



Cle Elum, Washington **Downtown Master Plan**

Prepared for: _____



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Cle Elum Downtown Master Plan

Table of Contents

Introduction	5
1.0 Market Analysis	7
1.1 Introduction	9
1.2 Demographics	10
1.3 Market Segmentation	12
1.4 Retail Leakage Analysis	14
1.5 Overall Market Observations and Conclusions	21
2.0 Downtown Planning Concepts	23
2.1 Introduction	25
2.2 Umpqua Pocket Park	27
2.3 Glondo’s Pocket Park	32
2.4 Pennsylvania Avenue	37
2.5 Gas Light District	45
2.6 Wye Park Expansion	49
2.7 Railroad Street	53
3.0 Wayfinding Plan	63
3.1 Introduction	65
3.2 Preliminary Analysis	66
3.3 Wayfinding System Design	72
3.4 Sign Schedule	80
3.5 Implementation	91
3.6 Concluding Remarks	92



Cle Elum Downtown Master Plan

Introduction

Cle Elum is a unique community of about 2,000 residents at a key location along Interstate 90 in the Cascade Mountains. As the largest Upper Kittitas County community, Cle Elum has thrived as a destination for visitors and a retail center for smaller nearby communities. It serves as a basecamp for the many outdoor recreational activities available in the northern Cascades.

The community has a rich history that began with Native American settlement of the Yakama Tribe. Non-native settlers came to the area in the 1880's as coal was found nearby and the Northern Pacific Railroad passed through. The town experienced a boom period in the 1890's as the coal industry expanded. Mining and railroad operations were the primary focus of the economy until the 1920's and 1930's when tourism expanded through the growing outdoor recreation industry which remains part of the tourism economy today. The tourism industry continued to thrive as logging and mining waned in the 1960's and Cle Elum remains a key community along the busy Interstate 90 corridor. In recent years, development in and around the community have increased the overall population of second home owners, retirees, and even commuters/tele commuters seeking a place further away from the metropolitan Seattle region.

The Cle Elum Downtown Association is part of the Washington Main Street program has emerged as a key partner with the City of Cle Elum, Kittitas County Tourism, and others as a vehicle to enhance and embrace the ongoing success of downtown as a commercial hub of the community. This report

forms the foundation of a downtown plan that includes several components that complement the plan to make 1st Street a more inviting place for visitors to browse the shops, restaurants, accommodations, and businesses in downtown. The Master Plan is divided into several components.

The first section is a market analysis that examines the trends happening in the community's demographics and retail market. The market data provides a foundation for the second section of the Master Plan which explores public improvements in areas not covered by the City's Downtown Revitalization plan. The improvements include parks, side streets, parking, connections, and creative uses for underutilized spaces along 1st Street. The third component of the Master Plan explores infill sites where new buildings could be added in the district as well as redevelopment options for existing buildings. The fourth and final component of the Master Plan is a communitywide wayfinding plan that also works as a stand-alone document that can be implemented over time to curate the visitor experience to the community, minimize sign clutter, and build community pride in the local and regional attractions that make Cle Elum unique.

This Master Plan would not have been possible were it not for the participation of many citizens of Cle Elum who participated in open sessions, roundtable discussions, one on one meetings, the City of Cle Elum, and the coordination of the Cle Elum Downtown Association.



1.0 Market Analysis

Cle Elum Market Analysis

1.1 Introduction

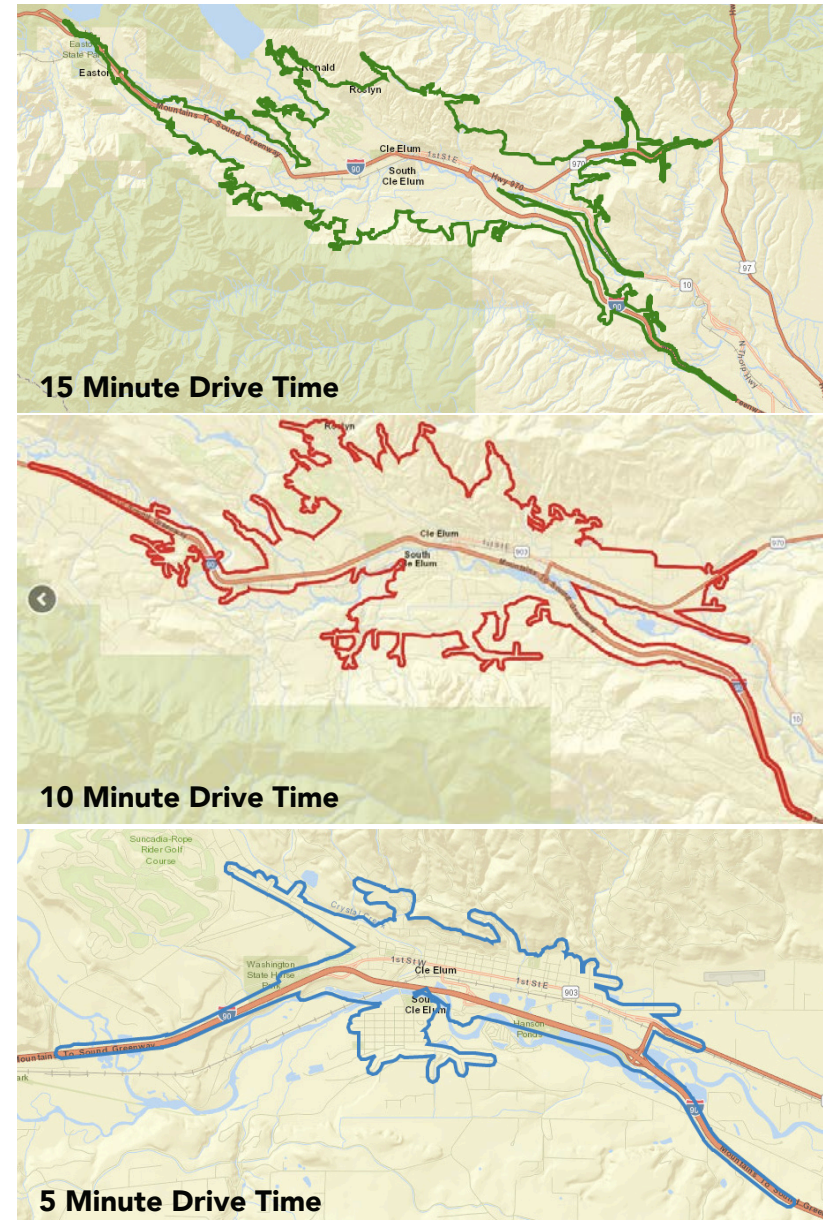
The market analysis serves to understand the existing economic and demographic conditions of the local market in order to identify key market opportunities for Cle Elum.

This market analysis is composed of three sections:

- A demographic study of Cle Elum and its trade areas that provides insight into the community's customer base;
- A segmentation analysis that describes Cle Elum's customer base in terms of consumer patterns and behavioral traits; and
- A retail leakage analysis that shows the amount of retail sales “leaking” from Cle Elum's retail trade area and identifies key opportunities for retail that could be used to both enhance existing businesses and recruit additional businesses to the community.

Analysis Areas

The market analysis for Cle Elum was performed on the areas formed by 5, 10, and 15 minute drive times from the intersection of Pennsylvania Avenue and 1st Street. These drive time analysis areas represent a much better analysis than traditional radial studies that would be meaningless in the mountainous geography that surrounds and abuts Cle Elum. The five minute drive time encompasses the core of the City Limits of Cle Elum itself, the ten minute drive time begins to embrace adjacent communities such as Roslyn and Suncadia while the fifteen minute drive time expands to the communities of Ronald and close to Thorp where the “breakline” with the Ellensburg market starts to become more pronounced.



1.2 Demographics

Population

The population of each of the three drive time areas has experienced robust growth since 2010 that escalates in percentage as the drive time expands from five to ten to fifteen minutes. There are approximately 6,795 people within a 15 minute drive of downtown Cle Elum. The population has grown by 6.7% since 2010 and is forecasted to continue to grow in the future. In fact, the population in the 15-minute drive time area is projected to grow by another 5.5% from 2017 to 2022 to reach 7,166. Cle Elum is well positioned to capitalize on this population growth.

It is important to note that with population growth will come growth in visitor traffic which fuels a key component of the community's shopping and dining clientele.

Age and Household Size

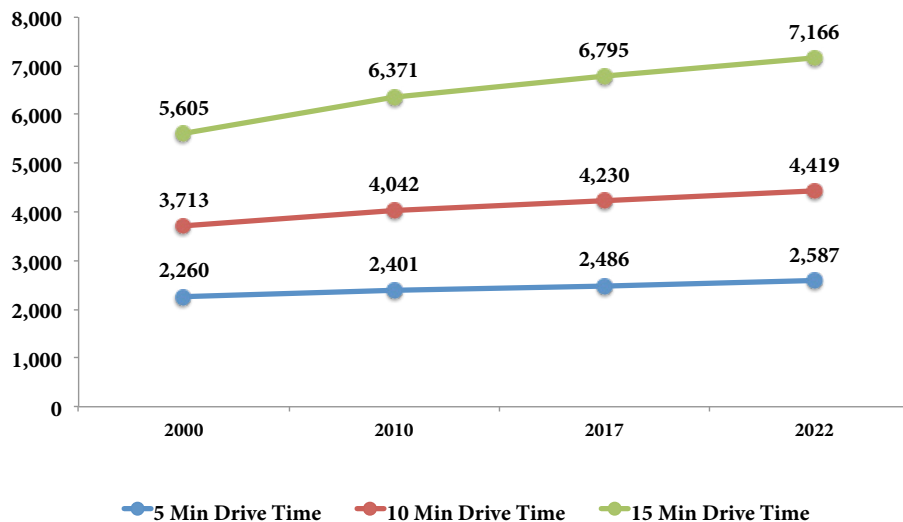
In general, Cle Elum consists of an older population and smaller households. The median age in the 15-Minute Drive Time is 48.01, which is significantly higher than the median age in the state of Washington (37.18). The average household size is 2.22, slightly smaller than that of Washington State (2.5). The higher median age numbers represent the fact that Cle Elum serves as a prime community catering to retirees (particularly as the drive time expands to include developments such as Suncadia). This would also account for the lower than average household sizes.













Income and Employment

The median household income in the 15-Minute Drive Time area is \$58,400 and approximately 11.3% live below poverty. At 6.81%, the unemployment rate is higher than the national average though the number of retirees may impact this figure. The median household increases significantly as the drive time from the core of downtown increases from five to fifteen minutes. In communities such as this, household income is an indicator but may not be reflective of overall wealth as many residents may not be earning a significant annual income but may be relying on retirement savings as a vehicle for disposable income.

It is also important to reinforce that Cle Elum's visitor traffic further enhances the dollars being spent in the community by those traveling through (day trippers) and those spending time in the community (overnight visitors).

Population Growth 2000-2022



15-Minute Drive Time	 6,795 2017 Population	 2.22 Average Household Size	 \$58,400 Median Household Income	 11.3% Families Below Poverty
10-Minute Drive Time	 4,230 2017 Population	 2.20 Average Household Size	 \$56,405 Median Household Income	 11.8% Families Below Poverty
5-Minute Drive Time	 2,486 2017 Population	 2.20 Average Household Size	 \$48,949 Median Household Income	 14.2% Families Below Poverty

1.3 Market Segmentation

Market segmentation is a way to summarize demographic information into easy-to-understand categories. The market segmentation illustrated for Cle Elum’s trade areas uses Environics PRIZM® data.

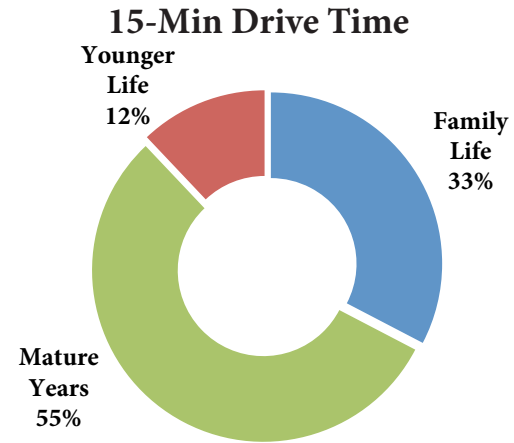
The segmentation analysis describes behavioral traits and consumer patterns based on various “segments” defined by factors such as age, income, education and family structure. All data comes from PRIZM NE segments as calculated by Environics. A market segmentation analysis provides an opportunity to better understand the makeup of the existing and target markets in the primary trade area.

The Life Stage portion of the segmentation analysis indicates that over half of the population is in the Mature Years category while just 12% are categorized as “Younger Life.” This data further reinforces the figures shown in the demographic analysis.

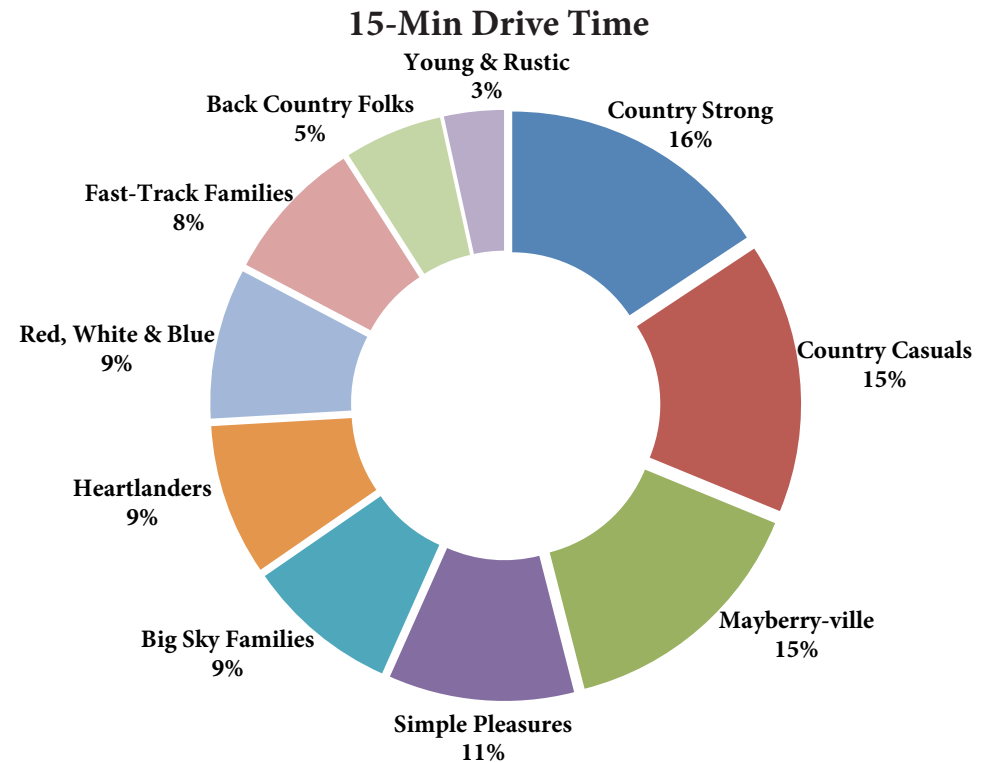
Ten of the 68 segments defined by Claritas are represented in the 15-Minute Drive Time Area of Cle Elum. The largest segments (Country Strong, Country Casuals, Mayberry-vile, and Simple Pleasures) are described in detail on the following page. Three of the largest categories (Country Casuals, Mayberry-vile, and Simple Pleasures) are comprised of adults in their mature years without kids. While the segments provided are in terms that apply generally across the United States, the descriptions clearly indicate a population base that reflects many of the characteristics of the Cle Elum area.

