pharmacy, variety store, ice cream parlor, etc., that can serve this new population.

Authenticity also means celebrating what is unique about Sultan and capitalizing on the strengths of the downtown. The Annual Shindig, which is held every summer, is Sultan’s biggest crowd-drawer of the year, and should be promoted extensively outside of the City. Perhaps, the most popular all-year round attraction in Sultan is the Sultan Bakery, which is a local favorite, as well as a tourist pitstop for travelers along SR 2. Although not limited to the downtown, the small-town, friendly atmosphere of Sultan was mentioned by several participants as a major compelling reason why people live in Sultan. As newcomers move to Sultan, the diversity of population will require new public places where people can find social interaction and create long-term relationships with other

Sultanites. The Community Character/Land Use group envisioned the downtown to be lined with two- to three-story buildings compatible with turn-of-the-century architecture, landscaped sidewalks, and pocket parks for outdoor community events. Coffee shops, bookstores, and parks are some examples of places that can be accommodated downtown.

Lastly, authenticity means creating a downtown that is a microcosm of the city. The group saw the potential for Downtown Sultan to become the heart and soul of the city. Visiting Sultan, outsiders will be able to have a strong positive impression of what makes Sultan a special community. Residents will be able to affirm their own personal values in the context of their community when they visit downtown and participate in the diverse activities readily available. At the workshop, participants noted the need to provide venues for families with young children, as well as for young adults and seniors, to intermingle, though in distinct pockets of the downtown. Furthermore, businesses in the downtown should accommodate the work schedule of residents, so that these commuters can avail of goods and services in the downtown prior to and after work. The idea of a “college town” model was also brought up, with emphasis given to providing venues for young adults to participate in the civic and social life of Sultan. Although there are limitations to this concept, one subordinate suggestion that should be pursued is the opportunities for young adults to participate in the planning process for the downtown.

While participants spent most of their time unfettered by the constraints of real-world budgets and resources, the Implementation Group tackled the strategies necessary to keep the energy generated by the group at the Visioning workshop. The group came up with a highly-organized structure, to be led by the Chamber of Commerce membership, and muscled by volunteers, with very specific roles to play. This implementation plan is key in making sure that the energy and time invested by the community in developing their vision for Downtown Sultan will be realized in the future.

## Centennials

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Sultan has had an eventful first 100 years. Now as the next century of the City begins, it's time to cease the initiative to create a revitalized downtown. The vision is just one of the “baby steps”. It has brought the community together to take stock of today, define some of the issues, and think about solutions. There is much to do, but the vision can be achieved with more baby steps as long as they are all roped together. The Washington Chapter APA, and the Sultan team look forward to further opportunities to help.

## Appendix A: MORNING BRAINSTORMING SESSION

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### Flipchart notes

#### A. EXISTING CONDITIONS

##### 1. SKYKOMISH RIVER

- a. Skykomish River is disconnected to the town by Highway 2.
- b. There may be opportunities to capitalize on the popularity of the river as a fishing destination. There used to be a sporting goods store in downtown Sultan but it eventually closed. Find out why the store closed and the feasibility of establishing businesses that cater to the hobby fishermen.
- c. Clean the shoreline.

##### 2. HIGHWAY 2

- a. Challenge: How do you get people to stop by Sultan on their way west?
- b. Highway 2 is a scenic greenway, with the following elements: Cultural, Historic, Recreational, Scenic and Natural elements
- c. Visibility from Highway 2. Need more signage? What kind? Where?

3. PROBLEM: How do you get people in town to patronize businesses downtown? Study the hours people are off work. Currently, because Sultan is a bedroom community, most residents don't get home until after business hours, and the commercial establishments downtown are closed by then.

4. PROBLEM: Where is the center of downtown?

#### B. BRAINSTORMING : SEEDS FOR THE VISION

- Interconnect parks and public open spaces
- Preserve “dark night skies” and “enjoy the stars”
- Consider a variety store
- Consider College town concept – provide places for young people to hang out at

