

CITY OF CLE ELUM

COMPREHENSIVE PLAN

EXECUTIVE SUMMARY

&

VISION STATEMENT



APRIL 2019

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Executive Summary

Introduction

This comprehensive plan was prepared by the City of Cle Elum in accordance with Section 36.70A.070 of the Growth Management Act (GMA). The plan serves as a guide to address future growth and development projects in the city while conserving Cle Elum's essential character within the city limits and Urban Growth Area (UGA). This plan embodies the community's goals and policies and aims to guide how the City will develop over the next 20 years.

Why the City of Cle Elum Plans

- **To Implement the Growth Management Act (GMA)**

The Growth Management Act passed in 1990 in response to rapid population growth, concerns with suburban sprawl, environmental protection, and quality of life requires local governments to adopt Comprehensive Plans, establishes mandatory elements together with more detailed requirements that must be included in these Plans. The GMA also contains goals to guide the development of Comprehensive Plans and development regulations. Through the planning process local governments prepare goals and policies for these elements that are relevant and address the specific needs of the jurisdiction. Following adoption of the Comprehensive Plan the local government prepares and adopts development regulations and other strategies to implement the Plan.

- **To Promote Desired Changes and Preserve Community Assets**

Planning is a technical, political and public process concerned with the development and use of land, planning permission, protection and use of the environment, public welfare, and the design of the urban environment, including its infrastructure. In order to preserve valuable community assets and promote desired changes, the city must actively plan and effectively implement those plans. The City plans in order to guide control its future for the benefit of the entire community and for future generations.

- **To Involve the Citizens in the Decision-Making Process**

Planning is both a process and a product. The process component of planning requires active civic engagement to make good decisions, gain public support, and ultimately leads to faster implementation of local plans. The process aspect of planning should not be confused as an end, but rather a means to an end, which is the realization of local plans. This is why we plan.

This Executive Summary represents only a snapshot of the full Comprehensive Plan document. This document provides the essential components of the plan, to act as a quick reference guide for daily uses. The Comprehensive Plan is the guiding principal for the future development of the City. After public open houses, a thorough analysis of current and future trends, and assessment of the community's issues and opportunities, the "blue print" for the future was established.

The comprehensive plan has been developed to state the vision for the future and establishes the goals, guidelines, and policies needed to achieve sustainable growth over a twenty to thirty year period. The Comprehensive Plan is based on the required elements specified by the Planning Department with help of the community to address:

- **Community Goals**

- Community Work Program
- The following elements, or chapters, will be included:
 - Land Use
The Land Use Element is the broadest element, containing information on how the City currently uses and will use the land in its jurisdiction. It also contains current and projected population, a land use map, and a current zoning map. The Land Use Element also provides a summary of other included elements.
 - Capital Facilities
The Capital Facilities Element describes the location, inventory, capacity, and future needs of the City’s capital facilities, such as the regional water and sewer programs.
 - Transportation
The Transportation Element contains information on the City’s forms of transportation, levels of service, and future needs.
 - Utilities
The Utilities Element contains the general location, inventory, capacity and future utility needs.
 - Housing
The Housing Element includes an analysis of the current housing stock and projections of the required amount of housing needed to facilitate the projected growth.
 - Parks & Recreation
The Parks and Recreation Element contains estimates of recreation demands over the next 20 years. It also evaluates facilities, service needs, and opportunities for intergovernmental coordination to provide regional approaches for meeting park and recreation demands.

The Comprehensive Plan is a public driven document designed to accommodate future population growth and development while maintaining the City’s vision. The Plan is a broad statement of the community’s values and vision for its future. It is a policy road map that directs orderly and coordinated physical development of the City for the next 20 years. It anticipates change and provides guidance for action to address and manage that change. The City of Cle Elum’s Comprehensive Plan is



specifically intended to sustain and enhance the City's character and identity as a unique and vibrant historic rural community.

Work Program

The GMA Periodic Update process for comprehensive plans requires jurisdictions to adopt a Work Program, containing a schedule and a public participation program. The Cle Elum City Council passed Resolution 2017-019 (Exhibit A), which formally adopted the County-Wide Planning Policies, as well as the City's Public Participation Program and draft schedule.

Schedule

The City requested a 24-month extension for Comprehensive Plan delivery (per RCW 36.70A.130(6)(d)), moving the delivery date from June 30, 2017 to June 30, 2019 (Exhibit B). The projected schedule has changed over the course of the update process.

Throughout the City's Comprehensive Plan update process, staff have maintained a comprehensive plan webpage, which has been regularly updated (<http://cityofcleelum.com/city-servicesplanningcomprehensive-plan-update/>), staff has appraised City Council regularly, and the local Upper County Tribune weekly newspaper has printed several comprehensive plan related articles.

Open houses, hearings, and other related actions taken to date are as follows:

Open Houses

Community Focus Groups	
Parks & Recreation (RCO Plan)	11/7/2017
Land Use (discussion and map edits)	12/5/2017
Housing (intro Transportation)	4/16/2018
Transportation and Utilities (recap Housing, Parks & Recreation; and intro Land Use & Capital Facilities)	3/19/2019
Land Use and Capital Facilities	4/16/2019

Hearings

Park & Recreation, Housing Transportation, and Utilities	4/02/2019
Land Use and Capital Facilities	4/16/2019

Council Action

RES-2019-012 Work Plan (Schedule & Public Participation Plan) and Countywide Planning Policies	9/12/2017
RES-2018-008 Parks & Recreation (RCO Plan) Resolution No. 2018-008	2/13/2018

The current schedule includes submitting the draft Comprehensive Plan to the Washington State Department of Commerce (Commerce) on April 11, 2019. During this time, the required State Environmental Policy Act (SEPA) will be conducted, additional open houses or hearings may take place, and comments may be received.

The mandatory 60-day Commerce review period will end on June 10, 2019, allowing time for any additional edits, hearings, and final adoption by City Council prior to the June 30, 2019 deadline.

Public Participation Program

The purpose of this the Public Participation Program (Exhibit C) was to identify the City of Cle Elum's public participation objectives, approach, audiences, schedule, and opportunities for public participation.

Public participation for the Comprehensive Plan update kicked off with a series of community focus groups aimed to collect initial information from the community to develop a City Vision Statement (Exhibit D) that would inform the Comprehensive Plan and the conceptual design of the Downtown Revitalization Project to redesign the downtown commercial core.

The focus groups and Vision Statement were conducted and created following a collaborative process the City engaged in with Central Washington University's 2017 Advanced Land Use Planning class, under the direction of Dr. Donald Chance. Students conducted focus groups of community members and business owners and gained valuable education and experience for their future planning careers. Two of the students eventually became City interns, one of whom went on to work for the City as a Planning Technician. The future of Cle Elum will be shaped by the vision of current and future residents, and future employees, and the City's Vision Statement is a good representation of what shape that City's future may take.



Exhibit A. RES-2017-019

**CITY OF CLE ELUM
WASHINGTON**

RESOLUTION NO. 2017-019

**A RESOLUTION OF THE CITY OF CLE ELUM,
WASHINGTON, ADOPTING THE 2016 KITTITAS
COUNTY COUNTYWIDE PLANNING POLICIES AND A
WORK PLAN FOR UPDATING THE COMPREHENSIVE
PLAN AND DEVELOPMENT REGULATIONS PER RCW
36.70A.130.**

WHEREAS, the Growth Management Act (GMA) of 1990 establishes statewide goals, guidelines and procedural requirements to guide the development, coordination and implementation of long-range plans; and

WHEREAS, the Cities must complete comprehensive plans consistent with their County's Countywide Planning Policies to provide a general framework for the implementation of the GMA; and

WHEREAS, Cle Elum is required to review and revise as needed the city's Comprehensive Plan and development regulations by June 30, 2019, to ensure compliance with GMA requirements per RCW 36.70A.130; and

WHEREAS, a Public Participation Program has been developed to provide the public with an opportunity to comment on the review and suggest needed revisions to the Comprehensive Plan and development regulations; and

WHEREAS, a Schedule has been developed outlining the timelines necessary for completion of required elements of the Comprehensive Plan Update, including public participation, mandatory reviews, hearings, and State Environmental Policy Act compliance; and

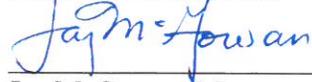
WHEREAS, a Work Program consisting of a Public Participation Program and Schedule has been developed and approved by the Cle Elum Planning Commission and staff as required per RCW 36.70A.130.

NOW, THEREFORE, THE CITY COUNCIL OF THE CITY OF CLE ELUM, WASHINGTON, DOES RESOLVE AS FOLLOWS:

The 2016 Kittitas County Countywide Planning Policies, attached hereto as Appendix A; and the City of Cle Elum Work Program, consisting of a Public Participation Program and Schedule for the 2019 City of Cle Elum Comprehensive Plan Update, copies of which are attached hereto as Appendix B, are hereby approved as the basis for developing the required Comprehensive Plan Update.

PASSED BY THE CLE ELUM CITY COUNCIL AT A REGULAR MEETING THEREOF ON THE 12th DAY OF Sept., 2017.

CITY OF CLE ELUM



Jay McGowan, Mayor

ATTEST/AUTHENTICATED:



Kathi Swanson, City Clerk

Approved as to form:

Alexandra L. Kenyon, City Attorney

Filed with the City Clerk:
Passed by the City Council:
Resolution No.:
Date Posted:

APPENDIX A.

**KITTITAS COUNTY
2016
COUNTYWIDE PLANNING POLICIES**

**BOARD OF COUNTY COMMISSIONERS
COUNTY OF KITTITAS
STATE OF WASHINGTON**

ORDINANCE NO. 2016- 013

An Ordinance revising Kittitas Countywide Planning Policies based on current conditions throughout the County and cities as well as for consistency with Washington State Growth Management Act's 14 required planning goals.