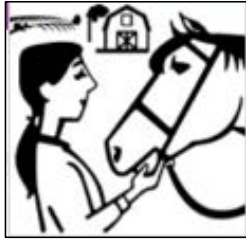



For further information and detail on the segments, please refer to the Prizm Premier segments descriptions on the Claritas website.

Life Stage



Market Segmentation



	Country Strong	Country Casuals	Maybery-ville	Simple Pleasures
Segment				
% of Population in 15-Min Drive Time	16%	15%	15%	11%
Index to the U.S.	481	840	900	817
Description	Lower Mid(Scale) Middle Age Family Mix	Upper Mid(Scale) Older Mostly w/o Kids	Upscale Older Mostly w/o Kids	Lower Mid(Scale) Mature w/o Kids
Urbanicity	Rural	Rural	Rural	Rural
Income	Lower Mid(Scale)	Upper Mid(Scale)	Upscale	Lower Mid(Scale)
Income Producing Assets	Below Average	High	Elite	Above Average
Household Technology	Below Average	Below Average	Below Average	Lowest
Age Ranges	Age <55	Ages 55+	Ages 55+	Age 65+
Presence of Kids	Family Mix	Mostly w/o Kids	Mostly w/o Kids	w/o Kids
Homeownership	Mostly Owners	Mostly Owners	Mostly Owners	Mostly Owners
Employment Levels	Blue Collar Mix	Mix	Mix	Mostly Retired
Education Levels	High School	Some College	Graduate Plus	High School
Social Group	Middle America	Country Comfort	Country Comfort	Middle America
Lifestage Group	Mainstream Families	Conservative Classics	Conservative Classics	Cautious Couples

1.4 Retail Leakage Analysis

Retail leakage refers to the difference between the retail expenditures by residents living in a particular area and the retail sales produced by the stores located in the same area. If desired products are not available within that area, consumers will travel to other places or use different methods to obtain those products. Consequently, the dollars spent outside of the area are said to be “leaking.” If a community is a major retail center with a variety of stores it will be “attracting” rather than “leaking” retail sales. Even large communities may see leakage in certain retail categories while some small communities may be attractors in categories. Cle Elum is a strong “attracting” community in many retail categories.

Such an analysis is not an exact science. In some cases large outflow may indicate that money is being spent elsewhere (drug store purchases at a Wal-Mart in Ellensburg or beyond, or apparel purchases through the internet). It is important to note that this analysis accounts best for retail categories where households (rather than businesses) are essentially the only consumer groups. For example, lumberyards may have business sales that are not accounted for in consumer expenditures. Stores such as jewelry shops and clothing stores are more accurately analyzed using this technique.

The leakage study for Cle Elum is a “snapshot” in time. Consequently, there are factors that point to this being a more conservative look at retail potential depending on what factors are examined. For example, population growth means that there will be more customers in the future resulting in greater demand for retail.

A second factor making this study more conservative is that the leakage study only examines the market demand of the geographies defined as the five, ten, and fifteen minute drive time from the intersection of 1st Street and Pennsylvania Avenue. A successful store model might capture from well beyond these defined geographies and will most certainly want to consider the visitor trade when pursuing a more detailed business plan. These conservative factors mean that our numbers represent “minimum” potential and not “maximum” potential.

The data presented below comes from Environics Analytics, a national marketing service used by town planners, retail & restaurant site planners, the medical industry, automobile dealers, the media, and a host of other industries for their market research. Environics gets its data from a number of sources. Sales expenditures primarily come from the Census for Retail Trade gathered on a county level by the US Census Bureau. Environics updates the data each year using local trade associations, local sales tax data, wage & employment data, and then allocates it to block group levels. Overall, the sales data comes from the following sources: Census of Retail Trade; Annual Survey of Retail Trade; Claritas Business Facts; Census of Employment and Wages; Sales Tax Reports; and various Trade Associations.

5-Minute Drive Time Retail Leakage

The retail leakage study indicated that stores within a 5-Minute Drive had \$83.89 million in retail sales over the past year. During the same time period, residents of the 5-Minute Drive Time area spent \$45.64 million, resulting in a market gain of \$38.25 million.

10-Minute Drive Time Retail Leakage

The retail leakage study indicated that stores within a 10-Minute Drive had \$127.3 million in retail sales over the past year. During the same time period, residents of the 10-Minute Drive Time area spent \$89.49 million, resulting in a market gain of \$37.81 million.

15-Minute Drive Time Retail Leakage

The retail leakage study indicated that stores within a 15-Minute Drive had \$142.76 million in retail sales over the past year. During the same time period, residents of the 15-Minute Drive Time area spent \$123.42 million, resulting in a market gain of \$19.33 million. As the drive time increases, it is natural to expect a decrease in market gains. Each of the radial studies indicate one clear thing: Cle Elum is dependent on a successful visitor market to sustain the retail base that exists in the market.

Detailed Tables

The tables on the following three pages explore the retail trade patterns in much greater detail, breaking down the retail gains and leakage by retail category. This data should be used as an overall guide to retail market potential and should not substitute for detailed market research on the part of any business wishing to open in the area.

Please note that some categories are subsets of larger categories. The first column represents the retail categories, the second column represents the consumer demand in the 15 minute drive time for Cle Elum trade area. The third column represents the store sales for all retailers in the 15 minute drive time trade area. The last column indicates the retail opportunity gaps and retail surpluses in each category. Numbers in parentheses indicate an inflow of dollars and numbers without parentheses indicate market leakage.

These detailed tables provide a much deeper dive into the market dynamics of Cle Elum. For example, gas stations represent a significant portion of the retail gain for Cle Elum which is an obvious marker that the community's location along Interstate 90 captures travelers passing through the area. Building materials and hardware also represent a significant gain for the market. This is a key indicator that reflects the ongoing residential growth of the area. Grocers represent another key gain category which would be expected as Cle Elum serves as a regional attractor for residents and visitors to shop for basic goods.

Cle Elum WA 15 min Drivetime			
Retail Store Types	2017 Consumer Expenditures	2017 Retail Sales	2017 Opportunity Gap / (Surplus)
Demand by Store Type			
Total Retail Sales (incl. Food/Drink)	123,422,496	142,756,748	(19,334,252)
Total Retail Sales	109,943,538	131,371,507	(21,427,969)
Motor Vehicle & Parts Dealers			
Motor Vehicle & Parts Dealers - 441	27,065,478	13,210,652	13,854,826
Automotive Dealers - 4411	22,982,216	129,235	22,852,981
Other Motor Vehicle Dealers - 4412	2,079,193	9,785,462	(7,706,269)
Automotive Parts, Accessories, & Tire Stores - 4413	2,004,068	3,295,955	(1,291,887)
Furniture & Home Furnishings Stores			
Furniture & Home Furnishings Stores - 442	2,427,112	6,919,828	(4,492,716)
Furniture Stores - 4421	1,274,145	3,347,310	(2,073,165)
Home Furnishing Stores - 4422	1,152,967	3,572,518	(2,419,551)
Electronics & Appliance Stores			
Electronics & Appliance Stores - 443	1,996,036	1,506,686	489,350
Household Appliances Stores - 443141	308,307	0	308,307
Electronics Stores - 443142	1,687,729	1,506,686	181,043
Building Material & Garden Equipment & Supply Dealers			
Building Material & Garden Equipment & Supply Dealers - 444	13,584,570	35,348,938	(21,764,368)
Building Material & Supply Dealers - 4441	12,485,982	32,310,528	(19,824,546)
Lawn and Garden Equipment and Supplies Stores - 4442	1,098,588	3,038,410	(1,939,822)
Building Material & Supply Dealers			
Home Centers - 44411	5,020,532	11,759,550	(6,739,018)
Paint and Wallpaper Stores - 44412	256,362	940,273	(683,911)
Hardware Stores - 44413	1,271,780	16,326,656	(15,054,876)
Other Building Materials Dealers - 44419	5,937,308	3,284,049	2,653,259
Building Material Dealers, Lumberyards - 444191	2,158,737	1,225,286	933,451
Outdoor Power Equipment Stores - 44421	219,543	1,062,940	(843,397)
Nursery and Garden Centers - 44422	879,045	1,975,470	(1,096,425)

Cle Elum WA 15 min Drivetime			
Retail Store Types	2017 Consumer Expenditures	2017 Retail Sales	2017 Opportunity Gap / (Surplus)
Food & Beverage Stores			
Food & Beverage Stores - 445	15,776,686	27,332,797	(11,556,111)
Grocery Stores - 4451	14,312,853	26,665,280	(12,352,427)
Supermarkets and Other Grocery (except Convenience) Stores - 44511	13,376,879	25,389,494	(12,012,615)
Convenience Stores - 44512	935,974	1,275,786	(339,812)
Specialty Food Stores - 4452	531,891	87,323	444,568
Beer, Wine, & Liquor Stores - 4453	931,942	580,195	351,747
Health & Personal Care Stores			
Health & Personal Care Stores - 446	6,915,066	4,573,154	2,341,912
Pharmacies and Drug Stores - 44611	5,673,313	4,339,131	1,334,182
Cosmetics, Beauty Supplies and Perfume Stores - 44612	572,017	0	572,017
Optical Goods Stores - 44613	244,641	234,023	10,618
Other Health and Personal Care Stores - 44619	425,095	0	425,095
Gasoline Stations			
Gasoline Stations - 447	7,642,186	30,766,708	(23,124,522)
Gasoline Stations with Convenience Stores - 44711	3,830,968	8,201,407	(4,370,439)
Other Gasoline Stations - 44719	3,811,218	22,565,300	(18,754,082)
Clothing & Clothing Accessories Stores			
Clothing & Clothing Accessories Stores - 448	4,841,799	861,863	3,979,936
Clothing Stores - 4481	3,598,354	502,640	3,095,714
Men's Clothing Stores - 44811	159,141	0	159,141
Women's Clothing Stores - 44812	810,012	0	810,012
Children's and Infants' Clothing Stores - 44813	182,696	0	182,696
Family Clothing Stores - 44814	1,948,638	235,185	1,713,453
Clothing Accessories Stores - 44815	186,712	0	186,712
Other Clothing Stores - 44819	311,154	267,455	43,699
Shoe Stores - 4482	657,464	0	657,464
Jewelry, Luggage, & Leather Goods Stores - 4483	585,981	359,223	226,758
Jewelry Stores - 44831	530,945	359,223	171,722
Luggage, & Leather Goods Stores - 44832	55,036	0	55,036

Cle Elum WA 15 min Drivetime			
Retail Store Types	2017 Consumer Expenditures	2017 Retail Sales	2017 Opportunity Gap / (Surplus)
Sporting Goods, Hobby, Book, & Music Stores			
Sporting Goods, Hobby, Book, & Music Stores - 451	2,139,360	6,061,430	(3,922,070)
Sporting Goods, Hobby, & Musical Instrument Stores - 4511	1,817,889	6,061,430	(4,243,541)
Sporting Goods Stores - 45111	1,241,982	5,224,851	(3,982,869)
Hobby, Toys and Games Stores - 45112	386,907	440,851	(53,944)
Sew/Needlework/Piece Goods Stores - 45113	88,390	395,728	(307,338)
Musical Instrument and Supplies Stores - 45114	100,611	0	100,611
Book, Periodical, & Music Stores - 4512	321,471	0	321,471
Book Stores and News Dealers - 45121	321,471	0	321,471
Book Stores - 451211	276,484	0	276,484
News Dealers and Newsstands - 451212	44,988	0	44,988
General Merchandise Stores			
General Merchandise Stores - 452	13,285,093	0	13,285,093
Department Stores excluding leased depts. - 4521	6,825,125	0	6,825,125
Other General Merchandise Stores - 4529	6,459,968	0	6,459,968
Miscellaneous Store Retailers			
Miscellaneous Store Retailers - 453	3,412,353	3,651,088	(238,735)
Florists - 4531	160,488	0	160,488
Office Supplies, Stationery, & Gift Stores - 4532	1,108,681	2,455,610	(1,346,929)
Office Supplies and Stationery Stores - 45321	628,490	0	628,490
Gift, Novelty, and Souvenir Stores - 45322	480,191	2,455,610	(1,975,419)
Used Merchandise Stores - 4533	397,619	1,195,478	(797,859)
Other Miscellaneous Store Retailers - 4539	1,745,565	0	1,745,565
Non-store Retailers			
Non-store Retailers - 454	10,857,798	1,138,362	9,719,436
Foodservice & Drinking Places			
Foodservice & Drinking Places - 722	13,478,958	11,385,242	2,093,716
Special Foodservices - 7223	1,011,016	16,959	994,057
Drinking Places -Alcoholic Beverages - 7224	432,819	1,037,984	(605,165)
Full-Service Restaurants - 722511	6,646,078	10,175,910	(3,529,832)
Limited-Service Eating Places - 722513	4,624,785	0	4,624,785
Cafeterias, Grill Buffets, and Buffets - 722514	121,845	5,733	116,112
Snack and Non-alcoholic Beverage Bars - 722515	642,415	148,656	493,759
GAFO			
GAFO (General merchandise, Apparel, Furniture & Other) - (452, 448, 442, 443, 451, 453)	25,798,081	17,805,417	7,992,664

Opportunities

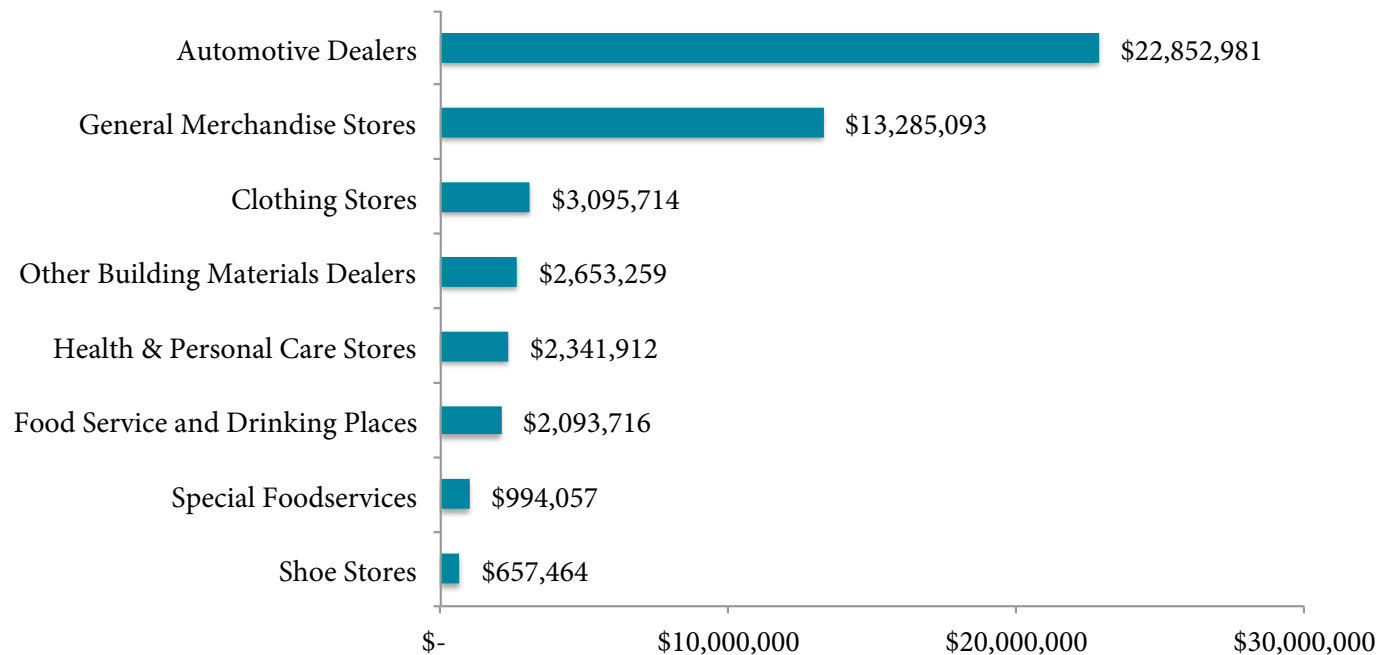
Although the overall market experiences a retail gain, certain retail categories are leaking sales. Some of these categories are highly unlikely to materialize in Cle Elum (Automotive Dealers for example). Other categories will continue to leak a portion of sales such as clothing and general merchandise as shoppers will go to larger markets for these types of goods.