- Create a welcoming downtown
- Create a place that is comfortable for local people to hang out
- Spiritual theme: ala Feng shui, east-west orientation, harmony with cosmic universe
- Be specific with the Vision and follow thru
- Provide places for new population (brought on by new residential development) to hang out; i.e., coffee shops
- Fill in empty storefronts and existing buildings
- Get young people involved in the downtown planning
- Balance the preservation of nature and economic development
- Quality of life: trails, parks
- Acknowledge Sultan's cultural roots – logging and fishing community
- Create a pedestrian-friendly environment/car-free zone
- Re-evaluate resources that originally made Sultan grow
- Sultan is more of a “wayside” than a destination
- Watch out for up-down development
- Provide family-friendly nightlife
- Establish Public-Private partnerships to help businesses with physical improvements
- Specific projects are always a plus
- Establish Sign Ordinance and make sure it is implemented
- Work closely with the City to coordinate permitting
- Create programs to make it easier for business development
- Existing curbing for traffic management along Hwy. 2 is unattractive
- Before marketing the town, the VISION should be very specific and the City should buy into it
- Landscaping makes the place more comfortable
- Provide covered sidewalks so street activities can continue even when it rains
- Capitalize on through-traffic by reconfiguring circulation – Use Couplet (one way streets, wider corridor with stores)
- Think of Highway 2 as a Second Main Street
- Attract a MIX of businesses that address the needs of the community; i.e. pharmacy
- LISTEN TO THE COMMUNITY
- Install many crosswalks
- Consider a central parking area to encourage more walking

- Make Sultan a destination. Explore a theme that feeds on a warm and friendly atmosphere
- Promote the Annual Shindig and other events to attract outsiders to Sultan
- Plan for the long term, but implement through “baby” steps
- Provide opportunities for camping
- Stage outdoor movies in the park, arts fest, walking tours, etc.
- Extend business activity to Dutch Cup end of downtown
- Enact laws to implement the “theme” for the downtown character
- Consider working with Gold Bar and Start-up to create a regional “tourist destination”

#### A. TRANSPORTATION Feedback – Jerry Schutz

WHY PEOPLE FAIL: When obstacles come, they change their goal OR they change their plan. Only 4% of people achieve their goals.

- One-way couplet is possible. Severe impacts on circulation but is a great opportunity to attract through-traffic to Sultan’s downtown
- Gateway element can call attention that Sultan exists
- Vacant land can be opportunities for parking
- “Destination” – use historic markers, art work
- Be active in WSDOT SR 2 Expansion

#### B. ECONOMIC DEVELOPMENT Feedback – Ben Frerichs

HOLD ON TO THAT “ROPE” AND THE FAITH THAT IT WILL WORK

- Create a demand for “SULTAN-ness”  
Why do people live or want to live and operate a business in Sultan?
- Real Estate – how much do you have?
- Quality of Life – maybe not a real “college town”
- Choices – Should you give in for a quick buck or stick with the plan?
- You have to be “handcuffed” to that “rope”
- Without a solid daytime downtown, you cannot have a nighttime downtown

- Marketing must be based on REAL numbers
- Existing positive quality: Main Street does not have to be negatively-impacted by Highway 2

C. IMPLEMENTATION Feedback – Heather McCartney

PLANNING TAKES PERSEVERANCE. STICK WITH THE PLAN

- What does Sultan want to be? Bedroom community OR Full-service Family-oriented community
- How do you get people off the highway?
- Community character is dependent on your target population. If you want a “university campus” community, you will have to deal with the lifestyle of young adults, ex. Young people and hot cars.

D. MAIN STREET DEVELOPMENT - Shari Stewart

AUTHENTICITY OF COMMUNITY IS IMPORTANT – What is YOUR story?

Leavenworth is an anomaly. A better model is Langley. Langley has a balance of services for residents and tourist retail

- Celebrate what you have
- Create a REAL town

## Appendix B: AFTERNOON BREAK-OUT SESSIONS

There were four break-out groups in the afternoon, each of which focused on one aspect of the vision: Economic Development, Transportation, Community Character and Implementation. Appendix B is a collection of notes written by each of the facilitator documenting the important topics discussed in their respective groups.

### ECONOMIC DEVELOPMENT GROUP

*written by Ben Frerichs*

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*This group covered a listing of the opportunities and constraints that will shape the vision for the future of Sultan. The groups' members were primarily, but not solely, business or property owners, including realtors.*

The demographic patterns for Sultan were not dramatically different from those that currently exist in the other communities of Snohomish County. The economic location and role of Sultan was related earlier in the day. Proximity to businesses, employment and commercial opportunities in Monroe and elsewhere in the region are considered both an attraction and a challenge. It is noteworthy that there has been an increase in commercial and industrial opportunities in and around Sultan. Some of these developments and sites along the highway east and west of the town are also potential competition for the redevelopment of the downtown areas. The Sultan area has been able to attract new businesses to the community.