- WHEREAS,** As per RCW 36.70A.210(1), Countywide Planning Policies are written statements used solely for establishing a countywide framework for developing and adopting county and city comprehensive plans; and
- WHEREAS,** The role of the Countywide Planning Policies is to coordinate comprehensive plans for jurisdictions in the same county for regional issues affecting common borders and provide a countywide framework that ensures consistency between city and county comprehensive plans as required by RCW 36.70A.100; and
- WHEREAS,** Kittitas Countywide Planning Policies were last amended by Ordinance 2013-005 in April 2013 but have not been comprehensively updated since Ordinance 1998-020 in September 1998; and
- WHEREAS,** As per RCW 36.70A.130, Kittitas County and all cities/town shall take action to review and if needed, revise their comprehensive plans and development regulations to ensure the plan and regulations comply with the Growth Management Act on or before June 30, 2017 ; and
- WHEREAS,** The Kittitas Conference of Governments have held regular monthly meetings that are open to the public from August 2015 through June 2016 to consider amendments to the Countywide Planning Policies; and
- WHEREAS,** In a public meeting held on June 22, 2016 the Kittitas Conference of Governments deliberated and adopted the amendments to the Countywide Planning Policies and recommended for approval by the Kittitas Board of County Commissioners the amendments shown in Attachment A to this Ordinance; and
- WHEREAS,** On June 14 and July 5, 2016 the Kittitas County Board of County Commissioners held continuations of the April 19, 2016 public hearing to consider the approval of proposed amendments to the Countywide Planning Policies as recommended by the Kittitas County Conference of Governments;

WHEREAS, Due notice and publication was placed upon the official County website and in the Ellensburg Daily Record on April 5 and April 14, and in the Northern Kittitas County Tribune on April 14, 2016; and

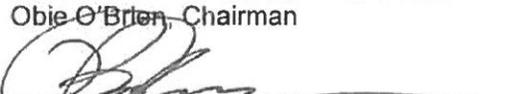
WHEREAS, After due public notice and publication, the Kittitas County Board of County Commissioners held an open public hearing on April 19, 2016 during which public testimony was taken from those persons wishing to be heard regarding amendments to the Countywide Planning Policies. The hearing was continued on June 14, 2016 giving the Conference of Governments time to address the Board of County Commissioners recommendations.

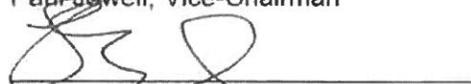
NOW, THEREFORE, BE IT ORDAINED, the Kittitas County Board of County Commissioners, after due deliberation, hereby approves amendments to the Countywide Planning Policies as recommended by the Kittitas County Conference of Governments. Attachment A of this Ordinance is the revised Countywide Planning Policies.

ADOPTED this 5th day of July, 2016

**BOARD OF COUNTY COMMISSIONERS
KITTITAS COUNTY, WASHINGTON**


Obie O'Brien, Chairman


Paul Jewell, Vice-Chairman


Laura Osiadacz, Commissioner




Julie A. Kjorsvik

APPROVED AS TO FORM:

Neil Caulkins,
Deputy Prosecuting Attorney

Attachment A

Countywide Planning Policies as approved and recommended for Kittitas County Board of County Commissioner approval on June 22, 2016 by the Kittitas County Conference of Governments

Kittitas County
Countywide Planning
Policies

Last amended on June 22, 2016
Ordinance Number 2016 - XXX



PREAMBLE TO THE COUNTY-WIDE PLANNING POLICIES

These Planning Policies are to be used solely to establish a framework from which the comprehensive plans of the County and cities within the county are developed and adopted, pursuant to RCW 36.70A, The Growth Management Act.

These policies are adopted to ensure consistency and coordination among the comprehensive plans of the County and the cities.

Nothing in these policies shall be construed to alter the land use powers of the cities or County.

VISION STATEMENT

This statement is a general vision of the future of our county, toward which this framework and these policies aim.

Kittitas County and the cities will value and protect and enhance the quality of life by protecting the visual and physical environment; fostering economic opportunity, diversity, and security; supporting a wide range of natural resource-based industries; ensuring access to recreational opportunities; promoting educational excellence; and providing for affordable housing and accessible transportation.

Discussion and Explanation

Planning for growth and change must be based on maintaining and enhancing the existing quality of life, the character of the County, and meeting the needs of the community as a whole.

Actualizing this vision requires a collaborative effort among public officials from all jurisdictions and active citizen participation. Public officials have decision making responsibility; however active citizen involvement through a variety of venues must be encouraged and valued.

The entire community must be willing to share the burden and the responsibility of achieving mutually identified planning goals.

The implementation of County-wide Planning Policies will promote more efficient growth patterns which may result in reduced cost of public services and facilities in the long term due to more logical distribution of governmental services.

ROLE OF THE KITTITAS COUNTY CONFERENCE OF GOVERNMENTS

- i. The Kittitas County Conference of Governments (KCCOG) may serve as mediator in matters of conflict resolution regarding interpretations and issues of clarification related to this document.
- ii. All jurisdictions of Kittitas County will jointly work to identify and address service areas and their impacts through the KCCOG.
- iii. The process for engaging in conflict resolution mediation with regard to development impact fees shall be agreed upon by all parties involved, KCCOG shall serve as the first level of conflict resolution according to the agreed upon process.

1. INTERLOCAL AGREEMENTS

Objective: To encourage cooperation between Kittitas County and the cities and towns within the County on a basis of mutual advantage and to provide services and facilities in a manner that will be best suited to geographic, economic, population, and other factors that influence the needs and development of local communities.

- Policy 1.1: Measures intended to implement countywide planning policies may include interlocal agreements, contracts, memorandums of understanding, and joint ordinances, or a combination thereof.
- Policy 1.2: Cities and the County shall execute interlocal agreements to coordinate and manage growth in UGAs and should consult special districts as appropriate. Interlocal agreements shall acknowledge and implement the Countywide Planning Policies and shall incorporate uniform criteria for orderly annexation.
- Policy 1.3: Joint funding arrangements through mechanisms such as interlocal agreements should be adopted for a period after annexations of developed properties to consider compensation for the County's loss of revenues and its capital facility expenditures prior to annexation, and any city obligations to provide capital facilities to the area annexed.

2. URBAN GROWTH AREAS

Objective: To cooperatively determine future Urban Growth Areas and provide opportunities for a broad range of needs and uses within such areas for the following twenty (20) years for each jurisdiction.

General Policies

- Policy 2.1: The County, in cooperation with the cities, will designate Urban Growth Areas (UGAs) for each jurisdiction that is expected for the next twenty (20)

years as required by the Growth Management Act. Policies may consider potential growth anticipated for the subsequent fifty (50) years.

- Policy 2.2: The designation of UGAs beyond the existing limits of incorporation will be based on demonstration of necessity to meet population projections and a demonstration by the cities that municipal utilities and public services either already exist, or are planned for and can be effectively and economically provided by either public or private sources.
- Policy 2.3: UGAs will be determined by projections of population growth in both rural and urban areas of the County. These projections shall be reached through negotiation at the KCCOG, taking into account current growth rates and the Office of Financial Management (OFM) anticipated population projections.
- Policy 2.4: The subdivision, rezone, capital improvements, and governmental service decisions of all County governmental jurisdictions should be directed by their projected share of growth and should be in proportion to that projected share of growth. These projections will be reviewed on an annual basis as needed at a regularly scheduled KCCOG meeting.
- Policy 2.5: Proposals for development, subdivisions, and public projects within the unincorporated UGAs shall be subject to joint review by the County and the affected incorporated jurisdictions according to the development standards and comprehensive plans. The County shall enforce these standards as agreed upon in the joint permit review process or interlocal agreements.
- Policy 2.6: Subdivisions and development within the UGAs shall be orderly and coordinated between County and city governments and utility service purveyors.
- Policy 2.7: Within UGAs, the forming of unincorporated areas of suburban density shall be planned and coordinated.
- Policy 2.8: The County should consider the use of joint SEPA lead agency status with any incorporated area for projects within a UGA to ensure coordination of mitigation for potential environmental impacts.
- Policy 2.9: Final development approval will continue to reside with the County for areas outside of City limits.
- Policy 2.10: Consistent development regulations and development standards including but not limited to: street alignment and grade, public road access, right-of-way, street improvements, sanitary sewer, storm water improvements, power, communications, utilities, park and recreation facilities, and school facilities should be adopted for areas within the identified twenty (20) year UGA boundaries for each jurisdiction within Kittitas County.

- Policy 2.11 To encourage logical expansions of municipal boundaries into UGAs and to enable the most cost-efficient expenditure of public funds for the provision of municipal services into newly annexed areas, the County and the respective cities shall jointly develop and implement development, subdivision and building standards, coordinated permit procedures, and innovative financing techniques including the possibility of development impact or other fees for the review and permitting of any new development within UGAs.
- Policy 2.12: City services should not be extended outside 20-year UGAs; however municipal services may be extended to serve a Master Planned Resort approved pursuant to the Kittitas County Comprehensive Plan Master Planned Resort Policies and RCW 36.70A.360. Such services include, but are not limited to: central sewage collection and treatment, public water systems, urban street infrastructure, and storm water collection facilities.
- Policy 2.13 County adoption of city standards for development within corresponding UGAs shall be negotiated. These may include the following:
1. Street locations, both major and secondary
 2. Street right-of-way
 3. Street widths
 4. Curbs and gutters
 5. Sidewalks
 6. Road construction standards
 7. Cul-de-sacs, location and dimensions
 8. Storm drainage facilities, quantity, quality, and discharge locations
 9. Street lights, conduit, fixtures, locations
 10. Sewer, septic regulations, private sewer, dry sewer facilities
 11. Water, pipe sizes, locations, construction standards
 12. Electrical and natural gas distribution systems
 13. Communication utilities, telephone, cable TV, etc.
 14. Fire protection, station locations, fire flows, uniform codes
 15. School facilities
 16. All building requirements
 17. Subdivision and platting requirements
 18. Mobile homes and manufactured home regulations
 19. Zoning ordinances: permitted uses in UGAs, setbacks, building heights, lot coverage, etc.
 20. Libraries
 21. Any other like services.
- Policy 2.14: The availability of the full range of government services will be subject to the annexation policy of the adjacent municipality. Utility extensions into the UGA shall be consistent with the adopted comprehensive plan and capital facilities plan of the utility purveyor.

- Policy 2.15: In rural unincorporated areas outside UGAs, the County may designate limited areas of more intensive rural development (LAMIRD), consistent with the provisions of RCW 36.70A.070(5).
- Policy 2.16: All planning efforts within UGAs associated with an incorporated city shall be accomplished on a joint basis between the city and the County and include participation from residents of unincorporated areas to the satisfaction of the County.
- Policy 2.17: Amendments or changes to the UGA designation may only be proposed once a year and must be reviewed by the KCCOG. Amendments may only be proposed by a city or the County.
- Policy 2.18: Amendments to the UGA shall be mutually agreed upon between a city and the County. The KCCOG shall review and make recommendations regarding UGA amendments that have the potential to affect population allocations.
- Policy 2.19: An amendment to a UGA shall only be approved once the city or the County has demonstrated that the UGA designation criteria listed in policies 2.1 through 2.4 have been met.

3. REDUCE SPRAWL

Objective: To reduce the inappropriate conversion of undeveloped land including farmland into sprawling, low-density development.