With that said, there are key opportunities where Cle Elum can capitalize on market leakage to expand its retail offerings. Although the drive time areas experienced an overall retail gain, there are individual retail categories that experienced retail leakage. By examining the sales and expenditures in individual retail categories, the retail leakage study can be used to identify key opportunities for growth. The above chart provides the retail leakage in select

categories in the 15-Minute Drive Time area. Opportunities exist in general merchandise, clothing stores, health & personal care stores, and restaurants.

A nuanced look at the data also indicates categories that, while experiencing market gain already, may be able to create a "cluster effect" where more options enhance consumer choices and make for a more diverse and vibrant district. These categories would include sporting goods which can range from general outdoors equipment to highly specialized stores focused on specific activities. Full service restaurants also are a key clustering category where more options create a more vibrant district. Home furnishings also represents an area where clustering of businesses can reinforce and strengthen existing businesses.

Leakage in 15-Minute Drive Time Area, Select Categories





1.5 Overall Market Observations and Conclusions

The following conclusions are based on the retail leakage data illustrated above. These conclusions also underpin the recommendations for improvements and investments that will enhance Cle Elum to follow:

On the whole, the market dynamics for Cle Elum are complex but paint a positive picture. This is a good thing as Cle Elum is not a “one trick pony” in its retail appeal. There are many different markets that are doing extremely well, the market is growing, and visitors comprise a key portion of the market dynamic.

The fifteen minute drive time market has pent up demand that is not being met currently. Once again, the estimates provided previously are very conservative as they do not factor in growth, visitor, and regional traffic. There are areas in which the Cle Elum market can grow to leverage and capture some of this pent up demand. The current market is evolving in a positive way.

Cle Elum has a singular opportunity to curate the community in an authentic way that reinforces its history, enhances the walkability of the community, and cultivates community pride that continues to welcome visitors and new residents to the community.





2.0

Downtown Planning Concepts

Cle Elum Downtown Planning Concepts

2.1 Introduction

The downtown planning concepts presented here explore opportunities for the community to enhance private, public and semi-public spaces (the transitional space between a building and sidewalk). Semi-public spaces can be handled in a variety of ways including access easements, a public access agreement, or a memorandum of understanding. These improvements will complement the City's Downtown Revitalization Plan, which endeavors to create a more pedestrian friendly environment along 1st Street that will enhance the visitor experience, calm through traffic, and set the stage for additional private sector investment in the core of Cle Elum.

This section will explore six key opportunity areas in the downtown. The first is the Umpqua Pocket Park design that looks at a potential public private partnership to create an outdoor space in the vacant property adjacent to the existing bank. The second is a similar study for what could be a pocket park adjacent to Glondo's across the street from the Umpqua Pocket Park. The third is an overall examination of Pennsylvania Avenue streetscape improvements that may occur over time that could bolster private investment, better connect

future parking along Railroad Street, and enhance this important cross street in the heart of the community. The fourth is a small area plan for the Gas Light District which could emerge as a creative reuse of the block bounded by Bullit Avenue, East 1st Street, Peoh Avenue, and Railroad Street. The fifth study is a park concept plan for the expansion of Wye Park into a dynamic entryway into the community. The sixth study area is along Railroad Street and is designed to provide more formal parking opportunities that can bolster downtown, aid in parking during closures of Snoqualmie Pass.

Each of these plans relies on the cooperation of both public and private sector partners. This plan is designed to present options to consider, share creative ideas, and stimulate discussion. Each area plan is likely to occur on a different time table as a result of the interest of private sector partners and available funds. The plans should not be construed as proscriptive or deterministic – they are concepts for consideration and to stimulate additional creative thinking.

Study Areas

1. Umpqua Pocket Park
2. Glondo's Pocket Park
3. Pennsylvania Avenue
4. Gas Light District
5. Wye Park Expansion
6. Railroad Street



Study Area Context Map

2.2 Umpqua Pocket Park

Summary

The existing Umpqua Bank owned site is located along the north side of East 1st Street, just east of Harris Avenue. It is a small lot area (+/- 1680 sf) bounded on two sides with existing brick building walls. The site is open to the rear and oriented toward nearby existing residential uses to the north. The site is open to the East 1st Street right of way. Wind, sun, snow and shade should be addressed in the design solutions. The site has a southern orientation providing good sun exposure for planting.

Opportunities

The site presents several opportunities to consider:

- Pocket Park
- Small Public Gathering Space
- Informally Programmed
- Shade/Cover
- Seating
- Landscape
- Wind; Establish Windbreaks
- Lighting
- Color
- Greenery
- Site Furnishings
- Hardscape/Paving



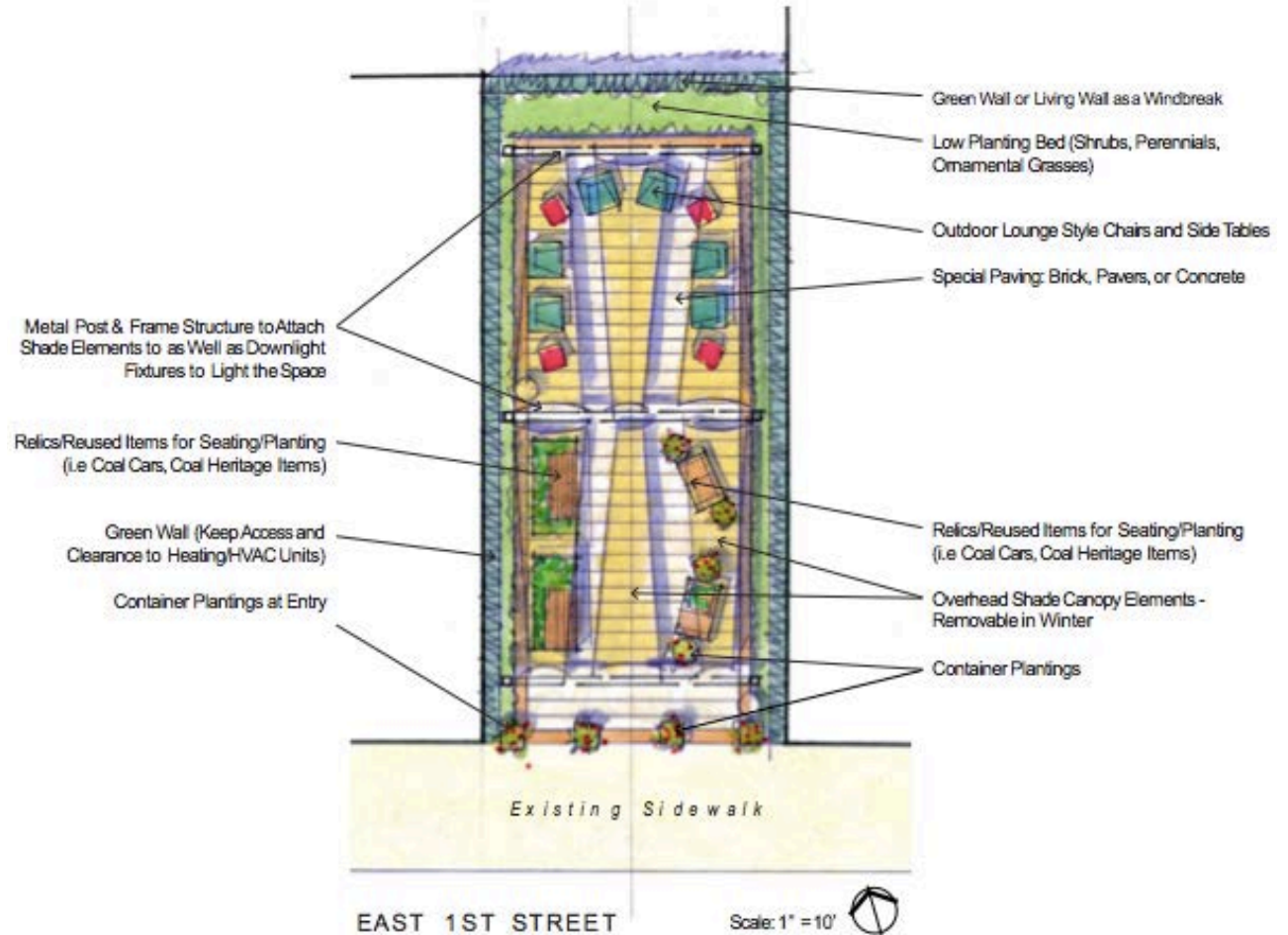
The existing site is currently a grassed lawn with several air conditioning units. The historic brick walls are great opportunities to frame the space.

Umpqua Pocket Park Concept A

This concept for the Umpqua Pocket Park looks at several opportunities. The north end of the park could be a green wall that could serve as a windbreak and a boundary to the park. In front of this green wall could be low planting beds for shrubs, perennials, and ornamental grasses. The plan suggests that the core of the park include moveable outdoor lounge style chairs and tables that can be removed off season along with the opportunity to reuse old coal heritage items that could be repurposed for additional furnishing in the park while reflecting the history of the community. The paving for this area could be simple brick, pavers, or concrete.

Metal post and frame structures could be added that would allow for a shade canopy that could be installed for warmer months and removed in the winter. Container plantings could accent the park and green walls could be considered for the sides and affixed to the frame structures.

The plan recognizes that existing heating and HVAC units remain in place and be serviceable. On the whole, Concept A for the pocket park is designed to be easily adapted and reduced during cold weather.



UMPQUA POCKET PARK Concept A

Umpqua Pocket Park Concept B

This concept is very similar to Concept A but looks at more mature landscaping in the pocket park and a more permanent feeling to the area. Rather than a green wall, a wood wall is suggested as a windbreak to the north of the park. Seating would be built in and allow for outdoor dining. Rather than a canopy, this concept considers simple string lights that could be affixed to the buildings themselves rather than a frame structure.

This concept also calls for more substantial landscaping including trees, perennials, shrubs, and ornamental grasses. The concept also shows the potential for a mural or a projection screen in the park that could be used for outdoor movies or an art installation that uses lighting as a feature. As with Concept A, this concept would maintain access to service the HVAC units for the adjacent buildings.



UMPQUA POCKET PARK Concept B

Umpqua Pocket Park Elements and Precedents

The menu of items that could be included in each park concept varies widely and each concept should consider interchangeable components.



Sturdy fixed furniture that incorporates local design elements.



Creative artwork style benches.



Moveable furniture that can be arranged and removed during the winter.



Green walls and trellises



Locally fabricated metal art elements



Decorative wood walls that can serve as wind breaks



Simple structures that allow for hanging elements like sails and lights.



Sail Canopies



String Lights



Wall Murals

Umpqua Pocket Park Before and After



Umpqua Pocket Park Existing Conditions



Umpqua Pocket Park Potential Future Conditions

2.3 Glondo's Pocket Park

Summary

The existing Glondo's owned site is located along the south side of East 1st Street, east of Harris Avenue. It is a small lot area (+/- 3025 sf) bounded on three sides with existing building walls. The site is open and north facing along the southern edge of East 1st Street. There is an existing fence that could be removed to utilize the entire area available. There are two "ghost signs" which should be preserved and utilized within the overall design context along with the prominent Glondo's sign on the other side of the space. Similar to the Upqua Pocket Park, the Glondo's pocket park offers several opportunities to create another gathering space in downtown Cle Elum.