Sultan has a package of attributes that attract residents to Sultan; mainly the small town character in a natural setting. The basis of support for increased economic activity in Sultan's downtown will be based on:

- serving the businesses and residents in the Sultan area, now and in the future, and,
- attracting traffic that flows through the community on U.S. Highway 2 to and from eastern Washington and mountain/forest/river area attractions and communities.

The reality is that Sultan is a small community. Modern retail businesses that tend to locate in downtowns tend to be supported and responsive to larger numbers of residents and businesses in their market areas. But there are many types of businesses that locate in downtowns that do not need support from large numbers of customers. Some of these businesses attract customers who come from some distance because the stores offer unique rare or special goods or services. Other businesses appropriate for Sultan's downtown will be small business, professional, healthcare and personal services firms and agencies. The major challenge is to serve the local residents and to attract a significant share of travelers through the community on the U.S. highway 2. The quality and character of the downtown's setting and infrastructure is important for attracting such future business growth relative to local alternatives.

Among the opportunities recognized for the future of downtown Sultan include:

- a recent pattern of businesses, commercial and industrial, that have recently located to Sultan by persons who both live here and live elsewhere,
- businesses that have located in Sultan, and that have not been able to sustain themselves, were weakened by typical capital availability issues, not any that are particular to Sultan,
- there are existing buildings and locations for new and expanding businesses in the downtown,
- building codes do not seem to be a problem for locating new businesses in renovated buildings,
- adequate amounts of existing and future new residential housing in and around Sultan at more moderate price ranges
- volumes of weekend traffic through Sultan,
- the value of the river for recreation, fishing and as a natural amenity for attracting visitors, residents, and businesses,
- availability of ‘two faces’ for development and redevelopment in the downtown: those facing the highway for support and the Main Street for businesses that may serve locals separate from highway impact and congestion,
- availability of single-family residential buildings along the middle portions of Main Street that may be converted in to office and commercial spaces for businesses that will be of an appropriate size and type to serve the local market,
- presence of older buildings with potential for rehabilitation, renovation and improvement for new businesses and residential uses within the downtown,
- the current downtown building stock has smaller spaces appropriate for the size and type of businesses that will serve visitors and the local market,
- potential use of the city park at the west end of Main Street, the land is assembled and controlled by a single party to encourage uses that will support and supplement current and future businesses, such uses could include: RV park, camping, seasonal uses, celebrations, parking, and
- increased traffic and congestion on U.S. highway 2 could encourage residents to shop locally rather than in Monroe.

An opportunity that is both an opportunity and a challenge is the potential growth of competing businesses at highway locations east and west of the downtown. The businesses will generate a need for some business and professional services that could locate within the downtown; but will also be a competitive location.

Challenges that face economic development in the downtown area of Sultan currently and in the future include:

- downtowns are typically a place for new businesses which are characterized by higher rates of turnover,
- competition from businesses in both the downtown and suburban-like areas of Monroe,

- competition from businesses and real estate development east and west of Sultan on the highway, especially those with parking, highway access and visibility,
- periodic flooding problems at the west end of town,
- traffic peaks on weekends at same time most local residents are available to local businesses,
- businesses that may not be open in evenings and weekends when local residents are typically more likely to be present,
- quality of current store fronts varies; there is apparent potential for upgrades and renovation, some businesses are oriented to the highway and 'turn their backs' on the Main Street,
- ambiguous pedestrian access between the riverside park south of U.S. highway 2 and the downtown,
- adequacy of parking for rehabilitated buildings and future downtown residents, and
- lack of a coherent plan and too many visions, too much planning not enough strategic implementation.

On net the package of opportunities and challenges for Sultan is positive. There do not appear to be any insurmountable obstacles for movement toward many of the aspects of the vision for the future of Sultan as articulated by the citizens of the community. Having a coherent and specific plan and the perseverance in the community and its leadership to follow, it is crucial and necessary.

## *TRANSPORTATION GROUP*

*written by Jerry Schutz*

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*This group discussed accessibility and visibility issues for downtown Sultan from SR 2.*

As with many towns that have grown up around an important state highway, Sultan is faced with difficult decisions on how to deal with capacity problems without destroying the town. There appear to be a number of opportunities to provide parking for the downtown using vacant lots. These lots should be tied to a pedestrian system that includes river access and features historical interpretation signs and/or other enhancements. The US 2 Route Development plan is the first step in defining how the highway will evolve and participation by the city is vital.