- Policy 3.1: Commercial developments including retail, wholesale or service related activities having a gross floor area more than 4,000 square feet, with associated parking facilities, shall be located only within UGAs and Limited Areas of More Intense Rural Development (LAMIRDs). When commercial facilities are developed in conjunction with an approved Master Planned Resort, those portions of hotel/motel, short-term visitor accommodations, residential uses, conference and meeting rooms, and eating and drinking, and active recreation service facilities which are not devoted to retail sales shall not be subject to the 4,000 square foot limitation. All other retail, wholesale, or service related facilities included in the Master Planned Resort shall be subject to the 4,000 maximum square foot size.
- Policy 3.2: New industrial development which is not resource-based and requires urban services and zoning permits shall be located only within UGAs or industrial zoned land. Temporary industrial uses may be allowed within Master Planned Resorts approved by the County pursuant to RCW 36.70A.360 and the County Comprehensive Plan Master Planned Resort policies; provided, however, that any such use shall be limited to master planned resort construction, development, maintenance, and operational purposes and shall be subject to annual review and approval by the County. Nothing in this section shall prohibit Master Planned Resorts approved by the County from continuous

- Policy 3.3 maintenance and operational needs of such resorts. Planned Unit Developments (PUDs) which include commercial and/or industrial uses in addition to residential uses shall be located in UGAs or Master Planned Resorts pursuant to RCW 36.70A.360 and .362, and the County's Comprehensive Plan Master Planned Resort Policies.
- Policy 3.4 The location of all PUDs shall be established to foster the efficient expansion and management of infrastructure and utilities and demonstrate compatibility with resource land uses; impact fees may be assessed to compensate the cost of increased demands upon infrastructure, services, and utilities.
- Policy 3.5 Only residential PUDs will be allowed outside of UGAs and LAMIRDs and are subject to the policies contained herein; densities of PUDs allowed outside UGAs and LAMIRDs shall be determined by the underlying zone classification.
- Policy 3.6 The County may authorize master planned resorts in Kittitas County pursuant to RCW 36.70A.360 and .362, and the County's Comprehensive Plan Master Planned Resort Policies.

4. TRANSPORTATION

Objective: To provide for adequate and appropriate transportation systems within the County that are coordinated with county and city comprehensive plans.

- Policy 4.1: Transportation plans (i.e., transportation elements of comprehensive plans) shall promote the development and implementation of a safe, efficient, and environmentally sound transportation system in accordance with federal and state requirements, including the State's Growth Management Act that is responsive to the community.
- Policy 4.2: Transportation plans will support the planning goals for comprehensive plans set forth in RCW 36.70A.020 and 36.70A.070(6), including promotion of economic development consistent with available resources and public services and facilities.
- Policy 4.3: Transportation plans will be consistent with their respective comprehensive plans and will be compatible with the applicable components of other local and regional transportation plans (c.g., QUADCO Regional Transportation Planning Organization, bordering counties, WSDOT and local agencies).
- Policy 4.4: The County and cities shall cooperate in the analysis of, and response to, any proposed major regional industrial, retail/commercial, recreation, or residential development proposals that may impact the transportation system in Kittitas County.
- Policy 4.5: Transportation plans and project prioritization shall be developed in active consultation with the public.

- Policy 4.6: Inter-jurisdictional transportation plans shall promote a coordinated and efficient multi-modal transportation system, including alternative forms of transportation for the movement of goods and people.
- Policy 4.7: The transportation plans will, to the maximum extent practical, provide a safe and environmentally sound system that meets community, elderly, disabled and low-income population needs.
- Policy 4.8: Transportation improvements which are necessary to maintain the identified level of service standards shall be implemented concurrent with new development so that improvements are in place at the time of development, or that a financial commitment is provided to ensure completion of the improvements within six years.

5. HOUSING

Objective: To encourage the availability of affordable housing to all economic segments of the population, promote a variety of residential densities and housing types typical of the character of Kittitas County, and preserve existing, useful housing stock.

- Policy 5.1: Consistent with RCW 36.70A.070(2)(c) a wide range of housing development types and densities within the county will be encouraged and promoted; including multiple-family and special needs housing, to provide affordable housing choices for all.
- Policy 5.2: All types of housing for individuals with special needs should be allowed by all jurisdictions.
- Policy 5.3: Multi-family housing meeting the needs of all income levels should be encouraged by all jurisdictions within Urban Growth Areas.
- Policy 5.4: Jurisdictions shall consider innovative economic techniques and strategies for providing affordable housing as part of their economic development strategy.

6. ECONOMIC DEVELOPMENT

Objective: To provide an environment encouraging economic growth within the County and its jurisdictions that is compatible with County character.

- Policy 6.1: The jurisdictions in Kittitas County will work with local and regional economic development interest groups in preparing and implementing economic development plans.
- Policy 6.2: Economic vitality and job development will be encouraged in all the jurisdictions consistent with all comprehensive plans developed in accordance

with the Growth Management Act.
Policy 6.3: Economic development activities will be implemented in a manner which supports our quality of life and is consistent with comprehensive plans. This can be achieved by:

1. Recognizing that education and training which produce a skilled work force are essential to the county's economic vitality.
2. Basing the level of economic development activity on our ability to manage the resulting growth.
3. Requiring urban non-resource based economic development activities to locate within designated UGAs or incorporated cities.
4. Requiring economic development proposals to show how increased services and infrastructure support will be provided.
5. Undertaking countywide and regional efforts to coordinate economic development activities.
6. Ensuring that the economic development element of local comprehensive plans and countywide and regional growth management plans are compatible.

7. PROPERTY RIGHTS

Objective: To ensure that private property shall not be taken for public use without just compensation having been made. The property rights of landowners shall be protected from arbitrary and discriminatory actions.

Policy 7.1 The rights of property owners operating under current land use regulations shall be preserved unless a clear public health, safety, or welfare purpose is served by more restrictive regulation.

Policy 7.2 Surface water runoff and drainage facilities shall be designed and utilized in a manner which protects against the destruction of property and the degradation of water quality.

8. PERMITS

Objective: To ensure predictability by processing applications for both state and local government permits in a timely and fair manner.

Policy 8.1 Upon receipt of a complete application, land use proposals and permits shall be expeditiously reviewed and decisions made in a timely manner.

9. NATURAL-RESOURCE BASED INDUSTRIES

Objective: To maintain and enhance natural resource-based industries, including but not limited to: productive timber, agricultural, and fisheries industries. Encourage the conservation of

productive forest lands and productive agricultural lands, and discourage incompatible uses.

Policy 9.1: Industrial developments which are solely resource based may be permitted beyond UGAs.

Policy 9.2: Industries and commercial developments which provide for and/or compliment sales of agricultural production and agricultural tourism, or enhance recreational tourism within the County shall be encouraged within rural areas.

Policy 9.3: All economic development and population growth in the County shall be accommodated in a manner that minimizes impacts on agricultural land, forestry, mineral resources, shorelines, and critical areas.

10. OPEN SPACE AND RECREATION

Objective: To encourage the retention of open space and development of recreational opportunities, conserve fish and wildlife habitat, increase access to natural resource lands and water, and develop parks.

Policy 10.1 Preserve open space and create recreational opportunities through the use of innovative regulatory techniques and incentives such as but not limited to: purchase of development rights, transfer of development rights, conservation easements, Public Benefit Rating System, and level of service standards.

Policy 10.2 New park and recreational facility plans shall include natural features, topography, floodplains, relationship to population characteristics, types of facilities, various user group needs, and standards of access including travel time.

Policy 10.3 Indoor and outdoor recreation facilities shall be designed to provide a wide range of opportunities allowing for individual needs of those using these facilities.

Policy 10.4 Expansion and enhancement of parks, recreation, scenic areas, and viewing points shall be identified, planned for, and improved in shorelands and urban and rural designated areas.

11. ENVIRONMENT

Objective: To protect and enhance the County's quality of life and rural environment by safeguarding its environmental resources.

Policy 11.1: All jurisdictions shall protect critical areas through comprehensive plans and policies and develop regulations that are consistent with the adopted environmental ordinances.

- Policy 11.2: Groundwater should be identified and protected, including appropriate protection of aquifer recharge areas. Supplies of potable domestic water, irrigation water, and firefighting water should be ensured in the rural, suburban, and urban areas.
- Policy 11.3: Water rights are those rights defined in state law, including RCW 90.03.010 and 90.44.035, as well as those rights as defined by agreements between the State and the County.

12. CITIZEN PARTICIPATION

Objective: To encourage the involvement of citizens in the planning process and ensure coordination between communities and jurisdictions to reconcile conflicts.

- Policy 12.1 The County and cities shall provide regular and ongoing opportunities for public review and comment throughout the Comprehensive Plan development process.
- Policy 12.2 The County and cities shall continue to encourage public awareness of the Comprehensive Plan by providing public participation opportunities and public education programs designed to promote a widespread understanding of the Plan's purpose and intent.
- Policy 12.3 The County and cities shall encourage citizen participation throughout the planning process as mandated by state statute and codes for environmental, land use, and development permits.
- Policy 12.4 The County and cities shall utilize broad based Citizen Advisory Committees to participate and assist in the development of Comprehensive Plan Elements, sub-area plans, and functional plans as necessary.

13. PUBLIC FACILITIES AND SERVICES

Objective: To ensure that public facilities and services necessary to support development shall be adequate to serve the development at the time of occupancy and service levels are not decreased below minimum standards.

General Public Facilities and Services

- Policy 13.1: Planning and financing for public facilities to serve potential business and industries except natural resource based should be limited to urban growth areas.
- Policy 13.2 Siting requirements for County public facilities within UGAs shall be jointly and cooperatively established with the municipalities. Municipal services

- should be extended by cities within unincorporated areas of UGAs.
- Policy 13.3 The cities and the County shall develop a cooperative communication process through KCCOG, which includes public involvement at an early stage, to consider siting of city, countywide, and statewide public facilities, including but not limited to, solid waste disposal, correctional, transportation, education and human service facilities.
- Policy 13.4 The siting of any public facility requires that the facility location be compatible with area land uses. Local comprehensive plans and regulations will establish standards to ensure such compatibility.
- Policy 13.5 In determining a local government's fair share of siting of public facilities, the decision maker shall consider at least the following:
1. The location and effect of existing public facilities on the community.
 2. The potential for re-shaping the economy, the environment, and the community character resulting from the siting of the facility.
- Policy 13.6 The County and cities should jointly sponsor the formation of Local Improvement Districts for the construction or reconstruction of infrastructure to a common standard which are located in the city and the Urban Growth Areas
- Policy 13.7 The levels of service for capital facilities shall be cooperatively defined, planned, and financed by all segments of the public and private sector involved in providing a particular service.
- Policy 13.8 Financing methods for infrastructure serving residential needs should be mitigated for resource lands as designated by the County in keeping with anticipated levels of service impact.
- Policy 13.9 All development should be evaluated so that it is assigned a fair and proportionate share of future infrastructure costs within UGAs and other designated service areas.
- Policy 13.10 All jurisdictions shall participate in identifying needed regional services. All jurisdictions shall cooperate to identify adequate revenue sources and in creating financing mechanisms for regional services and infrastructure. Financing mechanisms may include increment financing or tax base sharing.
- Policy 13.11 All jurisdictions shall coordinate bond elections for capital facility planning and financing.
- Policy 13.12: Public facilities will not be located in Resource Lands or Critical Areas unless no feasible alternative site location exists, such as in the case of utility transmission facilities.