Opportunities

- Pocket Park
- Small Public Gathering Space
- Informally Programmed
- North Facing, Existing Building Does Provide some Shade & Windbreak
- Landscape
- Outdoor Seating/Tables for Eating/Dining
- Lighting
- Color
- Greenery
- Site Furnishings
- Hardscape/Paving



Glondo's Pocket Park Overview

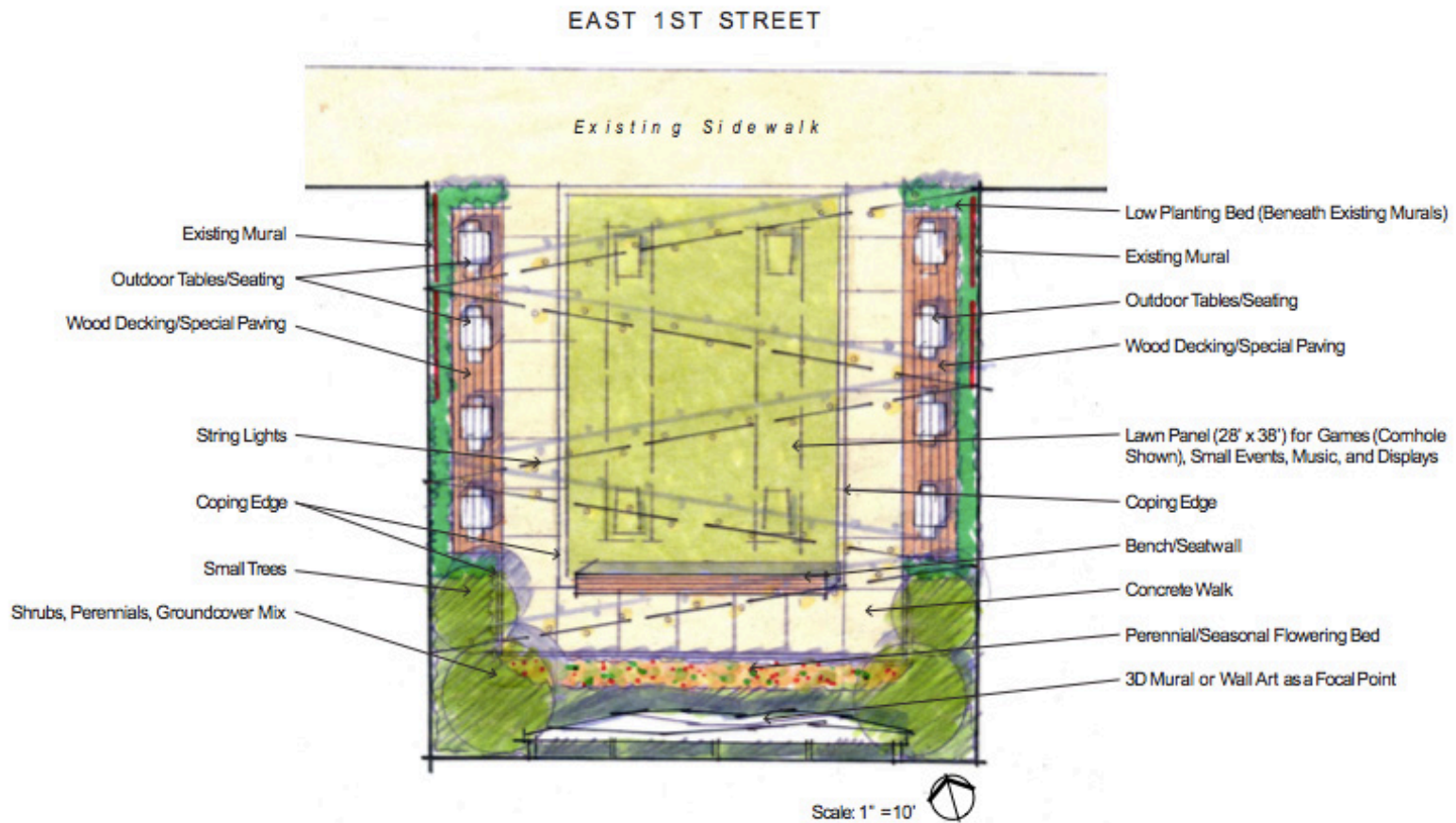
Glondo's Pocket Park Existing Conditions

The pictures below depict the existing conditions of the pocket park, which is currently a grassed area with two picnic tables and two small trees. A fence divides the area.



Glondo's Pocket Park Concept A

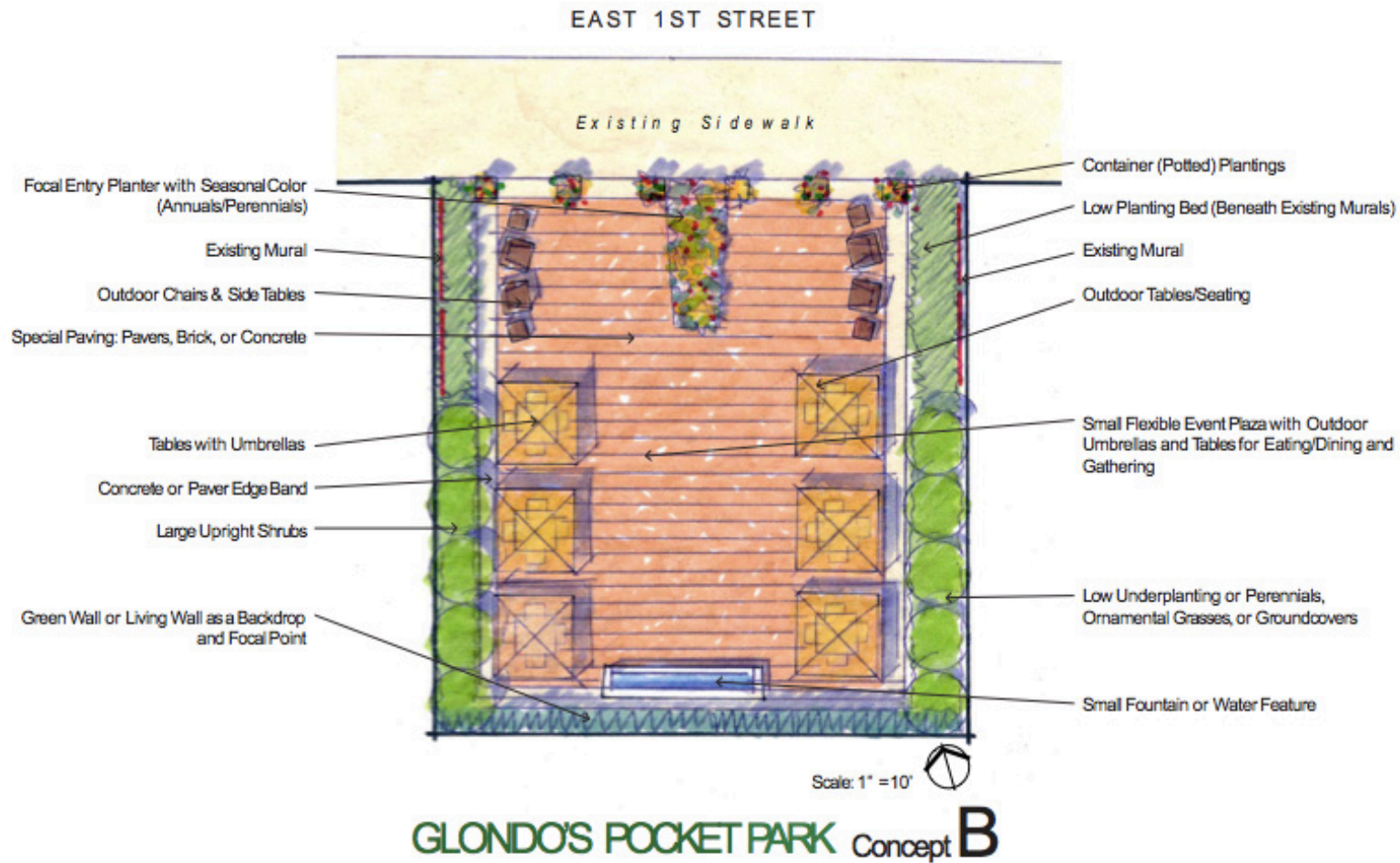
This concept turns the space into a more open green area with the potential for a “game area” in the center of the space that could be used for small musical events, games such as Bocci or Cornhole, and displays. The existing signs would be preserved as a prominent feature of the park space. Overhead string lights could be used to provide lighting in the park. Wood decking or special paving could be used for hardscape in the park along with outdoor tables for dining. The south side of the park could have wall art or a mural or incorporate a screen for movies. The existing trees would be removed and replaced with small trees, shrubs, perennials, and groundcover.



GLONDO'S POCKET PARK Concept A

Glondo's Pocket Park Concept B

This concept offers other options for consideration while preserving the existing signs as a feature. In lieu of a green space, the center would be a wood decking platform or special paving. This concept include a potential water feature, low planting, a green wall, and tables with umbrellas. Moveable furniture could also be included as well as a focal planter at the entry of the plaza.



Glondo's Pocket Park Elements and Precedents

The potential elements that could be included in the Glondo's Pocket Park are:



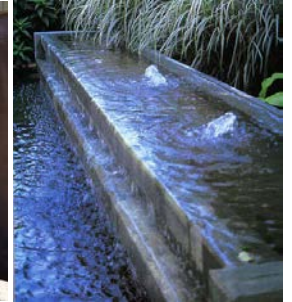
Moveable furniture



Sculpture at the south end of the park reflective of Cle Elum's history.



Water feature



Moveable planters



Seasonal planting beds



String lights



A green lawn with games



Public interactive art



Trellis designs

2.4 Pennsylvania Avenue

Summary

The intersection of Pennsylvania Avenue and 1st Street was once and can be considered the ‘heart’ of Downtown Cle Elum. Pennsylvania Avenue currently has several healthy flourishing businesses that are attractive to visitors and resident alike. There are one block length sections of Pennsylvania that are very walkable and it is one of the cross streets where activity extends beyond those facing 1st Street to the north and south. Currently there is parking on the street, but in many areas it is not clearly delineated. This block also has significant private sector infill and redevelopment opportunities that could flourish as the street enjoys some public sector enhancements. Currently, Pennsylvania Avenue is used for festivals and events currently within the northern block.

In the future this street could be a prime connection between parking resources along Railroad Street and 1st Street, could enjoy significant infill investment, and can emerge as a signature cross street reasserting its role at the heart of downtown Cle Elum.

Opportunities

- Pop-Up Park Open Space
- Infill/Redevelopment Opportunities/Economic Development
- Informally Programmed
- Improved Parking
- Widened & Enhanced Sidewalks
- Streetscape
- Street Improvements, especially for Festivals/Events
- Lighting
- Color/Graphics & Branding



Pennsylvania Avenue Overview

Pennsylvania Avenue Existing Conditions

As mentioned, the existing conditions along Pennsylvania avenue include diagonal parking that sometimes is not clearly defined, crosswalks, vacant sites that could be infill development opportunities. The street is wide and allows for some creative thinking for its future use.



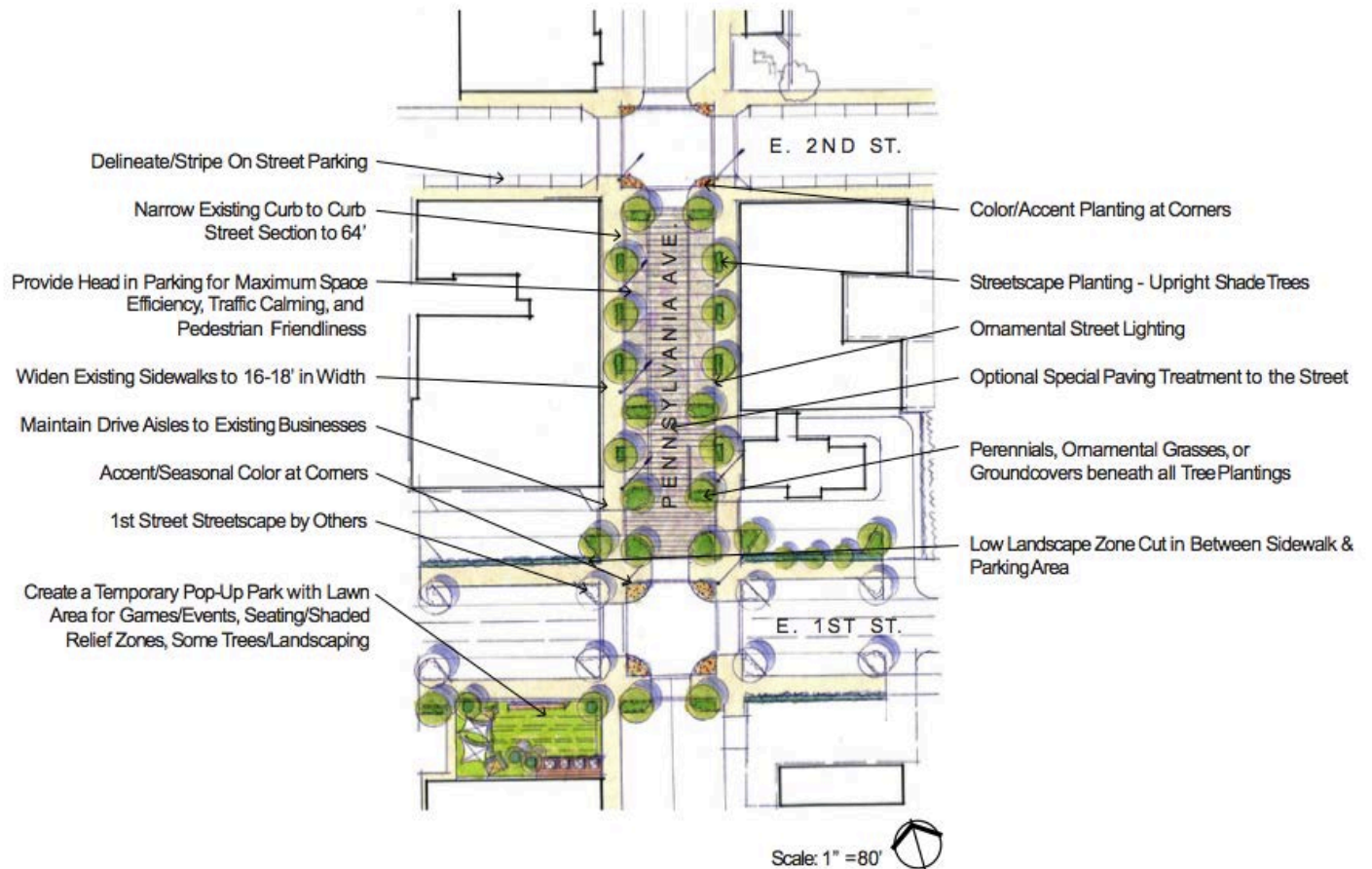
Pennsylvania Avenue North Block

Rather than alternate scenarios like those illustrated for the Umpqua and Glondo's pocket parks, the plans for Pennsylvania Avenue should be considered in phases. The initial phase would be interim solutions that could enhance the street to the north of 1st Street. These would include stronger delineation of parking on the street itself and on 2nd Street to the north. The corners of the intersections could have accent plantings that would coordinate with concepts for the streetscape on 1st Street. Given the block's expansive right of way, there is an opportunity to narrow the existing curb-to-curb street section to allow for wider sidewalks while still providing parking along the street. The plan recommends head in parking for maximum use of parking spaces, efficiency, and pedestrian friendliness.

The street could incorporate ornamental lighting and street furniture to match that being installed on 1st Street. The community might consider a special paving pattern such as scored concrete on the street while being mindful of plowing. This concept shows maintaining existing driveway entrances to the existing businesses.

To the immediate south of 1st street, the open space could be a "pop up park" that can be a temporary use until an infill development occurs on the site.

Landscaping on the block could be columnar trees and simple perennials or ornamental grasses.