1. WB Barrier to entering Main Street
  - a. The Problem:
    - i. Curb that juts out makes it difficult to turn and to realize that it is the entry to Main Street and downtown
    - ii. The entry welcome is too modest

- b. Potential Solutions:
  - i. Remove the curb but put in an island to require traffic exiting from Main Street to SR 2 EB to make a 90 degree turn.
  - ii. Erect an arch or something else to slow traffic down by signaling that the main highway is being left.
  - iii. Install a roundabout
  - iv. Install a traffic signal
  - v. Make a bigger and more visible welcome sign
- 2. Bypass of downtown
  - a. Problem
    - i. The problem of needing to widen the highway can be avoided by building a bypass of the town.
      - 1. A bypass would be costly and have severe environmental impacts
      - 2. A bypass would make it more difficult to attract people to the downtown
- 3. One-way couplet
  - a. Problem: Need for R/W for Widening, Better access to businesses
    - i. Pros: No R/W needed, better business access, better traffic movement
    - ii. Cons: Barrier to pedestrian circulation, air pollution, bumper to bumper traffic on Main St., drag street
- 4. Parking:
  - a. Problem: Need more if traffic stops in town
  - b. Solution: Parking lots (satellite), some of which should connect Main St. and SR 2
- 5. Pedestrian Circulation:
  - a. Problem: Not attractive where it exists, not covered, needed across tracks and highway, need to improve on bridges, needed along river, would be improved with signage along way – possibly historical markers
- 6. Signing: needed to visitor center from highway
- 7. WSDOT Route Development Plan: City needs to be very active in this study.

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*The task for this breakout group was to identify how implementation of the vision could be achieved and who could take a leadership role.*

The **Sultan Chamber of Commerce** was identified as being the key organization where leadership could be solicited and support could be sought from the various business and property owners to take on the necessary tasks to support existing businesses and to recruit others.

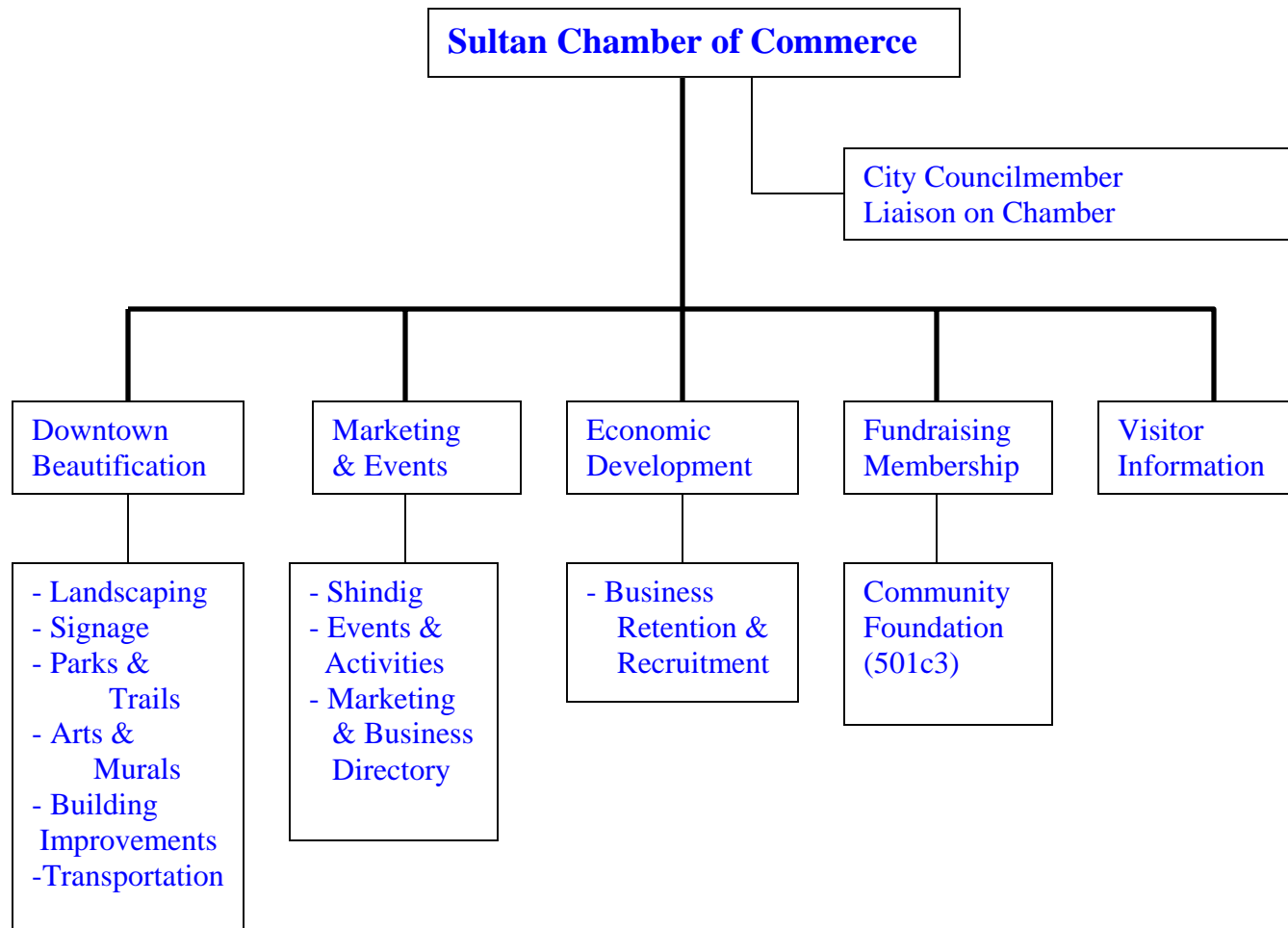
There were some important attributes that Sultan has and these include: history, architecture, and a small town, safe environment. One of Sultan's best assets in the downtown is the business owner. They are from Sultan, Start-up or Goldbar. They know their customers and they buy items that meet their specific needs. In just a two or three block area you can find hardware, auto parts, banks, insurance, medical assistance, hometown restaurants, a regionally famous bakery, a music store and a combination home store and gift shop.