Essential Public Facilities

Policy 13.13: The comprehensive planning process in each jurisdiction shall identify land for all essential public facilities of city, countywide, or statewide significance, such as human service facilities, educational or solid waste handling facilities, transportation facilities, correctional facilities and in-patient care facilities.

Policy 13.14: Essential public facilities requiring siting outside cities or UGAs must be self-supporting and must not require the extension, construction, or maintenance of municipal services and facilities. Criteria shall be established that address the provision of services when siting an essential public facility. Essential public facilities should not be located outside cities or designated twenty-year urban growth areas unless the nature of their operations needs or dictates that they be sited in the rural area of the County.

Policy 13.15: Essential public facilities shall be sited in places that enhance the region's development strategy and that encourage their efficient use by the public.

Policy 13.16: All jurisdictions shall identify existing essential public facilities including but not limited to:

1. Utility corridors, sewer, water, power and communication facilities
2. All transportation facilities
3. Landfills, solid waste handling, and disposal facilities
4. Sewage treatment facilities
5. Recreational facilities
6. Schools
7. Municipal facilities (city halls, fire stations, police stations, libraries, and post offices)
8. Parks
9. State and local correctional facilities
10. In-patient facilities, including substance abuse facilities
11. Mental health facilities
12. Group homes
13. Secure community transition facilities
14. Any facility on the state ten-year capital plan maintained by the Office of Financial Management

Policy 13.17: All jurisdictions shall establish a countywide process for siting essential public facilities of region-wide significance. This process will include:

1. An inventory of needed facilities;
2. A method of fair share allocation of facilities;
3. Economic and other incentives to jurisdictions receiving such facilities;
4. A method of determining which jurisdiction is responsible for each facility;
5. A public involvement strategy; and
6. Assurance that the environment and public health and safety are protected.

Policy 13.18: Essential public facilities which are identified by the County, by regional agreement, or by State or Federal government shall require public involvement through meetings and hearings, and involve review and comment from citizens and local jurisdictions.

Policy 13.19: All jurisdictions shall strive to locate regional and essential public facilities so as to distribute them equitably countywide. No single community shall be required to absorb an undue share of the impacts of regional and essential facilities.

14. Historic Preservation

Objective: To identify and encourage the preservation of lands, sites, and structures that have historical or archaeological significance.

Policy 14.1 The County and cities shall consult with local historic preservation groups to ensure coordination of plans and policies by the Department of Archaeology and Historic Preservation.

Policy 14.2 The County and cities shall consult with local historic preservation groups and/or advisory groups as appropriate.

GLOSSARY OF TERMS

Capital Facilities:	Capital Facilities are those physical features or assets which provide a public service such as, but not limited to: fire stations, water towers, police stations, libraries, highways, sewage treatments plants, communication, and recreation facilities.
Development Impact Fees:	Development impact fees mean a payment of money imposed upon development as a condition of development approval to pay for public facilities needed to serve new growth and development, and that is reasonably related to the new development that creates additional demand and need for public facilities, that is a proportionate share of the cost of the public facilities, and that is used for facilities that reasonably benefit the new development. Impact fee does not include a reasonable permit or application fee.
Development Regulations:	Development regulations means any controls placed on development or land use activities by a county or a city, including but not limited to: zoning ordinances, official controls, planned unit development ordinances, subdivision ordinances, and binding site plans ordinances.
Development Standards:	Development standards mean any required minimal functional standard which describes or defines how development is to occur. Development standards are intended to serve as an established level of expectation by which development is required to perform.
Essential Public Facilities:	Essential public facilities include those facilities that are typically difficult to site, such as: airports; state education facilities; state or regional transportation facilities; state and local correctional facilities; solid waste handling and disposal facilities; and in-patient facilities including substance abuse facilities, mental health facilities, group homes and other health facilities.
Interlocal Agreements:	Interlocal agreements mean any binding agreements, contracts, or other stipulations between two or more governing entities which implement the provisions of the County-wide Planning Policies.
LAMIRD:	Limited Areas of More Intense Rural Development (LAMIRDS) are an optional designation available through the Growth Management Act to recognize areas of rural

development that are more intensive than the balance of the rural area. The LAMIRD designation allows for redevelopment and infill in historical rural towns and communities, as well as intensification and new development of isolated small businesses and small-scale recreational uses. Specific guidance for designation and development in LAMIRDS is provided in RCW 36.70A.070(5).

- Level of Service:** A level of service is an indicator of the extent or degree of service provided by, or proposed to be provided by a public facility, such as, but not limited to, fire protection, water supply, sewage treatment, library services, highways, and communication and recreational services.
- Local historic preservation group:** Local historic preservation group means a committee, advisory board or other group that is designated by a local jurisdiction or recognized by the Washington State Department of Archaeology and Historic Preservation.
- Local Improvement District:** Local improvement district means the legislative establishment of a special taxing district to pay for specific capital improvements.
- Municipal Services:** Municipal services are those services in keeping with and/or required in incorporated cities such as, but not limited to, centralized sewage collection and treatment, public water systems, urban street infrastructure, power and storm water systems, emergency services, libraries, and government.
- Planned Unit Development:** A planned unit development is the result of a site specific zone change, based on a binding site plan. The planned unit development zoning district is intended to encourage flexibility in design and development that will result in a more efficient and desirable use of land.
- Policy:** A broad based statement of intent that gives management direction or guidance in the decision making process. The policy statement is used to select a primary course of action.
- Resource Lands:** Resource lands mean those lands designated by the County which are to be protected from urban growth encroachments and incompatible land uses. Resource lands include all lands designated as Commercial Forest, Forest

and Range, Agricultural Lands of Long-Term Commercial Significance, and Mineral Resource Lands.

Transfer of Development Rights: Transfer of development rights are the conveyance of development rights to another parcel of land where restrictions places on development of the original parcel prevent its previously allowed development. Transfer of development rights are usually associated in a program which involves sending and receiving zones.

Urban Growth Areas: Urban growth areas are those areas designated by the County or an incorporated city and approved by the County, in which urban growth is encourages. Urban growth areas are suitable and desirable for urban densities as determined by the sponsoring jurisdiction's ability to provide urban services.

Utilities: Utilities mean the supply, treatment, and distribution, as appropriate, of domestic water, sewage, stormwater, natural gas, electricity, telephone, cable television, microwave transmissions, and streets. Such utilities consist of both the service activity along with the physical facilities necessary for the utilities to be supplied. Utilities are supplied by a combination of general purpose local governments as well as private and community based organizations.

APPENDIX B.

**CITY OF CLE ELUM
2017-2019
COMPREHENSIVE PLAN UPDATE
WORK PROGRAM**

City of Cle Elum
119 West First Street
Cle Elum, WA 98922



Telephone: (509)674-2262
Fax: (509)674-4097
www.cityofcleelum.com

Public Participation Program

Introduction

As required by the Washington State Growth Management Act (GMA), Cle Elum is in the process of a periodic review and update of the City's Comprehensive Plan. Public involvement throughout the Comprehensive Plan update process is vital in determining and maintaining the characteristics of Cle Elum that its citizens value most.

Goals of Public Participation

The goals of the public participation program are to keep the public informed of major updates and decisions, allow them to voice their opinions, and indicate how their feedback is being used throughout the process (RCW 36.70A.140).

Role of Planning Commission

The Planning Commission consists of 5 members and 1 citizen alternate appointed by the mayor. The Commission's job is to provide advice and recommendations to City Council and City Staff regarding planning decisions. The Planning Commission will be involved throughout the entirety of the Comprehensive Plan update including but not limited to developing goals and policies to ensure a consistent community vision.

Role of City Council

The City Council consists of 7 members and the Mayor. The Council's job is to provide effective City government representation for the citizens, determine policy, enact ordinances and resolutions, and approve contracts. Their role in the Comprehensive Plan update is to use the Planning Commission's recommendations to approve draft materials and adopt the final updated Comprehensive Plan.

Public Participation Resources

Information regarding public participation opportunities may be found at the following locations:

- Website <http://cityofcleelum.com/city-servicesplanningcomprehensive-plan-update/>
- City Facebook page
- City Hall
- Northern Kittitas County News Tribune

Cle Elum's Comprehensive Plan webpage is the key resource for current information including draft documents, maps, supplemental documents, contact information, important dates, and notices. Secondary sources, including the Northern Kittitas News Tribune, will have public involvement opportunities noticed no later than 2 weeks prior to meetings and workshops.

Public Participation Methods

Various methods to involve the public will be utilized throughout the Comprehensive Plan update. These methods include, but are not limited to, Planning Commission and City Council meetings, workshops, and electronic and hardcopy comment submission opportunities.

Public Hearings: When public hearings are required at City Council or Planning Commission meetings, they present opportunities for comments related to the review and adoption processes of the Comprehensive Plan to be voiced and recorded.

Workshops: The City of Cle Elum will host at least three workshops at a convenient location consisting of presentations of Elements, public comment and question periods. City Staff will be on hand to address questions and concerns related to the Comprehensive Plan.

Comment Submissions: Email submissions can be sent to compplan@cityofcleelum.com and hardcopy submissions will be accepted during normal City Hall business hours in the Comprehensive Plan dropbox.

Schedule for Public Participation

The schedule for the Comprehensive Plan Update is in progress and will be posted on the website once finalized.

Further Questions?

For more information or notifications regarding Comprehensive Plan processes and progress:

- Email the Planning Department
 - compplan@cityofcleelum.com
- Attend a Cle Elum Planning Commission Meeting
 - 6:00pm on the first and third Tuesdays of every month in the Cle Elum Council Chambers, 119 West First Street
- Attend a Cle Elum Comprehensive Plan Workshop
 - Dates and times coming soon!