PENNSYLVANIA AVENUE Interim Opportunities

Pennsylvania Avenue South Block

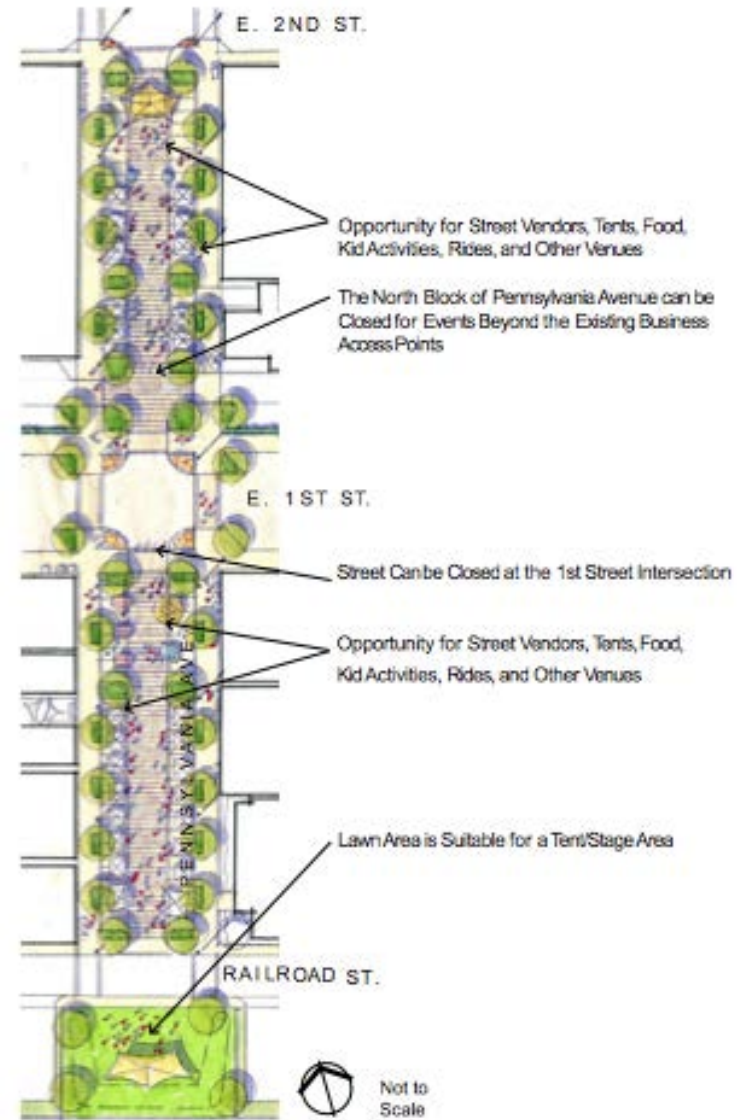
The south block presents more long term opportunities for infill development that will be discussed in greater detail later in this report. It is critical that infill development continue the rhythm and existing setbacks on the street. The south block offers similar opportunities to narrow the curb to curb street section to create larger pedestrian sidewalks. Landscaping, lights, and plantings should be similar to those along 1st Street. There are opportunities for more cohesive off street parking resources in the southern block to accommodate existing and future businesses. Again, head in parking would maximize parking resources along the street which may also include special paving.



PENNSYLVANIA AVENUE Long Term Opportunities

Pennsylvania Avenue Festival and Event Street

An additional consideration for Pennsylvania Avenue is to use it as a street that can easily be closed for special events and festivals in Cle Elum. With no changes to the proposed design outlined, the street can remain open to traffic for much of the time and closed during events. The parking places are designed to accommodate street vendors, tents, kids activities, and food. A lawn is shown on the south side of Railroad Street that can be a staging area for concerts. This illustration shows the potential flexibility of this street in the future.



PENNSYLVANIA AVENUE "Festival and Event Street"

Pennsylvania Avenue Design Elements and Precedents

The potential elements that could be included on Pennsylvania Avenue are:



Planters for seasonal or perennial plants.



Repurposing railroad or mining elements to create moveable planters.



Temporary umbrellas, tables, and dining spots for special events.



Seasonal spaces where parking spaces are used for small gather spots.



Creative crosswalks

Before and After - Farm and Home Supply Store

These before and after renderings illustrate the potential for public private partnership improvements along Pennsylvania Avenue that could accent the streetscape improvements. The existing Cle Elum Farm & Home Supply store had, in the past, used the blank wall facing Pennsylvania Avenue as a place to hang historic images of the community. The after image displays the opportunity to re-introduce murals, art, or historic photographs on this wall again to enliven the street environment in this block. The existing canister lights could be moved upward to become overhanging lights and the walls painted as “frames” for the artwork. Any work done on this building should be done in cooperation with the property owner and should be maintained by a non-profit or public entity.



Existing conditions



Potential future conditions

Before and After - Southwest Corner of Pennsylvania Avenue and 1st Street

This before and after image of the Southwest Corner of Pennsylvania Avenue and 1st Street shows the opportunity for a temporary park on this location. Later in the plan, an opportunity for an infill building on this site is illustrated so this park should be considered to be only temporary.

The opportunities here would incorporate street banners, improved crosswalks as stipulated in the streetscape plan for 1st Street (the image may not necessarily reflect the materials to be used). Options to consider in this park would be temporary lighting, moveable sculptures, and possibly a deck for outdoor dining that can be assembled and disassembled.



The above images show an example from another community of a temporary deck has been constructed. It illustrates the point that Cle Elum should work hand in hand with the private property owner to ensure that nothing permanent is placed in the park so so that it remains available for infill at a point in the future.

2.5 Gas Light District

Summary

The Gas Light District is a full block area located along the southern edge of East 1st Street between Bullitt Avenue and Peoh Avenue. It is bounded on the southern edge by Railroad Street. There are several active healthy businesses (including those located in the Gas Light Building) as well as other buildings/structures that are under utilized or in disrepair. Currently there are some existing homes that could be slated for renovation or conversion into retail spaces should the property owners wish to do so at some point in the future. There is a significant area of vacant land within the southwestern corner of the block.

The opportunity for this block is to become a more pronounced gateway to downtown from the east and could allow for a more efficient layout for parking and traffic while encouraging the reuse and expansion of buildings on the block

Opportunities

- Pop-Up Retail
- Infill/Redevelopment Opportunities/Economic Development
- Off Street and On Street Improved Parking
- Widened & Enhanced Sidewalks
- Streetscape
- Alley Improvements
- Lighting
- Color/Graphics & Branding
- Greenery



Gas Light District Overview

Gaslight District Existing Conditions

These images depict the current conditions of the block which show the number of vacant properties, the potential for building renovation or replacement, and in some cases glimpses of the alley system that exists in the area.



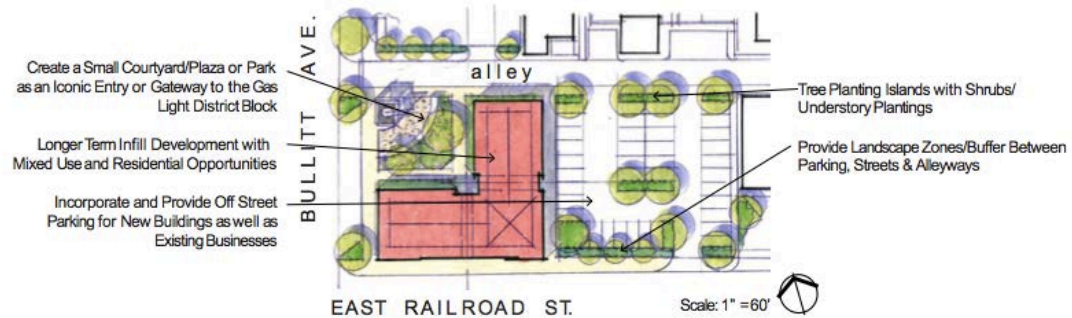
Gaslight District Concept Plan

This concept drawing for the Gaslight District shows a potential development/redevelopment scenario for the block. It includes maintaining existing buildings wherever possible, reinforcing the alley system which could use a special concrete paving pattern, clarifying and striping the parking spots in the block (which may simply be reserved for building tenants). The plan illustrates where longer term infill development may happen at the southeastern corner of the block at the corner of Peoh Avenue and East Railroad Street, a

new building that could serve as an expansion for the existing church or as another use, and an additional longer term infill building on the southwestern portion of the block at the corner of Bullitt Avenue and East Railroad Street. This scenario shows keeping many of the existing buildings including the houses which may remain residential or convert to retail or office should the property owners desire. If converted, these residential units represent great opportunities to incorporate outdoor dining areas, parks, and green spaces. Throughout the site, the parking lots are well landscaped and pedestrian scale lights are provided to illuminate the Gaslight District.



GASLIGHT DISTRICT Concept Plan



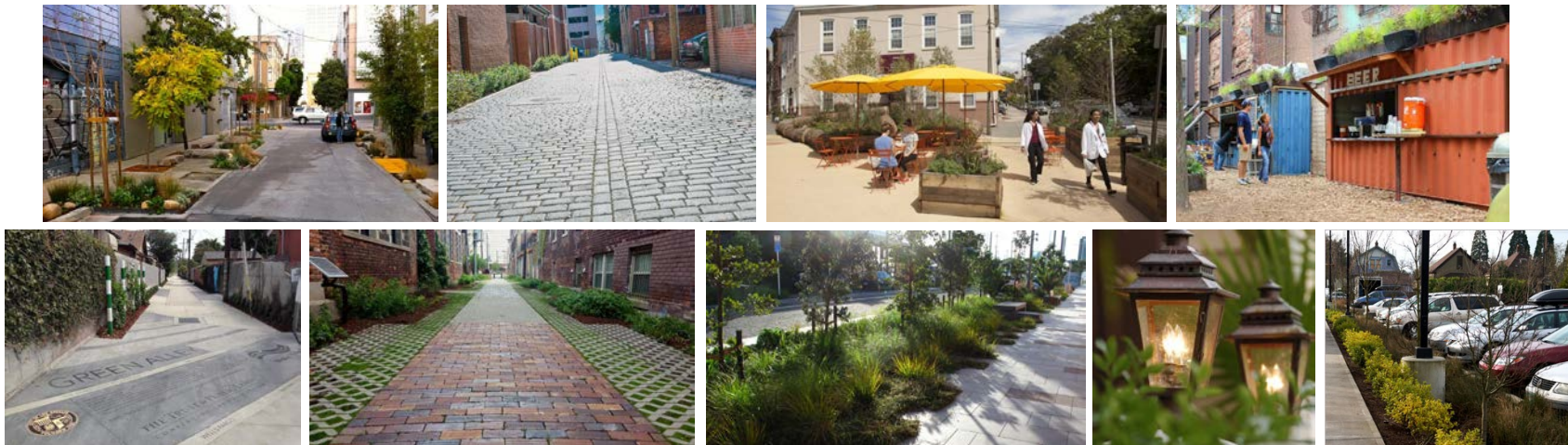
GASLIGHT DISTRICT Concept Plan - Overlay

Gaslight District Design Elements and Precedents

There are many unique ways to develop a district of this nature. Many communities are exploring the concept of micro-spaces for retail, makers spaces where people can “set up shop” to build things, studio spaces, and galleries. This district also has the potential to handle “pop up” uses such as food trucks and micro retail spaces while buildings develop or redevelop. These examples illustrate how other communities are using such creative spaces.



The alley system in the Gaslight District represents the opportunity to have “shared use” streets where cars are still allowed but the street can also be shared by pedestrians. Many examples of such streets exist and they can be creative spaces that changes throughout the season or even throughout the day. Paving patterns in the alleyways can be simple scored concrete or may incorporate other materials provided they are durable during the winter months.



2.6 Wye Park Expansion

Summary

Just as the Gas Light district can serve as a pronounced eastern gateway to downtown Cle Elum, Wye Park can serve a similar purpose as the downtown is entered from the West (or from the South off of interstate 90). The site study area is bounded on the west by Cle Elum Way, the north by 1st Street, and the existing Railroad to the south and a newly aligned West Railroad Street to the east. The site is currently a quiet open space that is underutilized and grassy. It is subject to flooding/run off issues particularly after winter snow melts. As a result, plans for this site must account for water run off and good water management techniques. This site represents an important crossroads where access to South Cle Elum and its amenities intersect with downtown Cle Elum. The Coal Mines trail is located across 1st Street to the north providing broader trail access & recreation and this park can connect to the John Wayne Trail and additional parks on the south side of the railroad including attractions in South Cle Elum's historic district. Recreation field/facilities and the South Cle Elum neighborhood are located just to the south and across the existing Railroad lines. This park should incorporate more passive recreation and function as a "connector" and gateway to the community.

Opportunities

- Stormwater Management
- Passive Recreation
- Path/Trail Connections
- Park/Open Space
- Kid/Child Friendly Playscape/Playground Areas
- Lighting
- Color/Graphics & Branding
- Greenery/Landscape
- Site Furnishings
- Hardscape/Paving



Wye Park Overview

Wye Park Existing Conditions

The picture below depicts the existing conditions of Wye Park.



Wye Park Concept Plan

The concept plan for the park uses a series of concepts that can easily be implemented over time. At the northern portion of the park is a small plaza which may include an information kiosk about the community and its trail network. Since this part of the park sits on high ground, it allows for a more formal gateway without impeding water flow or storage. Simple walking paths meander throughout the park. Landforms can be created in the park to create both visual interest, casual play areas while serving the dual purpose of acting as water retention devices. Portions of the park could be planted in wildflowers and be “no mow” areas to minimize ongoing maintenance costs. Small playgrounds and pavilions could be installed in the park over time. A walking trail would traverse the park connecting South Cle Elum to Cle Elum and begin to create a more formal link between the John Wayne Trail to the south and the Coal Mines Trail to the north. The adjacent railroad would be shielded with both a fence and a landscape buffer.



WYE PARK EXPANSION Concept

Wye Park Expansion Design Elements and Precedents

These examples show how informal landforms, non-mow areas, casual natural play equipment, and water can be incorporated into the park. Parks of this nature have many opportunities to creatively introduce land forms and landscaping that is suited to handling water when necessary but also be decorative and interesting throughout the year.



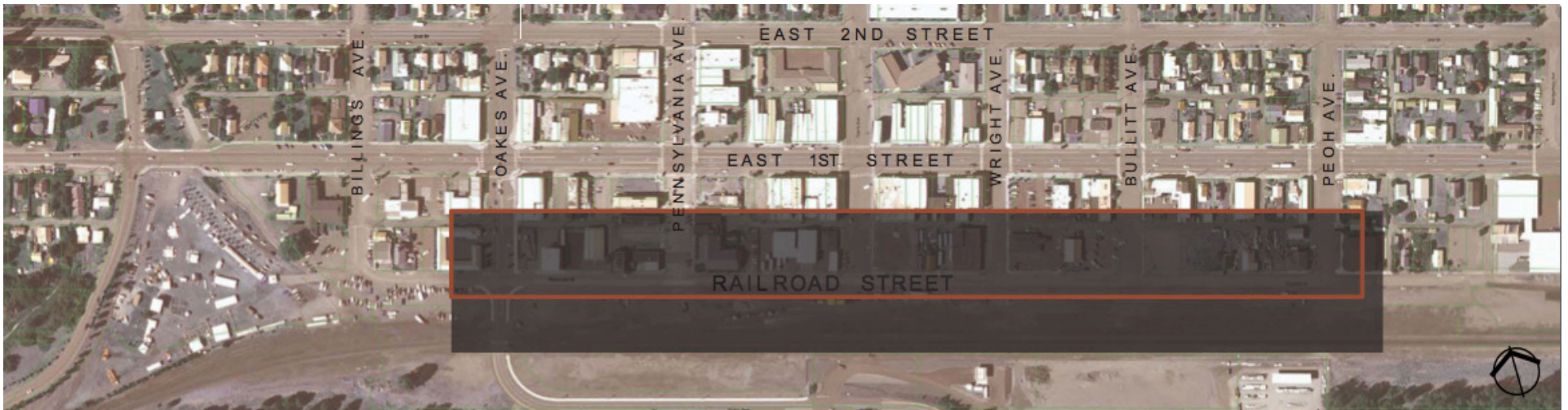
2.7 Railroad Street

Summary

The Railroad Street Corridor is located one block south of First Street. It is immediately adjacent to the northern edge of the existing railroad right of way. The railroad has begun and initiated leasing some of its right of way area that is no longer used for rail lines. These leases have been provided to the City of Cle Elum and private businesses primarily for the use of parking. The Railroad Street corridor can be characterized as a wide expanse and predominantly vacant area of open asphalt/gravel. There are currently no landscaped or green areas providing relief. During the winter months, the corridor and the vacant asphalt areas are often used for snow removal storage. This area is also used when the Snoqualmie Pass is closed as parking area (if possible).