Some of the implementation ideas included providing a map of businesses at the Visitor Center. This should include restaurant locations and the availability of menus. Another suggestion that has been tried and may need some additional follow through would be having way-finder signs to help direct visitors to businesses and services. The pole for the way-finder signs needs to be similar to the street lights – black with multiple directional signs on one pole. A black pole similar to the streetlights in front of City Hall will be associated with the City and be “more official”. It was also suggested by Sheri Stewart that the City of Sultan apply to the Department of Community Trade and Economic Development as a “Start-up Community”.

The City's Comprehensive Plan has policies that support the expansion of the downtown. The commercial zoning provides enough land out into the future. Implementation should concentrate on the three-block area of second to sixth street. East of Sixth Street appears to be appropriate for professional offices that would not conflict with homeowners continuing to reside along Main Street over the next twenty years while this area transitions. The expansion and revitalization of Main Street would likely take 10 to 15 years. The momentum has already started with the City Hall and Library and now the Visitor Center. These and the liquor store seem to generate customers downtown.

Two leaders were identified as being willing to lead two subcommittees under the Chamber of Commerce. Debbie Coppel is willing to lead-up the businesses retention and recruitment while providing visitor services. Gordon \_\_\_\_ agreed to lead the effort for improvements including park improvements and downtown beautification that both require fundraising. Figure 1 shows what the

ultimate Chamber organization would look like with five committees to handle all of the tasks. In the interim several areas can be combined or have subcommittees that report under the main two that have been identified to start implementation.



## FUTURE CHAMBER OF COMMERCE SUBCOMMITTEE ORGANIZATION FOR DOWNTOWN SUPPORT

What struck the professionals that were assisting with the Saturday session was the fact that the Sultan had pulled together in what seemed to be insurmountable odds to put together a Visitor Center that is now open for the summer tourist season. Several years ago this was just an idea, needing a building and money. I understand the Chamber of Commerce was instrumental in putting all of the pieces together. When this was mentioned as participants shared their ideas in the morning it was mentioned, "That we've only been able to get one thing done". From an outsider's point of view, this one thing could be one of the most important of any that the community could have chosen. New streetlights, awnings/ protective covers for the sidewalk at the new City Hall, flowering baskets, planters and benches, indicate that the Chamber and business owners are active and committed. Another excellent effort that is underway is recapturing a presence on the riverfront that ties into the downtown, hosting the festival, having a community building that can host the pancake breakfasts and spaghetti feeds that one new resident noted as "I always have something to do when I come to Sultan".