2018 Comprehensive Plan & Development Updates

REVISIONS & WORK ITEMS	2018											
	January	February	March	April	May	June	July	August	September	October	November	December
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Exhibit B. 24-Month Extension Request

From: [Lucy Temple](#)
To: reviewteam@commerce.wa.gov
Cc: [Mark McCaskill \(mark.mccaskill@commerce.wa.gov\)](mailto:Mark.McCaskill@commerce.wa.gov); [Scott Kuhta \(scott.kuhta@commerce.wa.gov\)](mailto:Scott.Kuhta@commerce.wa.gov); [Robert Omans](#); [Jay McGowan](#)
Subject: 2017 Periodic Update 24-Month Extension
Date: Wednesday, October 26, 2016 10:54:59 AM
Attachments: [16-1026_CompPlan_24moExtension.pdf](#)

To Whom it May Concern:

The attached letter is to inform the Washington State Department of Commerce that the City of Cle Elum, Washington would like to take the 24-month comprehensive plan periodic update extension, extending our completion date to June 30, 2019.

Please call me if you have questions or need additional information.

Thank you,

Lucy Temple, Planner
City of Cle Elum
119 West First Street
Cle Elum, WA 98922
(509) 674-2262
www.cityofcleelum.com

City of Cle Elum
119 West First Street
Cle Elum, WA 98922



Telephone: (509) 674-2262
Fax: (509) 674-4097
www.cityofcleelum.com

October 26, 2016

Mark McCaskill
WA State Department of Commerce
Growth Management Services
1011 Plum Street SE
P.O. Box 42525
Olympia, WA 98504-2525

RE: 2017 Periodic Update 24-Month Extension

Dear Mr. McCaskill:

We received your October 10, 2016 letter regarding the 2017 Growth Management Act (GMA) periodic update process, and have since communicated with our assigned planner, Scott Kuhta, about options for updating our comprehensive plan.

As advised by Mr. Kuhta, this letter is to notify the Washington State Department of Commerce that the City of Cle Elum will be taking the 24-month GMA periodic update extension option, per RCW 36.70A.130(6)(e), moving our periodic update deadline to June 30, 2019.

We will continue to coordinate with Mr. Kuhta and the Department of Commerce on our periodic update requirements.

Thank you for your assistance with this process.

Regards,

A handwritten signature in blue ink that reads "Lucy Temple". The signature is fluid and cursive.

Lucy Temple
City Planner

Cc: Scott Kuhta, Commerce Growth Management Services Senior Planner
Jay McGowan, Mayor
Rob Omans, City Administrator

Exhibit C. Public Participation Program

City of Cle Elum

119 West First Street
Cle Elum, WA 98922



Telephone: (509)674-2262

Fax: (509)674-4097

www.cityofcleelum.com

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The goals of the public participation program are to keep the public informed of major updates and decisions, allow them to voice their opinions, and indicate how their feedback is being used throughout the process ([RCW 36.70A.140](#)).

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- Attend a Cle Elum Comprehensive Plan Workshop
 - Dates and times coming soon!

Exhibit D. Vision Statement

Designing the Future Cle Elum Community Vision 2037



August 2017

**Prepared by Central Washington University Community Planning
Students in conjunction with the City of Cle Elum**

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INTRODUCTION

The City of Cle Elum has begun a Washington State planning requirement known as the “Periodic Review” to update its Comprehensive Plan. Periodic Reviews are often time consuming and expensive processes due to state statutory requirements which can represent a particular burden for smaller cities, such as Cle Elum.

Since the decline of Cle Elum’s historic role in mining, commercial forest management, and as a key transportation corridor pre-interstate, the City has had a particularly difficult time directing its transformation. If it cannot develop and implement proactive blueprints for its future, Cle Elum will continue to drift at the mercy of outside socioeconomic forces with little ability to direct its own outcomes. For Cle Elum’s citizens, the real benefit of the Periodic Review is that it presents the best opportunity to revisit current circumstances and define a cohesive future vision - a public/private blueprint for community character and sustainability. If the community stumbles in this exercise, the next structured opportunity will likely not present itself for another decade when the Periodic Review process will be required again by the State.

At the heart of the Periodic Review process is a community vision. The generation of that vision is the first step in the planning process from which more detailed planning elements are devised. If the community can forge a strong vision, it will then be reflected in the City’s Comprehensive Plan, private sector initiatives, economic development programs, housing objectives, codes and ordinances, and a variety of other community public policies and private investments. When truly successful, the process can set the course for the entire community for the next several decades – a constructive target that drives decision-making for years.

Visioning is a process by which a community envisions the future it wants with broad guidelines and strategies of how to achieve it. A visioning process brings people together to develop a shared image. It is a search for a community consensus. What do people want their community to be, what do they want to retain, and what do they want to change? From that vision, the city gains guidance for both short-term decisions and long-term planning.

The following document is a summary of a public involvement initiative that was conducted recently to explore what might be an appropriate vision for the City. Also included is a “draft vision” based on that process. This draft vision has been produced to provide a foundation upon which the greater community including the general public, Planning Commission, and City Council can react, discuss, and refine a final vision document for potential adoption. The final burden of judgment and potential decisions rests on the shoulders of elected officials. The gold standard being sought out is true social validity with the vast majority of area citizens. No community vision statement can satisfy everyone in the community, but it may be possible to forge a cohesive vision shared by a large majority of community members by working together constructively.

THE CLE ELUM VISIONING PROJECT

Finding, formulating, or forging by sheer political advocacy a vision that is truly shared community wide can be a timely, expensive, and challenging task. Cle Elum’s limited resources and staffing along with its smaller scale both required and allowed for an alternative approach. That approach was the voluntary assistance of community planning students from Central Washington University in a process that used both individual interviews and a series of community focus groups to assess community sentiment.

The technique of focus groups is well established as a cost effective and accurate methodology for testing public sentiment. It is generally superior to many other public involvement techniques that run a higher risk of distorted outcomes and are far more costly. Focus group results are most telling when a broad representative and diverse sample of citizens engage in a series of discussions, and during those discussions, different groups yield the same strong and consistent responses. That is precisely what occurred in the Cle Elum visioning project. There clearly is a strong foundation for a consensus vision for the community. To reduce potential bias, different facilitators and recorders were used for different groups and each reported the same basic themes.

Four separate focus groups, including a youth group, business group, long-time residents group, and a broader community group represented by individuals who lived outside but near the city limits, were conducted involving 31 individuals. During two-hour sessions each focus group discussed a series of community visioning questions, downtown urban design issues, and three futures scenarios. The scenario descriptions presented to the groups are reprinted below. They were designed to present three alternative paths that could realistically occur and to tease-out from participant's preferences from the starkly different options. Participants were assured that their individual comments would not be attributed to them by name in the final reporting to insure candid discussion, but there was no concern expressed by participants in that capacity.



The results from the various focus groups and individual interviews yielded highly consistent preferences and comments, although the consistency was sometimes expressed in different words. Comments are reported in the next section as: “dominant themes” and “secondary themes.” The three growth vision scenarios that provided a basis for a portion of the discussions were as follows:

Scenario Discussion

Below are three different ‘futures scenarios’ for the community that paint a picture of Cle Elum in twenty years. The scenarios reflect different evolving circumstances that may occur and the community’s planning approach. Which, if any, of the scenarios would be your preference, and do you have an alternative scenario that you would like to introduce?

Scenario 1 – Steady State

The “Steady State” or “No Frills” scenario describes the future of Cle Elum based on past and existing trends without a strong proactive planning focus for the future. Maintenance and community improvements will be reactionary over several decades without a strong community strategic vision. The focus will be on basic utilities and responding to growth as it may occur without a long-term economic strategy. Opportunities for economic sustainability and enhancement, along with cultural preservation will almost certainly be lost under the reactive

planning outlook. Coordinated reinvestment strategies between the City and surrounding communities that would benefit Cle Elum and the region as a whole will be missed. To visualize this future think about any number of former timber and mining based towns in Washington, Oregon, and Montana that have failed to commit to a strategic strategy to transform themselves in the quest to maintain a vibrant and sustainable community.

Upper Kittitas County will continue to grow as a recreational destination, and Suncadia will continue to develop and expand. Higher-end real estate development will define future growth, attracting recreational renters and part-time residents who commute outside of the area for employment. Without proper development strategies, Cle Elum will be cut-off from potential revenue as tourists and visitors flock to amenities, services and events provided by Suncadia, Roslyn, and other communities. Unable to take advantage of the growth, the city will be unable to attract new retail businesses and industries that would support both younger and older permanent residents. Cle Elum residents will remain obligated to travel to Ellensburg, Yakima, or North Bend for many of their retail and employment needs.

As the I-90 corridor improvements near completion, Cle Elum can expect an influx of traffic, with First Street becoming more difficult to cross and navigate as a pedestrian. Without a coordinated visual theme and pedestrian focused development, visitors will remain unenthusiastic about exploring downtown businesses. Without a community endorsed pro-active development strategy, Cle Elum will continue its stagnation trend of the last four decades. In so doing, it will miss community improvement opportunities and the ability to preserve and celebrate its rich history, along with attracting tourists who wish to experience the recreational activities available in the heart of the cascades.

Scenario 2 – Rural Enhancement

This scenario would give Cle Elum a gradually transformed community without the loss of its small town rural character or historic heritage. It is pro-active rather than a reactive approach to community development. It would entail modest growth with large-scale improvements flowing from a central community vision. Planned development and coordinated investments within the community and among neighboring communities would make Cle Elum more sustainable, facilitating the future needs of its residents and visitors. The City would be better prepared for population growth, preventing a loss of cultural identity. Cle Elum's rich history would be celebrated and continue to be a defining characteristic of the community. Similar to cities such as Kalispell, Montana or Coeur d' Alene, Idaho, Cle Elum would take advantage of its location to become a recreational destination for a variety of outdoor activities.

The revitalized, rural Cle Elum could be home to 5,000 to 7,000 residents. This population size would ensure a large enough community for the expansion of light retail and the support of local economic activities that will provide attractive employment for younger community members, and services that will benefit visitors and residents. While larger than the current day Cle Elum, the community would retain most of its small town character with growth capped under the City's growth management tools at the projected target size. Cle Elum residents would determine adjustments to the downtown streets. First Street would aim to become a pleasant, walkable destination that recreation tourists and local residents can enjoy in their day-to-day activities, creating an environment that promotes community interaction, pedestrian interest, and retail vitality.

Scenario 3 - Unfettered Growth

This scenario foresees overwhelming and unanticipated population growth without the planning and preparations needed to protect the small town character of Cle Elum. Like Scenario One, it is a reactionary approach to community planning. While it is impossible to accurately project future growth pressures, it is not beyond the possibility that under certain assumptions explosive growth could occur with Cle Elum's population increasing to 12,000 or even 20,000 individuals over the next 20 years if growth is unmanaged and demand is high enough. With the completion of the I-90 corridor improvements, the introduction of regional public transportation and self-driving technology, and the pull of more affordable housing, commuting further from Seattle will become more likely, creating more demand for residential development in and around Cle Elum.