Opportunities

- Off Street Parking
- Truck, RV, & Oversized Vehicle Parking
- Snow Storage
- Greenery, Some Landscape & Shade Relief
- Expanded Special Events Areas - As Needed



Railroad Street overview

Railroad Street Existing Conditions

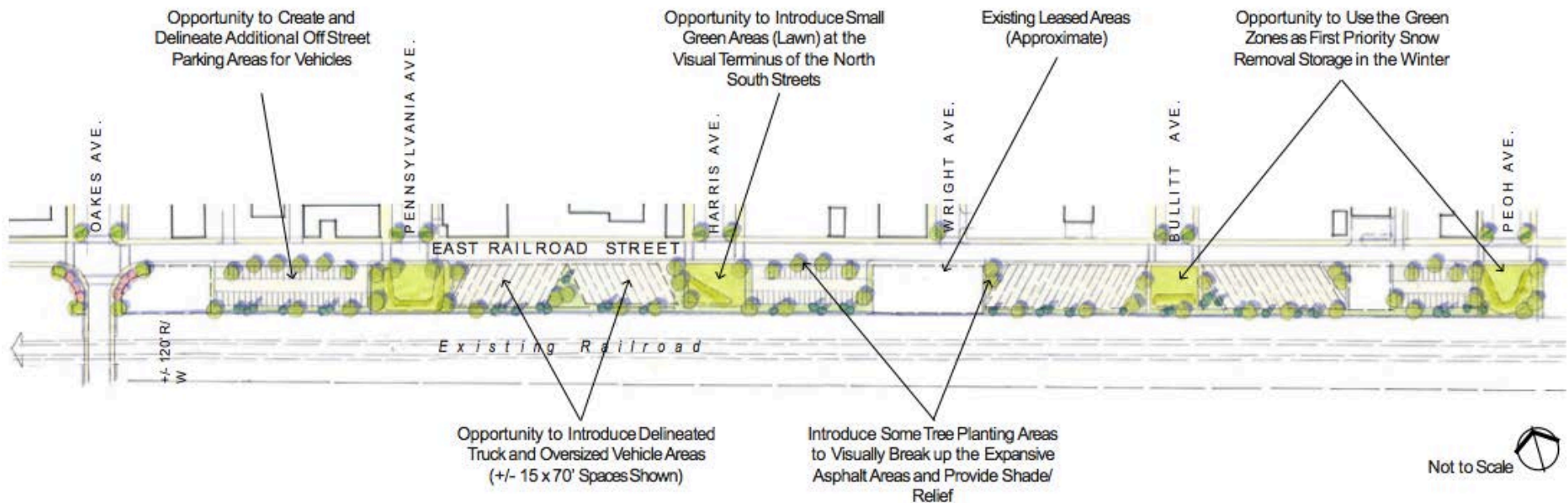
The pictures below depict the existing conditions along Railroad Street.



Railroad Street Concept Plan

The plan for Railroad Street does not try to dramatically change the nature of the land, but rather create a bit more formal way to allow for parking, snow removal and storage, improve the overall appearance of the corridor, and provide a safer separation between the active rail line and the parking area.

The parking lots along the corridor are arranged to accommodate both cars and oversized vehicles. In the summer months this would be helpful for travel trailers, horse trailers, and trucks while in the winter could serve as parking spots for tractor trailers. Between the parking areas are dedicated green spaces that terminate the views along Pennsylvania Avenue, Harris Avenue, Bullitt Avenue, and Peoh Avenue. These designated spaces can be used exclusively for snow storage during snow events. (Of course, the plan accounts for the concept that the truck and oversized vehicle areas may also be used during particularly large snow events. Some street trees are introduced with the recognition that these may need to accommodate snow removal. A more formal fence line and landscaping is shown on the southern portion of the property to clearly separate the railroad from the parking area.



RAILROAD STREET Concept

Before and After

These two buildings (205 and 207 East First Street) represent opportunities to explore how the existing vernacular of the architecture in downtown Cle Elum can be modified through façade improvements that would reinforce their character, and enhance the business visibility of the building's occupants. These buildings are currently home to the 509 Bakehouse and Warrior's Den.

Simple enhancements to 205 East First Street would include replacing the green shingles of spa building with a standing seam metal roof that would be more durable and add character to the street. The building has a natural position for a sign on the building façade that would accent the brick. Finally, more sedate colors would allow for harmony with next door buildings. For 207 East First Street, a simple painted sign on the blank façade would allow for more interest in the building. Both buildings should repaint the columns and fascia of each building to match their sign motif



Existing conditions



Potential future conditions

Before and After

The three bay brick building that is home to an Embroidery shop, a Screen Printer, and LPL Financial is one building that has a handsome façade that, with minor adjustments, could continue to add to the character of downtown.

A key option would be to replace the single long awning with three canopies that respect each of the three bays of the building. If possible, removing the awnings may allow for the restoration of the existing transom windows. The upper façade recesses were designed to hold signs so reintroducing signs in these panels would greatly enhance this building and provide additional visibility for the businesses.



Existing conditions



Potential future conditions

Before and After

215 East 1st Street in Cle Elum is home to Tuckaway Antiques. Again, this building has great opportunity to benefit from minor façade enhancements. Removing the large shingled sign protrusion would allow for the sign to be placed on the brick wall. Goose neck lamps could illuminate the sign. The existing roofline could remain in place.



Existing conditions



Potential future conditions

Before and After

201 East 1st Street has been a bank building in Cle Elum since 1906. Again, some simple suggestions for façade improvements could enhance this building. The simplest solution is to paint the window frames green and retain the existing sized awnings but use a green color. A second option replaces and resizes the awnings to respect the brick arches of building. The third and most advanced option would replace awnings with exposed transom windows and provide coverings via semi-circular canopies that would be more permanent in nature.



Existing conditions



Future conditions Option 1



Future conditions Option 2



Future conditions Option 3

Before and After

The potential for an infill building at the corner of Pennsylvania Avenue and 1st Street could reestablish this important corner as the centerpiece of downtown Cle Elum. The plan already identified that a temporary solution to this vacant spot is to have a pop up park in the space. Over time, an infill building would be ideal.



Existing conditions



The master plan respects that the historic preservation guidelines for Cle Elum may not allow for a building of this architectural detail. The point of this illustration is to show that a two story building could fit on the corner and allow for additional retail bays along with upper floor uses.



A single story building is another alternative.

Before and After

The southeast corner of Pennsylvania Avenue and 1st Street Represents an opportunity to create a long term infill building on this corner should the property owner ever wish to relocate. This corner was once a prominent location in the community as the home of the Travelers Hotel pictured to the right.

Historic preservation guidelines typically do not endorse creating “replica” buildings on a site and financial considerations would probably preclude building such a replica. However, an infill building on the site could be appropriate. The architecture of the building would need to be sympathetic in scale and window spacing to downtown. The use, however, is important to note as it relates to the opportunities shown in the market study to create an outfitters store in downtown Cle Elum.



Existing conditions



Potential future conditions



3.0

Wayfinding Plan

Cle Elum Wayfinding Plan

3.1 Introduction

Purpose

In June of 2017, the City of Cle Elum and the Cle Elum Downtown Association contracted with Arnett Muldrow & Associates develop a wayfinding master plan for the City of Cle Elum, Washington as part of an overall master plan for the community.

Overall project goals include the following:

- promote major community destinations;
- eliminate sign clutter that might confuse visitors to the community;
- cultivate the City of Cle Elum as a visitor destination and generate overnight stays;
- enhance tourism assets;
- reinforce to the local community the quality of life assets in the City; and
- develop an attractive, consistent signage system that reinforces Cle Elum's unique identity in the region.



Cle Elum Wayfinding Plan

3.2 Preliminary Analysis

Stakeholder Input

Arnett Muldrow & Associates (the “Consultants”) met with the wayfinding project steering committee to kick off the planning process in late summer of 2017.

During the steering committee meeting, the Consultants recorded responses to discussion questions posed by the Consultants. Participants were asked a series of questions surrounding two themes: one, wayfinding needs, issues, and opportunities; and two, project goals and objectives. In general, key themes identified by stakeholders included:

- Provide route guidance from three exits from Interstate 90 to guide visitors to attractions in Cle Elum;
- Create a visually-unified signage system;
- Generate signage templates for key community attractions;
- Curate the visitor experience within Cle Elum;
- Eliminate sign clutter that distracts motorists and detracts from the setting of the community;
- And generate local awareness and pride of amenities and assets.



Policy and Management

A key project goal is the establishment of wayfinding policy and management programs that will ensure the sustainability of the wayfinding plan and provide a roadmap for physical maintenance and system expansion over time.

Wayfinding Policy

A useful wayfinding policy will address two key issues:

- The inclusion and exclusion of potential destinations into the wayfinding system; and
- An assessment of the relative significance of qualifying destinations.

Types of Qualifying Destinations

To be considered for inclusion into the community wayfinding system for Cle Elum, a destination or attraction must clearly conform to one of the following categories:

- Architectural & Historical: Historic Sites
- Commercial: Downtown District, Shopping District
- Cultural & Institutional: Government Buildings, Health Care Centers, Libraries, Museums, Schools
- Recreational: Parks, Hiking/Biking Trails, Equestrian Facilities, Parks and Recreational Facilities
- Transportation: Airports, Parking Resources
- Visitor Services: Visitor Information Centers

If a destination or attraction fails to conform to one of the above categories, it should be excluded for consideration as a qualifying destination. Specifically, private businesses cannot be included on vehicular wayfinding signs per the Manual of Uniform Traffic Control Devices (MUTCD) and off-premise signs are not allowed per the City of Cle Elum code of ordinances. Most importantly, Cle Elum has a distinct opportunity to capitalize on the fact that a state highway runs through the core of the community from end to end and a consistent, clear, and concise sign system will enhance the visitor experience on the whole while reducing sign clutter.

Scoring Criteria for Qualifying Destinations

If an attraction or destination conforms to one of the qualifying categories for destinations, it has been considered for inclusion into the Cle Elum wayfinding system. A qualifying attraction or destination has then been rated according to a scoring matrix based on the below criteria. The attraction or destination under consideration has registered a minimum score of nine (9) to be included in the wayfinding system. Future signs or attractions should use this same scale and would be considered by the City on a case by case basis.

Size of Attraction: Score based on number of full-time employees

- 10 or fewer 1
- 11-49 2
- 50 or more 3

Access to Attraction: Score based on ease of access via roads and entrances

- Unmarked and unpaved/no entrance 0
- Entrance poorly marked and/or unpaved entrance/access 1
- Clearly marked entrance with paved entrance/access 2

Parking Resources: Score based on number of parking spaces or nearby on-street parking

- No on-site or nearby on-street parking 0
- Nearby on-street parking only 1
- Dedicated parking lot with 10 or fewer spaces 2
- Dedicated parking lot with 11 or more spaces 3

Seasonality: Score based on annual availability or access to destination on an annual basis

- 6 months or less 1
- 6-9 months 2
- 9-12 months 3

Hours of Operation: Score based on weekly availability or access

- 0-20 hours/week 1
- 20-40 hours/week 2
- 40 or more hours/week 3

Significance of Attraction: score based on local, regional, or national importance

- Local significance 1
- Regional significance 2
- National significance 3

System Management

The day-to-day and long-term management of a wayfinding system will require a commitment from the City of Cle Elum's elected leadership as well as leaders from various city departments. These stakeholders will work together to manage the physical and administrative elements of the wayfinding program.

Day-to-Day System Management

The City of Cle Elum should assign a department to manage the wayfinding system. This department would be responsible for scheduled system maintenance, including cleaning and repair to minor damage of system components. This department would also review the system status, address maintenance or repair issues, and discuss and recommend (if needed) action to alter, modify, or expand the existing system. Future design services can be managed by the department or through an as-needed services contract with a qualified firm.

Long-Term System Management

The City of Cle Elum will be required to manage, and allocate additional funds to an ongoing wayfinding management program. Between ten and fifteen percent of the funding for project implementation should be earmarked for long-term system repair, replacement, and expansion. The City of Cle Elum may be required, on occasion, to contribute additional funds to ensure the system is adequately maintained.



System Infrastructure

The process used to determine the routes to Cle Elum destinations consisted of identifying two types of roads: Major Routes and Circulator Routes.

Major Routes

Major routes are the roads that bring most of the traffic into Cle Elum. Based on an analysis of daily traffic counts (AADT = Annual Average Daily Traffic) for all highways with an Interstate, US, or WA State Highway designation, most visitor trips will be routed from the Interstate 90 exit 84 eastbound onto West 1st Street, Interstate exit 84 westbound onto Oakes Avenue, and both east and westbound exit 85 onto WA 10/970. First Street becomes the Major Route throughout the City. (Below in Green)

Circulator Routes

Circulator Routes form an internal connective network of roads that link Major Routes to wayfinding destinations. Circulator Routes also provide access from Major Routes to Destination Routes, the roads that lead to individual destinations. Circulator Routes are characterized by reasonably high traffic volumes in urban areas and by being the principal access ways in rural areas. In Cle Elum, Circulator Routes include West Second Street, South Cle Elum Way, West Railroad Street, Oakes Avenue, and WA 10/970. (Below in Blue)

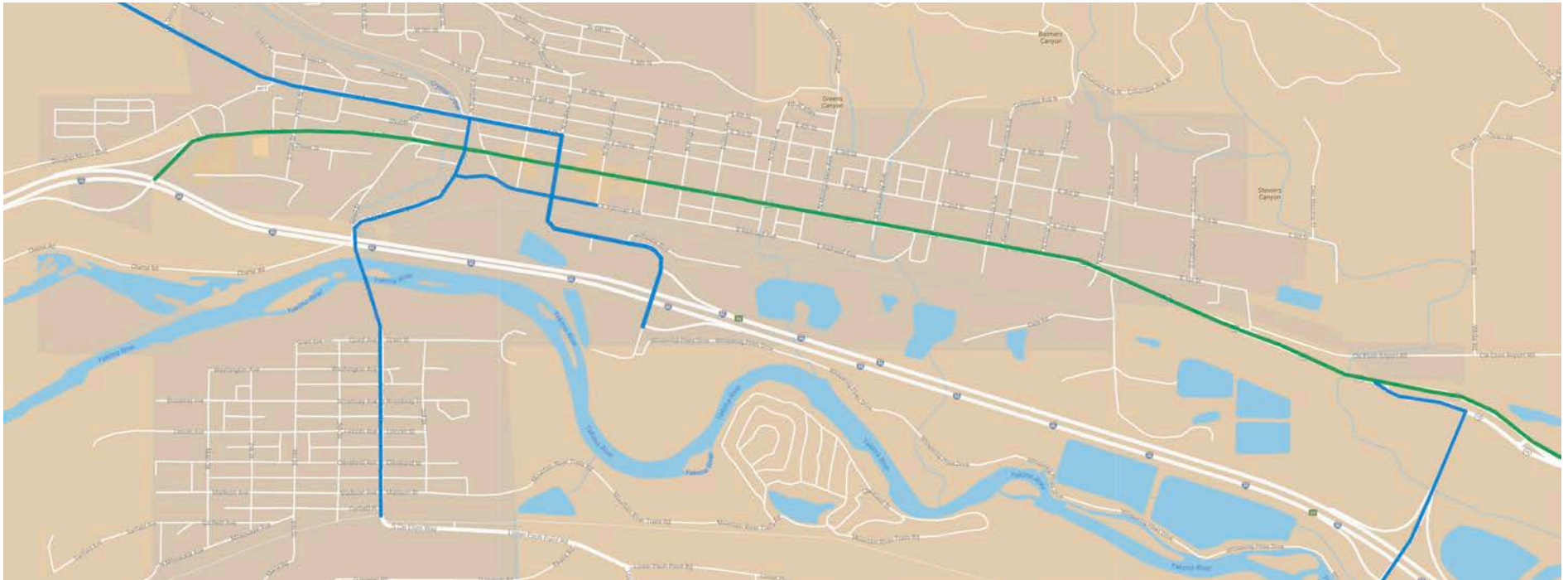


Figure 1 Major & Circulator Routes

Cle Elum Wayfinding Plan

3.3 System Design

Design Elements

The Consultants worked with the wayfinding project steering committee to edit, refine, and finalize artwork for the wayfinding system. Important considerations included the following design elements. Many of the design elements are drawn from the recommended brand identity for Cle Elum, which has been embraced by the City of Cle Elum.