## ACKNOWLEDGEMENTS

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The Sultan Visioning Workshop is the first Community Planning Assistance effort by the Washington Chapter of the American Planning Association. We are grateful for the support from Michael Kattermann, AICP, immediate past president of the Washington Chapter APA, the APA Board of Directors, and the charter members of the APA Community Planning Assistance Committee. We especially thank the workshop keynote speaker, Sheri Stewart, and the workshop facilitators, who were handpicked for their specializations in economic development, transportation planning, urban design and neighborhood revitalization.

Most of all, we thank Donna Murphy, Grants Administrator for Sultan, whose energy and enthusiasm was critical in getting the key stakeholders of Sultan at the Visioning Workshop, and securing the logistics for the whole day event.

## BIOGRAPHY

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### Ben Frerichs

*Principal*, Economic Consulting Services

Mr. Frerichs brings to the Visioning Workshop 37 years of experience in real estate, municipal finance, economic development, community revitalization, growth and strategic planning. His experience has been diverse, ranging from typical real estate feasibility analysis to analyses of the implications for real estate values and development near land fill sites and public amenities; from the impact of fire code revisions on small businesses to economic development strategies to move a community toward its vision. Information, analysis, research, and implementation have been provided, often in conjunction with multi-disciplined teams of consultants and/or client's staff.

**Heather McCartney, FAICP**  
*Planning Director*, City Of Mukilteo

Ms. McCartney has served as the Planning Director for the City of Mukilteo since 1997. She has twenty-five years of experience in comprehensive land use, energy, environmental and open space planning in the Pacific Northwest. She is the first female in the state to be chosen for the honor of Fellow in the American Institute of Certified Planners.

Currently she is leading the preparation of the Shoreline Management Program for the City of Mukilteo. She also coordinated the 2004 Comprehensive Planning and Critical Area Code updates required by the Growth Management Act.

Redevelopment projects include Mukilteo Landing that encompasses the 20 acres Federal Fuel Depot (a superfund site), the master planning of lighthouse park and coordination with four (4) regional transportation agencies and the Port of Everett regarding projects in this waterfront area. She has been given two awards for these redevelopment efforts since 2000.

Ms. McCartney is committed to blending economic development, environmental stewardship, and community interests into strategic projects and initiatives that help retain our regions' resources and community character.

Heather served on the Stevens Pass Greenway Board for nine years and is present today to assist the City of Sultan in developing a vision that can be implemented.

**John Owen, AIA**  
*Partner*, Makers Architecture, Inc.

As partner at MAKERS since 1979, John Owen's professional experience covers a variety of work, ranging from waterfronts and public improvement projects to site master planning, comprehensive planning, and urban design projects. The common threads running through this diversity of work are a focus on a team-oriented community participation design approach, solid management, technical capabilities, and commitment to providing a personalized professional service. John recently taught a course in site planning for University of Washington's extension program. For the past two years, John has served as the chair of the Seattle Planning Commission.

**Jerry B. Schutz**

*Consultant*, Balanced Transportation Concepts

Mr. Schutz is a transportation planning consultant who specializes in working with small and rural communities. He was formerly the manager of the WSDOT planning office that did planning on SR 2. He is currently involved with the communities along the corridor as Vice President-West for the Stevens Pass Greenway Board of Directors. Mr. Schutz has been a member of the Transportation Research Board's Committee on Transportation Planning for Small and Medium Sized Communities for the last 10 years and is currently committee chair.

**Amy Tarce, AICP, Assoc. AIA** (Organizer)

*Senior Planner*, City of Redmond

Ms. Tarce missed working on revitalization plans and conducting community-based planning workshops so she happily volunteered to organize this one. She has 7 years of experience in urban design, strategic planning, code writing, land use, and neighborhood planning as a consultant in Chicago. She has developed commercial revitalization plans, large-scale housing redevelopment plans, streetscape designs, needs assessments and transit-oriented neighborhood plans. She is currently the lead urban design planner for the City of Redmond, and has worked in the Development Review Division for more than 5 years.

**Roger Wagoner, FAICP** (Organizer)

*Consultant*, Bureau Veritas/Berryman and Henigar

Mr. Wagoner has been working for small towns and rural communities throughout Washington for many years. His experience includes comprehensive plans, downtown plans, economic development, development permit reviews, and transportation. His Sultan experience includes the Industrial Park Master Plan. He has also worked for other local communities including Gold Bar (Comprehensive Plan) and Skykomish (Comprehensive Plan, Parks, Trails and Open Space Plan, and Vision Plan). He will soon be working on Monroe's transportation plan.