This type of growth would drastically change the dynamics of the city, altering the culture, economy and environment. The city would become significantly more urbanized over a short period, losing much of its rural character. The experience would be akin to that of a Puyallup or Issaquah, Washington with rapid urbanization. Puyallup lost its small town feel and with that loss came increased crime rates and a fragmented community.

Cle Elum's economy would expand to fit its urban characteristics. With a larger population, corporations found in bigger cities could be attracted. Manufacturing may also move into the suburbs of Cle Elum if it can draw proper investment. New jobs created by the population boost may not provide a higher quality of life for full-time residents but it would improve the potential standard-of-living. This scenario may have advantages, but will come with uncomfortable changes and challenges for some of the current residents.

FOCUS GROUP & INTERVIEW RESULTS

Dominant Themes:

- Each of the focus groups and interviewees emphasized retaining the small town atmosphere and culture of Cle Elum as it evolves to deal with current and future realities. When asked what elements they enjoyed about Cle Elum, repeated ideas and phrases included: small town atmosphere, safe environment, everyone knows everyone, kind people, friendliness, very centralized, slow pace, and family values. Participants consistently referred to Cle Elum as a place where they did not feel at risk and were comfortable letting their children have the freedom to roam.
- Every group cited the area's natural beauty, historic heritage, and outdoor recreation assets as the community's economic future. Some groups described the area as evolving to a current and future "resort community," while others describe it as a "recreation based" economy being the "obvious and only strategy for sustainability and vitality." People repeatedly discussed the surrounding natural environment and recreation opportunities as being a major factor for why they reside in the community. With the broad endorsement and recognition that the community is transitioning to a recreation/resort economic base, there was widespread frustration in focus group discussions that Cle Elum was missing obvious opportunities to transform itself into the commercial "base-camp" role that it is suited to play in the Upper County. Other mentions of missed opportunities included the lack of better communicating the multi-cultural historic heritage associated with both mining and timber. Expanded recreation development, particularly a regional trail system along with other public options, was discussed. Finally, the historic value and interest of Cle Elum as an authentic

remnant of an earlier and simpler time, an “Era Town,” needed to be accented, preserved, and enhanced as not only its past but also the foundation of its future.

- All of the focus groups strongly endorsed the Vision Scenario Two (2) that described a proactive planning approach to small town enhancement along with a community that may climb to 5,000 to 7,000 residents. While still small, the new base of permanent residents would be large enough to support a sustainable, healthy community when combined with recreation weekend visitors and the other Upper County residents. Controlled transformation of the community to retain and enhance the historic character was viewed as either an acceptable change or a desirable improvement to ensure community survival. The scenario was viewed as more flexible, proactive, and the most desirable future. One particular concern with the growth was public safety and health with the desire for expanded medical service access. Equally, all focus groups strongly rejected Vision Scenario One (1), which suggested maintaining the current status quo approach and Vision Scenario Three (3) which was potential accommodation of explosive growth. Scenario One (1) was described as “scary,” “a continuation of past trends that forced people to move away from town,” “terrible for the business community,” and “a trend that they desperately wanted to stop.” While Vision Scenario Three (3) was often viewed as fundamentally unrealistic.
- Each of the focus groups stated their dissatisfaction with various elements of the community’s decline and the lack of vitality as Cle Elum’s historic economic base disappeared. Significant frustration surrounded the town’s seeming inability to develop a cohesive plan to transform itself and realize its revitalized potential. The historic lack of leadership and continuity in follow through led to an overwhelming message of “we need a central theme or vision and the leadership for sustained and consistent implementation over an extended time” from all groups aside from the youth group. Terms such as: depressed, financially stressed, increased poverty levels, lack of homeowner or city pride, poor infrastructure, ugly commercial core, no color, little shopping, and few employment opportunities were repeated by nearly all participants. Some participants expressed a desire for a community that retained the vitality and pride of ownership it had in the past. While others voiced their frustrations regarding the lack of retail options, poor sidewalks, and a downtown atmosphere that was not inviting to either residents or visitors. These frustrations were repeated in several focus groups with a general agreement that there was little reason to “come downtown.”

The focus groups desired enhancement of physical appearance, pedestrian friendliness, vibrancy, and diversity of retail businesses in the downtown commercial core. A common opinion was there is little to draw people downtown and basic shopping requires an out-of-town trip. Weekend residents and recreationalists utilize Roslyn or Suncadia for alternative entertainment, meals, or walk-and-shop experiences, instead of Cle Elum. The City is capturing very little of I-90’s twenty-five thousand vehicle trips per day due to a lack of attraction although it is the obvious location to serve as Upper County’s main service center. It was repeatedly stated that First Street was unfriendly to pedestrians and harbors an inappropriate mix of businesses better suited to secondary locations. First Street’s current physical design was the single most complained about issue by the business group and regional residents group. It was also a common topic among the other groups and was the first or one of the first topics brought up in individual interviews. Issues of width, safety, power lines, lack of landscaping, and the absence of a pedestrian oriented “walkable” downtown dominated discussions. There was a strong

consensus that the downtown core was the key to recognizing Cle Elum's potential as a recreation community service center and that potential hinged upon a pedestrian oriented core. The issue was recognized as the single largest constraint holding the community's revival back because it constitutes a psychological as well as physical barrier preventing meaningful community redevelopment. A desire to establish diagonal parking was expressed in several of the focus groups along with elimination of the center turning lane.

Secondary Themes

- All focus groups expressed frustrations regarding traveling out of town to shop for a broad range of basic needs. The lack of a Big Box Store was cited in some focus groups as a fundamental inconvenience. Participants did not particularly like the idea of Big Box stores and were concerned about the impact on the town character, but missed the convenience that one would offer. The concept of a small, older style multi-story department store sized to the scale of Cle Elum that reflected the town's historic era was appealing to participants as an alternative to Big Box development. It was acknowledged that the development of a Big Box store was unrealistic given the community's size and demographics.
- The issue of the rising cost-of-living and decreasing housing affordability was brought up by many residents. People perceived housing affordability as an increasing issue, but recognized it was as much of a reflection of the limited local income potential as Westside influences. Some individuals commented that housing costs continued to represent good value in comparison to Westside circumstances and that was attracting long distance commuters forced out of Western Washington's housing market. Numerous comments were made regarding high rents in comparison to available incomes being a particular problem.
- Each group recognized the community was undergoing and would likely continue to undergo a shift in demographics, community structure, and economic base. Older residents mentioned the loss of the historically stable make-up of the neighborhoods and the higher percentage of part-time owners. Demographically, a significantly larger percentage of older residents - a characteristic commonly associated with former natural resource extraction dependent communities - was expected. However, that is not the case for Cle Elum where the demographic age profile is close to the state norm creating a mixed and conflicting picture. While the age profile does not reflect an overweighting toward older age cohorts, the school district has shown a slow shrinkage and stabilization in enrollment reflecting an out-migration of families with school age children and/or lack of growth in that demographic. This is contrary to trends elsewhere in Kittitas County and is likely a reflection of the weakness in family wage employment opportunities and the growth in Upper County's weekend/part-time residents. There was a common feeling that the level of poverty seemed to be increasing or was at least becoming more visually present in the community as well.
- There were observations from participants that the larger community or region is divided into separate interest groups – the older resident community and the evolving recreation-based community each with different socioeconomic characteristics. It is a sensitive issue that has been noticed repeatedly in communities undergoing a similar, slow transformation to their economic base. Participants' comments in the various focus groups strongly suggested in Cle Elum differences are as much a perception based on limited interactions as they are a real source of friction. While there are some differences in culture and socioeconomics (Westside-Eastside, Urban-Rural), appreciation and respect were observed coming from the

majority of individuals regardless of their background. New residents appreciated the rural, historic heritage of Cle Elum and the small town social interaction, which were named as reasons they chose to live in Cle Elum both full and part-time. Long-time residents recognized the importance of Suncadia doing well because of its effect on the entire community and although they had little social interaction with the residents of the resort community they appreciated the contributions of their presence. The business community felt their future and survival is largely dependent on the community's recreation base and resort transformation. Long-time residents also expressed feelings of part-time and "high-end" residents not participating or engaging enough in the community, while members of Suncadia and surrounding area mentioned the lack of Suncadia being viewed as part of the integrated community. Opportunities to work together as an evolving integrated community are not currently being taken advantage of and new residents feel left out and under-utilized in their interest to see Cle Elum become a more vibrant and sustainable community hub. Greater cooperation and coordination were indicated as necessities for being able to transform into a successful cohesive community.

- The community lacks both public facilities and private enterprises that cater to youth activities and interests. This concern was expressed not only in the youth group, but also other groups and individual interviews as a disincentive for families with school age children. Activities center, arcade, movie theater, public swimming pool, party barn, and/or other assorted youth related facilities were mentioned as both desirable and missing in the community.

VISION PRINCIPLES

The fundamental challenge and corresponding opportunity for Cle Elum is to blend the community's strong preference for rural, small town living with issues of improved community sustainability and economic base transformation. The consensus desire is a vision that is proactive whereby the community directs and controls its own future outcome, rather than passively reacting to market forces. Issues of community enhancement and sustainability relate to economic conditions, urban form, and related quality of life factors – all of which are interrelated. Translated, those issues must include a vision to:

- Improve the downtown's urban form and vitality.
- Develop a cohesive strategy for economic base transformation that combines retention of the community's cultural and historic heritage.
- Generate an economic agenda to enhance income levels.
- Increase quality local employment opportunities to reduce the need for commuting.
- Enhance facilities and employment designed to encourage the retention and attraction of younger age cohorts in balance with the growing retiree and recreation demographics of the city and region.
- Support the expansion of retail and service businesses.
- Encourage a larger population and business base to finance infrastructure improvements.
- Pursue the availability of basic and emergency health care services.

What follows are specific elements of an integrated community vision that includes: 1) an economic vision, 2) a land-use and urban form vision, and 3) a culture and demographic vision.

ECONOMIC VISION

The economic base options for any community must reflect the inherent strengths and weaknesses associated with its circumstances. In today's hyperactive, competitive economic development environment where individuals must take into account not only regional players but also global competitors, people play to their strengths and avoid unrealistic strategies. Before addressing the community's natural strengths, a brief history of the community is necessary.

Cle Elum was once a proud and relatively healthy community based on two commercial natural resource industries, timber harvesting and mining. It also had an important role as a transportation hub prior to the construction of I-90. The community's commercial district and housing stock was in balance with the economic base and population size. Appropriate age and income distributions existed reflecting a sustainable formula for the community. In the 1960s things began to change.