Figure 2: Cle Elum Wordtype on Sign Panel Header

Font

The wayfinding system for Cle Elum uses the Highway Gothic font, which should be utilized for vehicular signage, which is intended for viewing by people in motorized vehicles along public roadways. The cap height for sign copy must be six inches for signs in speed zones thirty miles-per-hour and above. The cap height must be four inches for speed zones less than thirty miles-per-hour.



Figure 3: Highway Gothic

The second approved font is Helvetica Neue, which should be utilized for pedestrian and destination signage that may be installed in the future as part of the streetscape project. This typeface is intended for viewing by people on foot or non-motorized vehicles outside the public right-of-way, so the cap height is not subject to MUTCD regulations and can vary based on use. Helvetica Neue should also be utilized for destination markers, which are on-site signs that identify specific destinations included in the wayfinding system.

ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz

Figure 4: Helvetica Neue

Color Palette

The approved color palette for Cle Elum’s wayfinding draws directly from the existing brand palette for the City of Cle Elum. It is important to note that shades of red, orange, and yellow may not be used as sign backgrounds, as these colors may resemble regulatory signage and may confuse and endanger motorists.



Figure 5: Color Palette

Icons

The following icons are approved for usage in the Cle Elum wayfinding system:

- The Police badge will be used to indicate the direction to the nearest Police Station.
- The fish hatchery symbol will be used to designate the State Fish Hatchery.
- The airplane icon will be used to direct motorist to the Airport.
- The restroom symbol will be used on select signs close to the public restrooms on 1st Street.
- The hospital “+” will be used at the future location of an emergency clinic.
- The commonly-acknowledged information icon “i” should be used in conjunction with a Visitor Information Center.
- The boat launch symbol is included on this page but not within the system itself as detailed in the report.

Other icons may be considered as well.

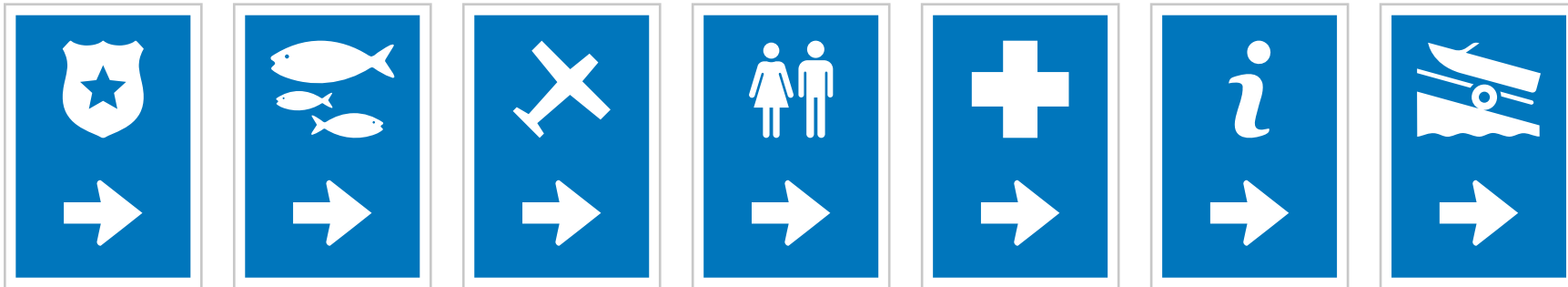


Figure 6: System Icons

Arrows

It is recommended that Type D arrows, shown below, should be used in all motorist-oriented signage in the Cle Elum wayfinding system. For future pedestrian-oriented trailblazers, an alternate set of arrows, also shown below, should be utilized when a pedestrian system is installed with the streetscape.

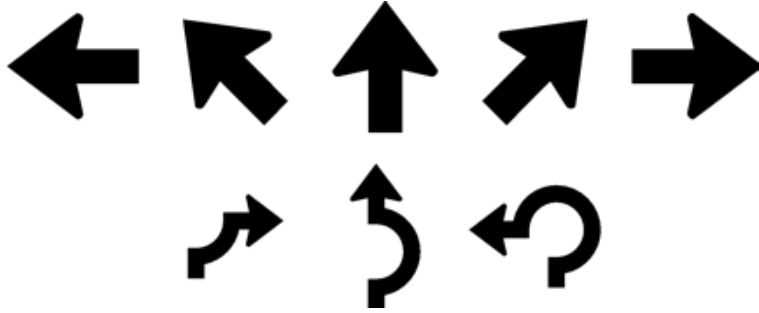


Figure 7: Vehicular Directional Arrows



Figure 8: Pedestrian Directional Arrows

Materials

Pole-Mounted Signage

- Sign panels should feature custom, digitally-printed layouts with 3M UV-cured inks over 3M Engineer Grade Reflective Sheeting. This should be overlaid with 3M ElectroCut Film. Panels should use metal consistent with WSDOT regulations.
- Breakaway posts and decorative post features should be constructed of MUTCD-specified, WSDOT-approved powder-coated metal. Signs installed in pedestrian areas should also include a decorative slip jacket (a lightweight housing that covers the breakaway hardware) at the base of the post. The slip jacket may be specified to match existing light standards and other street furniture.
- Signs on existing light standards may be used with City of Cle Elum and/or WSDOT approval.
- All installed signs should meet federal and state requirements for minimum height and breakaway features. Minimum height for the bottom edge of directional trailblazers and parking signs is seven feet above grade.

Sign Typology

The wayfinding system is composed of several unique sign types, which serve different functions. The signs illustrated below should be considered “typical” for each sign type. The sign typologies are as follows and are depicted on the following page:

- **Banners:** to be used for seasonal events and/or decoration to create a consistent look throughout the community.
- **Parking Directional Signs:** to be pole mounted on existing fixtures or installed stand alone poles to direct vehicles to parking resources whether on or off street. These are not included in the plan maps as parking resources may evolve as the streetscape is completed.
- **Low Speed Vehicular Trailblazers:** for speeds at or below 25 miles per or at signed intersections on roads controlled by WSDOT. These signs are ideally suited for downtown destinations and are limited to three destinations per sign face. These signs may also use icons as mentioned on page 73 to demarcate destinations where such icons are commonly known.
- **High Speed Vehicular Trailblazer:** for speeds over 25 miles per hour on roads controlled by WSDOT. These signs are suited for routes leading into the core of the community and are also limited to three destinations per sign face. These signs may also use icons similar to those illustrated on page 73 and described above.
- **Pedestrian Trailblazer:** these signs are oriented for pedestrians and do not need to follow MUTCD regulations except that they may NOT be retro-reflective. This plan does not address pedestrian signs but these are provided for illustrative purposes only and may be deployed during streetscape construction. Most communities limit these signs to public amenities while others allow for private sector purchased sign slats that may be considered. The nature of these signs do not require that they meet the same criteria of the vehicular signs.
- **Single Post Mounted Gateway Sign:** these signs are designed for areas where rights of way limitations constrict the size and placement of the sign. Typically, these signs are used to demarcate a district such as downtown in the case of Cle Elum.
- **Double Post Mounted Gateway Sign:** these signs may be used as community gateway signs if the community does not opt to construct a monument sign. No monument signs are identified in this plan as it recommends the double posted signs at gateways.
- **Park/Attraction Gateway Sign (double and single):** these signs demarcate entrances to facilities and may include multiple names. Icons may also be used to demarcate amenities to be found inside the destination such as a hiking trail, boat ramp, ball fields, or picnic shelters. These signs may be pole mounted or on monument signs as desired by the community.
- **Destination Markers:** Destination markers which are outside the purview of this plan thus not illustrated on the following page are signs located at a particular destination. They may be signs affixed to a building (City Hall) or signs marking the entrance to a park or amenity.

Sign Typology Illustration



Figure 9: Sign Typology

System Destinations/Markers

The Consultants coordinated with the client team to edit, refine, and finalize the destinations to be included in the wayfinding system. These destinations are divided into two categories based on their overall significance as a visitor destination, with Tier One being the most significant and Tier Two the least significant to the wayfinding system.

Tier One Destinations/Markers

Tier One destinations/markers are qualifying destinations that meet all requirements of scoring criteria for eligible destinations or attractions and should be included in motorist directional signage. Tier One destinations will require directional trailblazer signage from Major Routes, Circulator Routes, and Destination Routes to direct visitors to the destination.

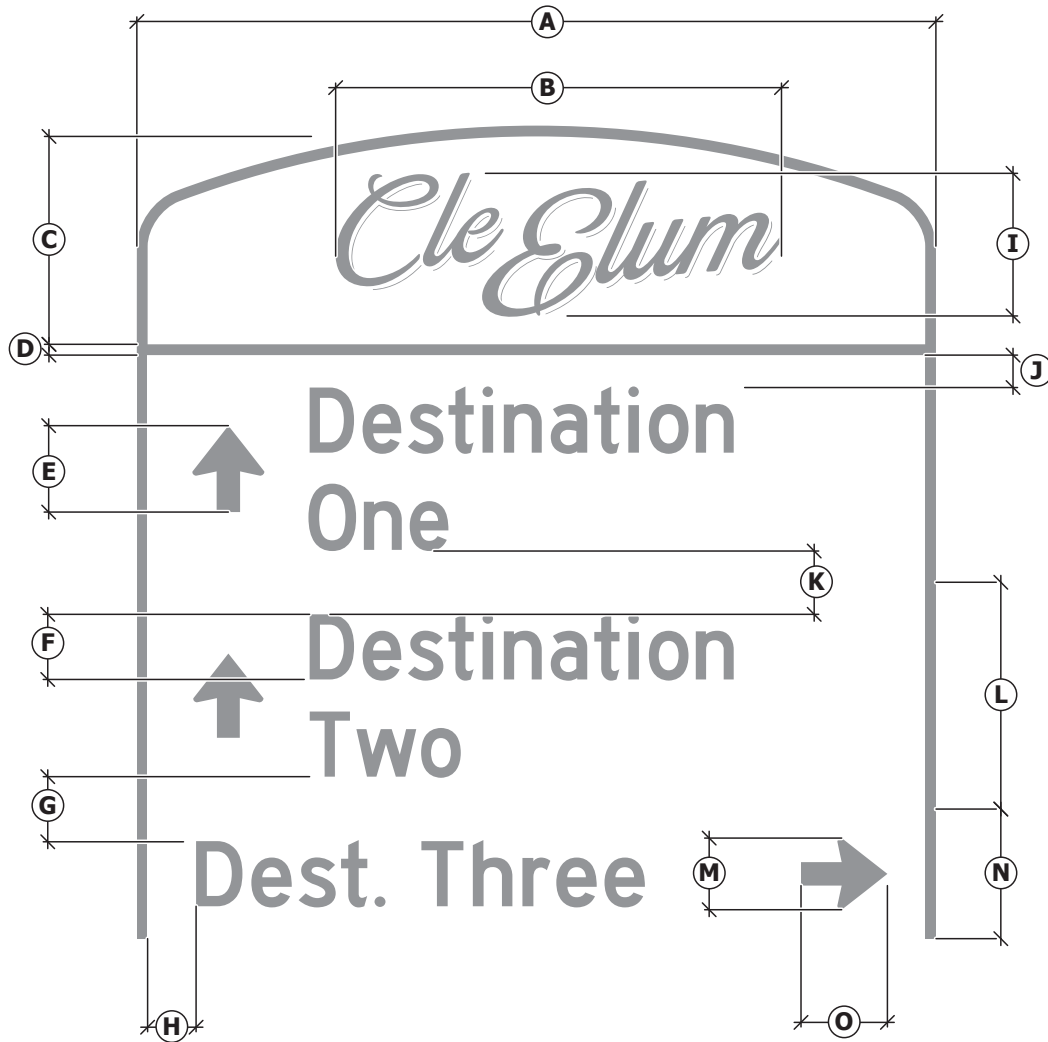
Tier Two Destinations/Markers

Tier Two destinations/markers are qualifying destinations that meet all requirements of scoring criteria for eligible destinations or attractions and should be included in motorist directional signage. Tier Two destinations will require a directional trailblazer when a turn is necessary and may be included in a directional trailblazer when a directional trailblazer is required because of a Tier One destination.

Destination Marker Signs

The City of Cle Elum should consider placing consistent destination marker signs for each of the destinations identified in the lists above. These may be placed on buildings themselves, at entryways to parks and trails, on the street at locations such as the Visitors Center and public restrooms, and where necessary use the appropriate icon to match that of the wayfinding system. This can be phased in over time. Some signs may be monument type signs for larger parks or destinations.

Sign Specifications



	High Speed	Low Speed
A	74"	55.5"
B	42"	31.5"
C	20"	15"
D	1"	0.75"
E	8"	6"
F	6"	4.5"
G	6"	4.5"
H	4.5"	3.375"
I	13"	9.75"
J	3"	2.25"
K	6"	4.5"
L	21"	15.75"
M	6.75"	5"
N	12"	9"
O	8"	6"

Directional Sign Placement

Wayfinding signage should be installed in locations per MUTCD regulations and pending City of Cle Elum and/or WSDOT approval. Sign location diagrams for “typical” intersections in Cle Elum are displayed below.