Basic demographic and economic trends have placed the community at a crossroads for more than four decades during which time it has been unable to aggressively grab the initiative to expedite the transition to a new economic base. It has been unable to recapture its former role as a vibrant transportation service center. Mining has long since played no meaningful role in the local economy, except in the context of the historic heritage left behind. Matters were further compounded for the community when it was caught in the restructuring of the commercial timber industry over the last 30 years. A combination of factors including globalization, industry over-capacity worldwide, and issues of tax policy and environmental activism combined to cause the closure of over 60 mills in the Pacific Northwest in the last two decades.

The Upper County's most significant weaknesses in an economic development capacity are its limited workforce and small population base, lack of basic urban services and amenities, high energy costs relative to other potential industrial locations in the region, limited power and water capacity for large users, and its limited land options causing higher land costs in comparison to other more competitive locations. The community also has a number of outstanding historic heritage resources that have not been developed or promoted for tourism. Cle Elum is fundamentally at a disadvantage to pursue a variety of economic strategies, including any significant manufacturing. Other disadvantages from manufacturing and transportation perspectives are winter weather, pass conditions, and not having access to particularly compelling transportation locations (i.e. the I-5 corridor, no water port access, and not at the junction of two central service interstates). While Interstate 90 provides easy access and has a current load of twenty-five thousand vehicular trips per day, Cle Elum's commercial district is not utilizing it.

The community's obvious advantages are those surrounding recreational development in a variety of forms. Cle Elum is the closest "good" location on the Eastside with improved weather and mountain access, it is within a 90-minute drive from the metropolitan center of the Puget Sound region, and is a particularly convenient location for weekend recreation trips. Suncadia Resort is developing into a destination magnet that offers strong advantages for Cle Elum's economic base transformation.

Another central advantage for Cle Elum outside those associated with recreation development is to play off of Western Washington's weaknesses. While the area's recreation potential is a "pull factor," growing housing affordability issues and congestion conditions on the Westside are a "push factor" advantage. Not everyone wants to live in a Seattle metropolitan area environment.

Recruiting start-ups and smaller firms where owners have a decided preference for rural living is a viable option. Recreation based communities offer excellent small business ownership opportunities in retail, services, and construction. However, they suffer from lower wages for employees. Small tech service firms, micro specialty manufacturing, and other niche businesses offer additional economic diversification for the area and professional wage scales to supplement the recreation base.

The following are elements of the economic vision for Cle Elum:

Destination Tourism



Further development of destination tourism is the single most effective strategy available to the community in order to accelerate the process toward a more balanced, sustainable economic base. Recreation development has been the natural market trend for some time in the Upper County, enhancing that trend is the cornerstone of the City’s economic vision. To accomplish enhancement, various objective implementation strategies may be utilized including developing historic/heritage resources, establishing an “Era Town” theme, redeveloping the central business core based on design standards, strengthening synergistic relationships with Suncadia, creating and promoting a regional trail system, and using destination retail strategies.

An “Era Town”

Era or theme towns are small-scale communities that develop one or more of three basic options: 1) a concentration of specialty retail, crafts, or arts, 2) a concentration of specialty recreation, or 3) an architectural theme that reflects a history or location. While rarely employed, the theme town strategy has been highly successful in other communities around the world when they have specific traits.



Research on successful theme towns indicates several necessary elements: the town has to be small enough that a concentration of theme establishments creates a sense of major presence and visual density for visitors, there must be a sense of uniqueness and isolation, and the location needs to be within several hours of a major population center. Cle Elum possesses those core elements that should allow the successful creation and execution of a theme town strategy.



One of the City’s strengths is that it is a “real place” with an interesting history, retained in an authentic architectural core reflective of Americana in the 1930s. Reflective communities and the values and cultures they represent are slowly being lost in America today. The community has expressed a desire to retain, restore, and enhance that authenticity as they transform to a new economic base. Cle Elum’s retention of those

characteristics will increase in value over the decades if enhanced and maintained now. Moreover, an “Era Town” strategy combined with the technique of “Destination Retail” (described below) will enable Cle Elum to once again take full advantage of the I-90 resource sitting adjacent to the town’s front door.

This strategy should not be confused with the fake frontier, mining town, or other associated tourist façade towns that have developed in some locations. Maintaining Cle Elum’s authenticity is a strongly supported element of the Community Vision. Existing authenticity, both enhanced and preserved, is a ready-made 1930s Era Town given the nature of Cle Elum.

Destination Retail



Certain retail establishments or theme clusters of establishments can serve as major destinations, in and of themselves. Food related businesses, currently existing in Cle Elum and the central core, would benefit from the attraction of other complimentary “destination” businesses. Under the Vision, Downtown and Chamber businesses would establish specific destination retail strategies to strive towards either recruitment or development of the necessary retail business attractions. Specific destination retail businesses that should be considered include, but are not limited to:

- Vintage Country Stores
- A Large Community Food Co-op (Boise and Dubuque Example)
- A Small Scale Multi-story Department Store
- Old Style Five and Dimes
- Outlet Stores
- Any unique artisan or specialty shops.

Some of the most successful attractions in this capacity, both nationally and internationally, are located in older warehouse buildings, existing historic structures, or redeveloped multi-story department stores. A destination retail strategy combined with an Era Town vision will place Cle Elum back where it belongs as a vibrant central service for the Upper County.

Renewal Initiatives

To an extent, possible private sector initiatives should be relied upon to achieve the economic development vision. The footprint of local government, both in terms of services provided and the regulatory climate, should be one of support and partnership. Tax increment financing should be investigated for central core redevelopment improvements normally taken outside of the sphere of the public sector. The creation of a “Cle Elum Community Investment Corporation,” where private capital could be assembled for destination retail ventures such as a large community co-op or an old style multistory department store scaled to Cle Elum’s situation are the types of projects that may be appropriate under a public/private partnership. Coordination by a Downtown Business Association or Chamber to facilitate rapid and

simultaneous initiatives would improve business outcomes as opposed to a drawn-out revitalization effort where momentum and synergy between business investments would be lacking.

Income Targets and Wage Scales

Living wage scales from the 1970s and 1980s are no longer sufficient to sustain a family in the current day due to the insidious creep of inflation. While many classifications of jobs should be welcomed in Cle Elum, the long-term focus should be on the development or attraction of positions that offer salaries at or above the national average with basic benefits. The City's economy has an imbalance between hourly wage positions and professional salaried opportunities. To attract youthful or mid-career professionals back to the community and reduce the need for commuting, emphasis should be placed on the development of professional service businesses, businesses ownership opportunities, as well as high-tech, small-scale niche manufacturing.

Build on the Strength of Existing Businesses

One of most effective but often overlooked economic development strategies in an environment such as Cle Elum is to support the expansion of existing businesses with the potential to grow outside of their immediate market. Cle Elum will always maintain a plethora of such businesses. The support and promotion of this growth potential under the City Vision lies specifically with the Chamber of Commerce and other non-profit business development organizations.

Micro-Specialty Manufacturers and Services

Attracting high wage, micro-manufactures and professional service businesses is a viable strategy for the community and consistent with current constraints. Under this vision the strategy would be aggressively pursued, but it should be understood that the greatest success in attracting such enterprises lies in affiliated strategies related to destination tourism, urban design, and housing. The more attractive the community's attributes, the more likely Cle Elum will be successful in bringing such enterprises to town.

Lone Eagle Attraction

Lone Eagles are a specific term employed by economic development specialists to describe unique entrepreneurial individuals who bring to a community certain talents and/or resources. These are people who generally are attracted to a community due to some aspect of community character – a particular form of outdoor recreation resource, quality of life consideration, natural beauty, or cultural attributes. Cle Elum is a candidate to pursue a "Lone Eagle" sub-strategy in economic development. These individuals often bring needed capital to a community, new business energy, and other important business attributes that can make a difference in economies the size of Cle Elum. The key to attracting Lone Eagles is the development of strategic attributes in the community and creative outreach.

Residential Strategies

Home building, directly and indirectly, generates a substantial amount of local economic activity and jobs. Housing construction as well as its supply and affordability characteristics in a market can be used as highly effective strategies to revitalize, stabilize, or rebalance local communities. A lack of higher quality housing options or a shortfall in diverse choices in the housing market can quickly turn away the prospective employers or residents needed to revitalize the community. The inverse is also true, attractive housing markets and exciting neighborhood designs can serve as the magnet in attracting new businesses. Housing strategies have never

been a major component for Cle Elum’s economic development planning, however, Suncadia represents an obvious example of the benefits that such a strategy can offer. Three major “Development Agreements” including Bullfrog Flats, (an agreement between Suncadia and the City on a portion of the Urban Growth Area that was annexed into city limits in 2002), have the ability in coming years to serve as a major engine in the implementation of the larger community vision.

The construction of 100 new homes per year in a typical metropolitan area will generate \$21.1 million in local income, \$2.2 million in taxes and other revenue for local governments, and 324 local jobs. Additionally, the annually recurring positive impacts of building that same 100 homes includes the generation of \$3.1 million in local income, \$743,000 in taxes, and 53 local jobs.

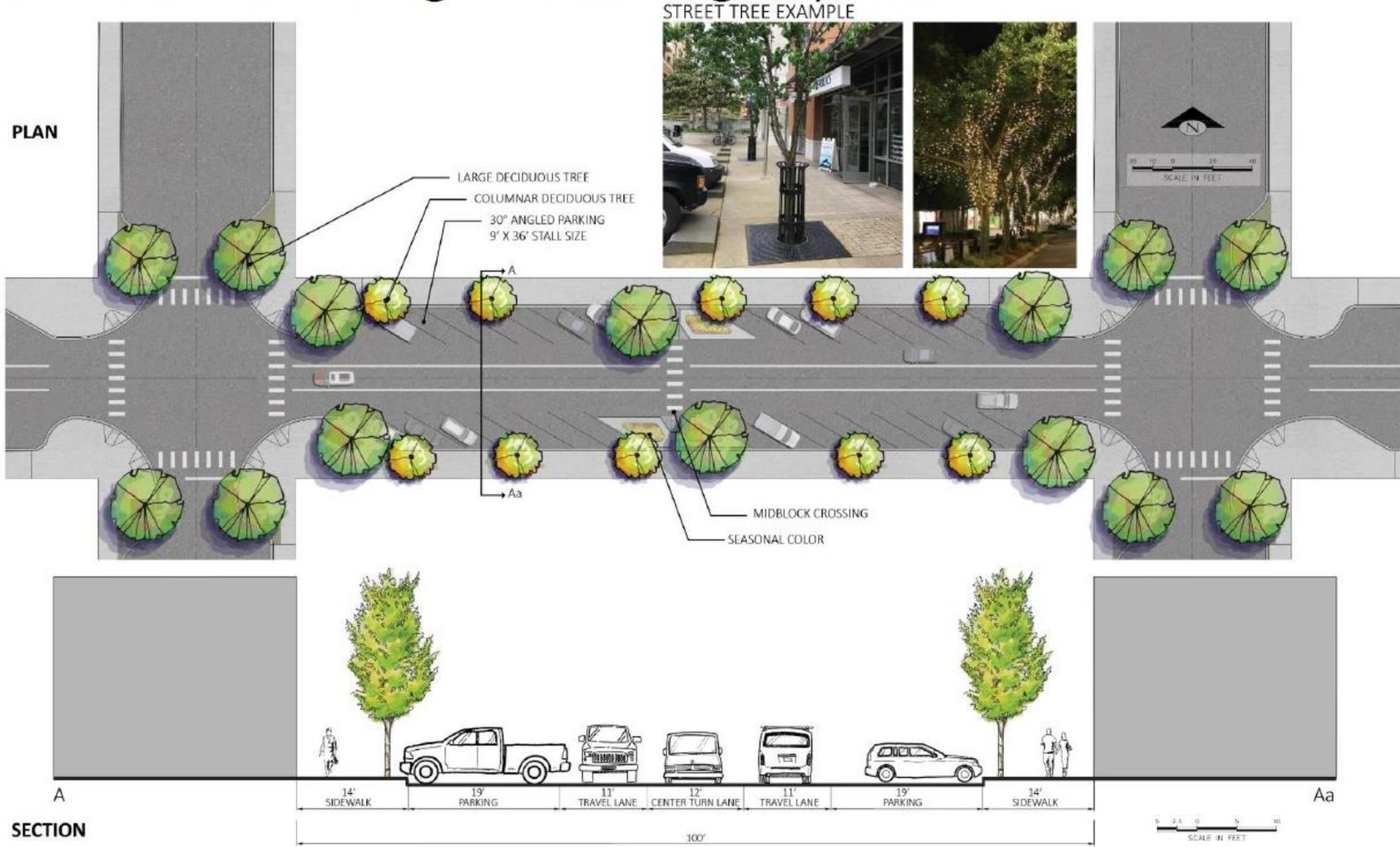
The ample provision of different affordable housing options in the community holds potential as an economic strategy in its own right. The Pacific Northwest on a regional basis is one of most expensive housing markets in America, exceeding even the Northeast. Quality and affordable housing options provide attraction for new residents and businesses.

LAND USE & URBAN DESIGN VISION

First Street / Main Street

First Street, Cle Elum’s “Main Street,” constitutes the single most pressing urban design limitation that has hindered Cle Elum’s transformation to a vibrant destination recreation service center. As currently configured, it effectively prevents a pedestrian oriented downtown core and the implementation of any Era Town concept. It is intimidating for pedestrians, unattractive, constitutes a poor configuration for parking, is merchant unfriendly, and the street network routes heavy truck traffic through the core of downtown. The City and community recognizes these issues and with the assistance of a landscape architecture firm has developed a design, the “Preferred Alternative,” that was adopted by the City Council as part of a Downtown Revitalization Planning Project to plan for future street improvement projects to significantly improve the downtown and increase the potential for economic revitalization. Below is the Downtown Revitalization Plan’s Preferred Alternative as adopted by Council. This Preferred Alternative is a high clip conceptual plan that sets the tone for design of the street level improvements to parking and street tree layouts, including sidewalk furnishings. Ultimately a critical part of the City’s Vision would be the transformation of First Street, and later, potentially other side streets in the central business core.

Preferred 30 Degree Parking Layout



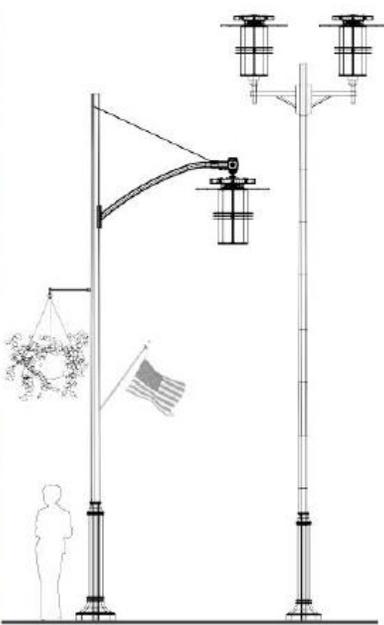
CLE ELUM DOWNTOWN PLANNING
 CITY COUNCIL



Preferred Site Furnishings



STERNBERG CHATEAU PEDESTRIAN LIGHT
Single head along street, double head at intersections



EXISTING COAL CART
At intersections



EXISTING STREET LIGHT
With banner



BANNER TO ANNOUNCE EVENTS



WESTPORT NO SCRATCH BIKE RACK



PUBLIC ART OPPORTUNITY EXAMPLE
Artist - Abraham Anghik Ruben



CONCRETE SIDEWALK PAVING PATTERN



LANDSCAPEFORMS PLAZA PLANTER



CANTEBURY DESIGNS RECEPTACLE



MAGLIN MLB700 WOOD BENCH



CLE ELUM DOWNTOWN PLANNING
CITY COUNCIL



Design Guidelines / Standards

For the implementation of an Era Town vision, Cle Elum will need to develop and adopt design guidelines/standards for the central business core. This would be the most effective if the core area included is the same geographical area used for the Downtown Revitalization Plan (Preferred Alternative). Design guidelines/standards are required to provide general direction and guidance to architects and business owners creating consistency in the maintenance of the old historic character of the business district. The most effective design guidelines blend guidance with an element of designer flexibility to permit creative application. Guidance on color schemes, appropriate façade treatments, signage, and a broad range of visual examples is an effective format that can easily be seen already in existence across the nation. Design guidance can be done either as “voluntary guidelines” or as “design standards,” which require formal review and City approval. Both approaches have advantages and potential disadvantages. It is recommended that the business community in collaboration with the City should perfect the guidelines and in the process answer one key administrative question: whether the City uses guidelines or standards.

Growth Management

The community focus groups illustrated the existence of a broad consensus to retain the City’s small town feel and general scale while pursuing economic transformation and sustainability strategies. Although there is little likelihood of rapid growth overtaking the community due to a variety of factors, there is a perception among some that economic development initiatives constitute a potentially serious risk to stated preferences. To reemphasize an important consideration, existing neighborhood and central core decline are a greater concern for Cle Elum than over-stimulated growth.

The Vision calls for Cle Elum to retain a small city atmosphere and culture while growing at a managed pace to a new controlled population level that represents a more balanced and sustainable foundation for the community. It promotes population expansion within the City’s existing Urban Growth Area (UGA) to allow a total population of 5,000 to 7,000 permanent residents. Under the Vision, it appears likely that the City currently has adequate acreage under both industrial and commercial zoning inside the UGA to meet possible future demands. The addition of substantial commercial zoned acreage would reduce the incentive to focus on central core improvements. It is also likely when further analysis is undertaken, existing residential zoning, when taking into account the three current Development Agreements, is sufficient to accomplish the Vision. Desirable large track residential acreage is currently available within the city’s UGA enabling the implementation of various housing strategies.

Infrastructure Concurrency

The term “concurrency” in planning means utility and infrastructure capacities should be compatible with demands created by the development. Cities can only grow in areas where the necessary capacity is met or the capacity is planned and developed simultaneously with the overall development.

Cle Elum’s Comprehensive Plan, when revised, should ensure that concurrency provisions are incorporated per state requirements, including the coordination of future growth with utility planning. Utility and infrastructure capacities act as a development magnet which can be used to direct growth.

Based on a preliminary review of existing studies, the City's municipal sewer system and water system have the needed capacities in place to accommodate the proposed population.

Pedestrian and Bike Greenway Networks

Cle Elum's historic development pattern, in conjunction with other Upper County towns, offers an outstanding foundation for local trails and bike path networks that could ultimately extend to Snoqualmie Pass and the Lower County requiring little new trail development. Suncadia's location and associated trail network incorporates an additional element of opportunity. Substantial potential exists to provide a regional asset that would be both a major quality-of-life feature for the community and a major pillar for destination tourism. Planning efforts are underway and should continue to be incorporated as part of the community's long-term vision. Parks and pathways are not just important lifestyle amenities for existing citizens; they are a tool for economic development attracting businesses and new residents.

CULTURE AND DEMOGRAPHIC VISION

Community Diversity

Cle Elum and the surrounding community are undergoing transformations of its socioeconomic composition. In a very real sense, diversity is increasing in the community as the area becomes a mixing zone of Westside-Eastside cultures, urban-rural cultures, and permanent residents with part-time residents. Diversity of culture and tolerance has always been an American strength and underlying principle in its society. Current neighborhood configurations in Cle Elum have been and should continue to be conducive to the promotion of the diversity transformation underway. To ease this transformation and reduce the potential friction associated with change, several concepts should be considered.

A structured small group forum over a rotating brunch or lunch is one format that has been found to be effective in the Ellensburg area to develop expanded social networks. Community working groups should make a concerted effort to recruit mixed memberships. All of the expanded community has expressed an interest in developing a greater public appreciation for the area's historic and cultural heritage. Improvements to these interests could be benefited by different backgrounds throughout the expanded community working together to further develop the resource and information base. Finally, a friendly and potentially humorous code of good neighbor conduct should be developed and routinely emphasized in an ongoing public information campaign. Effective examples include the UK's approach to deal with potential cultural misunderstandings on its 180,000-mile trail system across **private** lands, the approach is not resented and the nation's three billion annual walkers can proudly and happily quote the ten key bullet points.

CONCLUSION

An exceedingly strong foundation exists for a cohesive community vision for Cle Elum. The testing of public opinion through both individual interviews and focus groups yields a consistent picture of what the community desires to retain as well as change in the future. That vision includes a more cohesive, pro-active community-wide strategy based on two central pillars: retaining its basic historic character as a moderate scale, rural community while at the same time transforming to a more sustainable economic base. The economic base's main focus would be the development of a vibrant, pedestrian oriented recreation service center that captures Cle Elum's strategic location and the regional trends already underway. Included in the vision is the

retention and enhancement of Cle Elum’s historic heritage as an “Era Town” along with strategies for destination tourism, downtown redevelopment, and the attraction of destination retail establishments. The transformation would also include other elements of economic diversification over time, including micro-specialty manufacturers and services, and expansion as a commuter base. It is anticipated under the vision that the community would eventually grow to resident base of 5,000 to 7,000 individuals within the City’s Urban Growth Area.