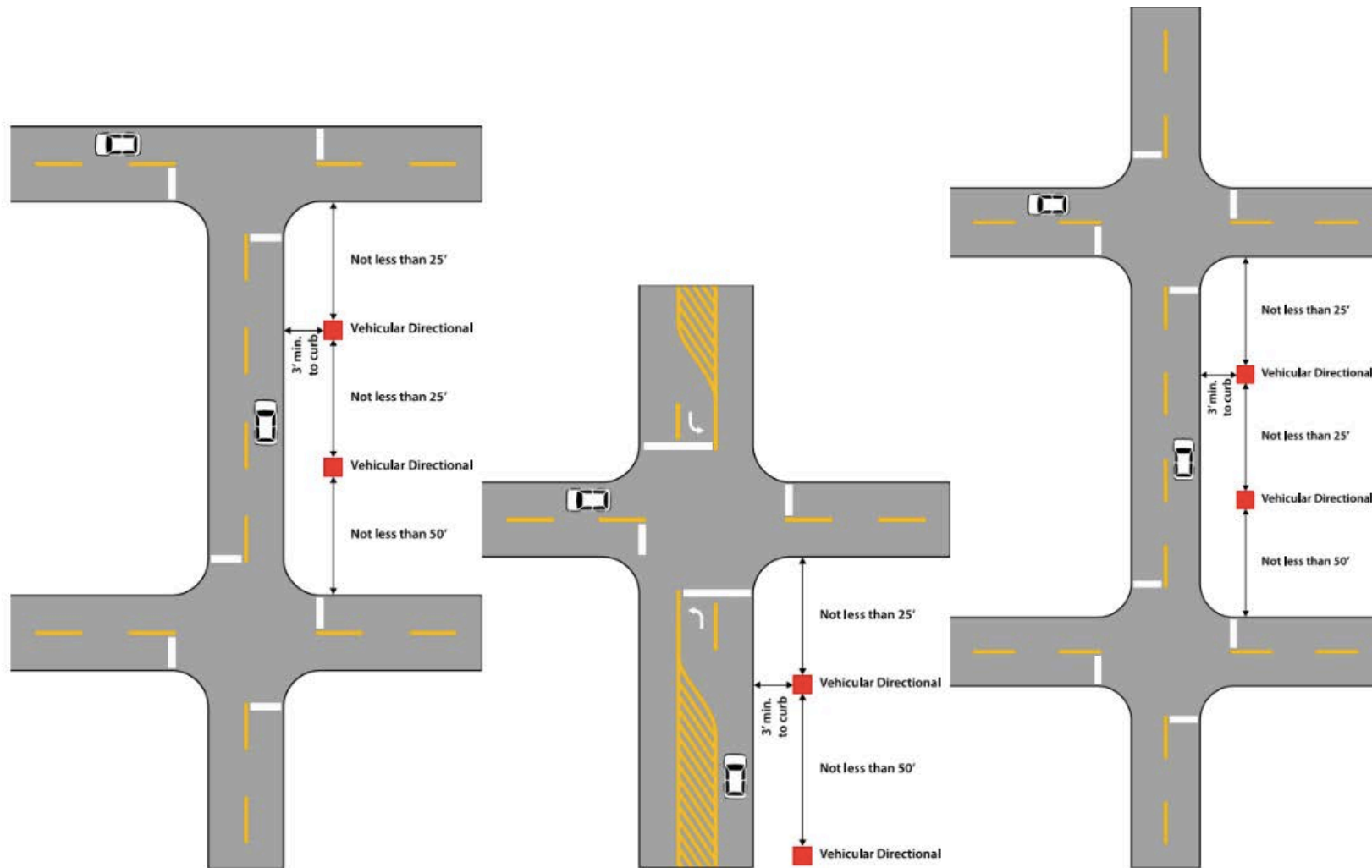


Figure 10: Typical Sign Placement Diagrams

Cle Elum Wayfinding Plan

3.4 Sign Schedule

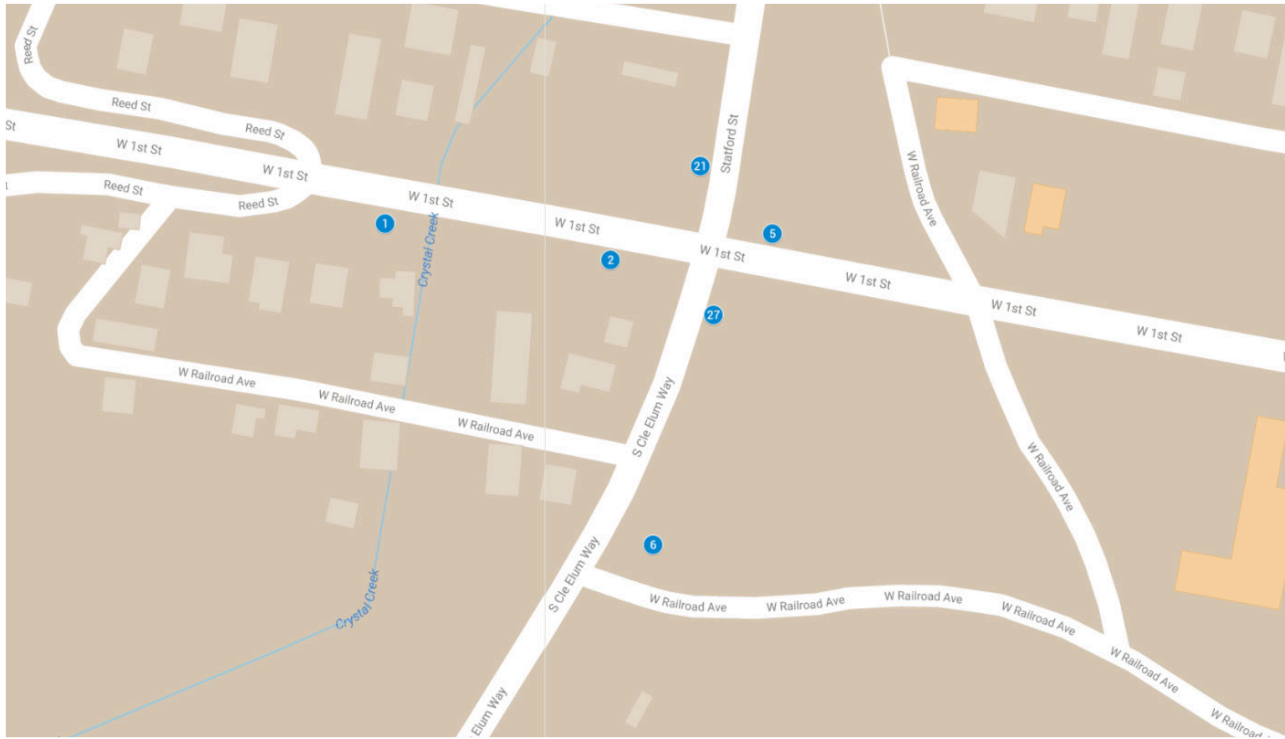
The sign schedule for Cle Elum combines the key routes, decision points, and destinations into signage content, location, and type. The sign schedule for Cle Elum is detailed throughout this chapter as a series of exhibits that combine maps and tables to detail relevant information in an easy-to-comprehend format.

The sign schedule maps provide aerial views of roadways and existing development throughout the city. The sign schedule tables detail the system directional trailblazers and gateways. Each sign schedule table provides a unique code for each sign, additional details regarding the sign typology, the general location of the sign.

The table for directional trailblazers also includes the content of each sign panel. This content includes the name of one, two, or three destinations (no more than three destinations are permitted), along with directional arrows for each destination. The directional arrows in the table are represented by the following symbols: “<” is left, “>” is right, “^” is straight ahead.

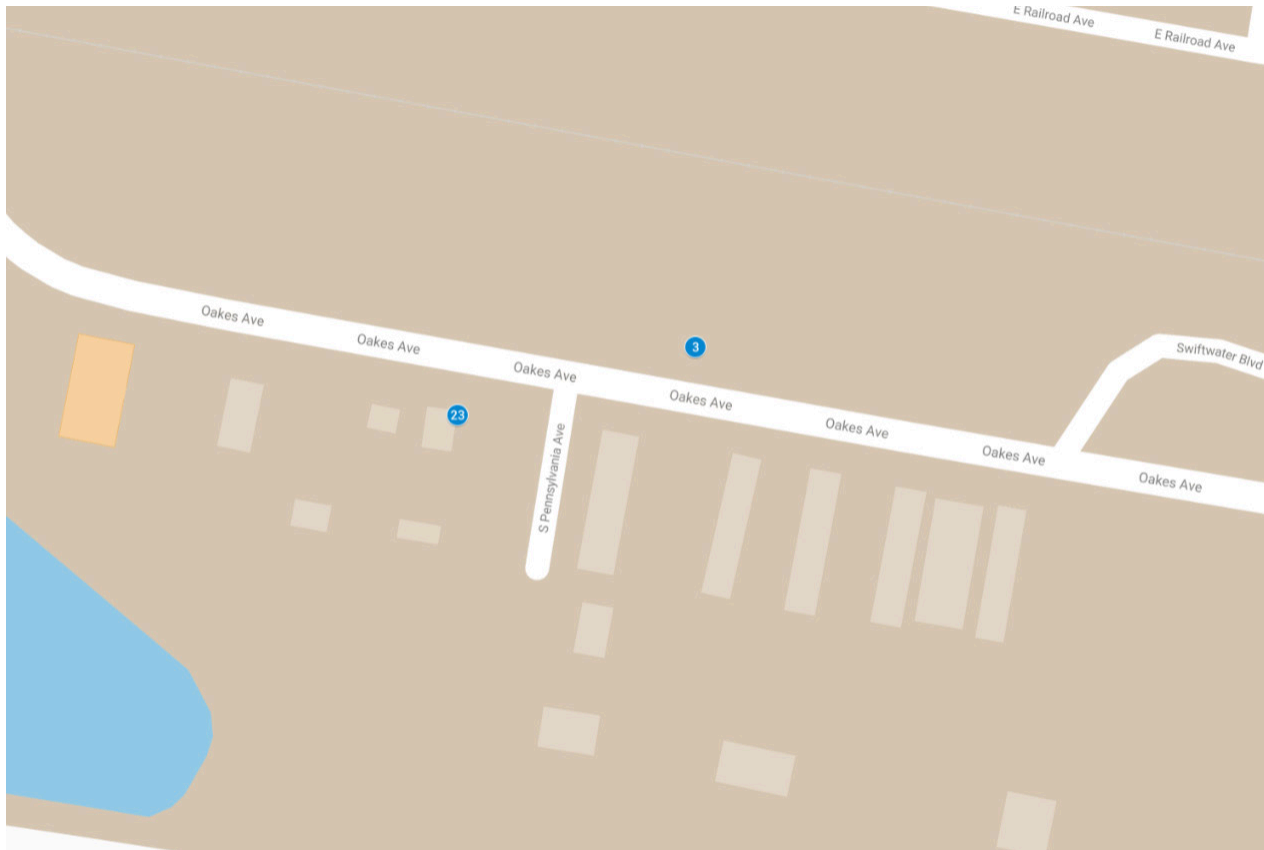
All of the maps illustrated in the sign schedule below are included in an interactive Google Map which has been shared with the client team. The City of Cle Elum should consider converting this map to its GIS (Geographic Information System) to ensure its longevity and flexibility for future sign additions should new attractions be added. Arnett Muldrow & Associates makes no guarantee that the Google Map will remain in place in perpetuity.

West 1st Street and Cle Elum Way



Sign #	Direction	Destination 1	Dir.	Destination 2	Dir.	Destination 3	Dir.	Destination Icon 1	Dir.	Destination Icon 2	Dir.
1	DT EB	Downtown	^	Visitor Center (I)	^	Coal Mines Trailhead	<				
2	DT EB	Fireman's Park/ Memorial Park	>	Iron Horse Park/ John Wayne Trail	>	South Cle Elum Historic District	>	Hatchery Icon	>		
5	DT WB	Shopping/Dining	^	South Cle Elum Historic District	<	Fireman's Park/ Memorial Park	<	Hatchery Icon	<		
6	DT WB	Fireman's Park/ Memorial Park	<	South Cle Elum Historic District	<	Iron Horse Park/ John Wayne Trail	<	Hatchery Icon	<		
21	DT SB	South Cle Elum Historic District	^	Iron Horse Park/ John Wayne Trail	^	Downtown	<	Hatchery Icon	^	Information Icon	<
27	DT NB	Downtown	>	Shopping/Dining	<	Washington State Horse Park	<				

Oakes Avenue



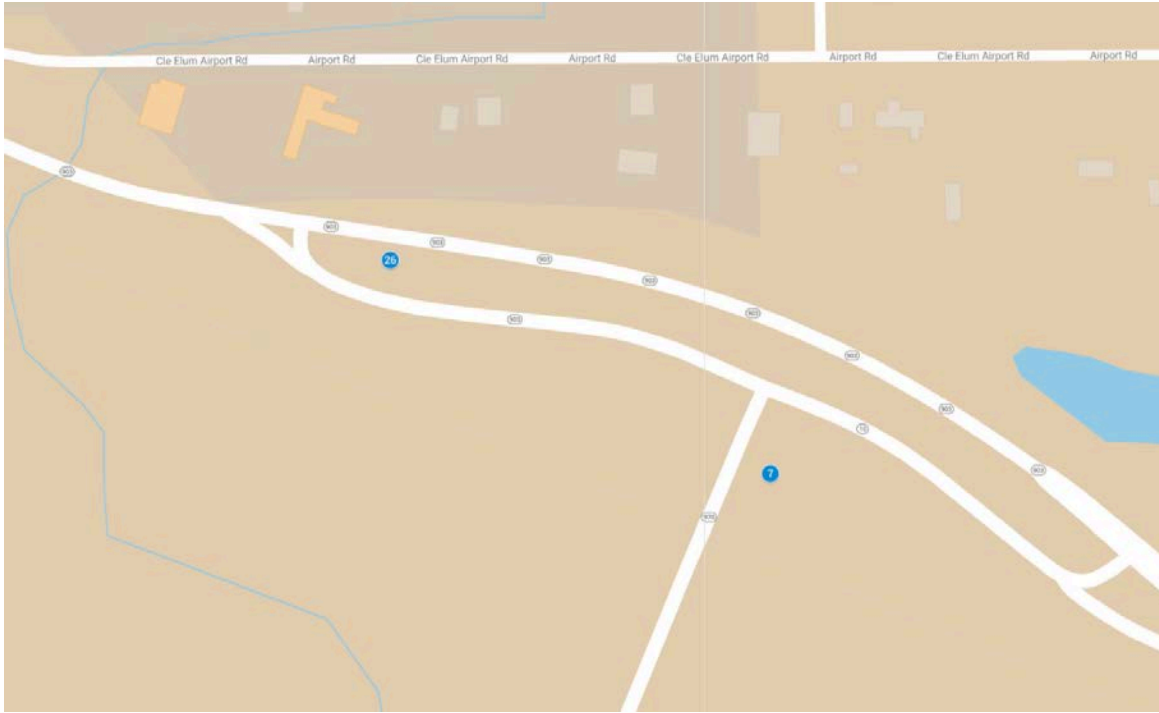
Sign #	Direction	Destination 1	Dir.	Destination 2	Dir.	Destination 3	Dir.	Destination Icon 1	Dir.	Destination Icon 2	Dir.
3	DT WB	Downtown	^	Visitor Center (I)	^	Parks/Trails/ Museums	^				
23	DT EB	Hanson Ponds Park	^	Disc Golf Course	^						

1st Street, 2nd Street, and Oakes Avenue



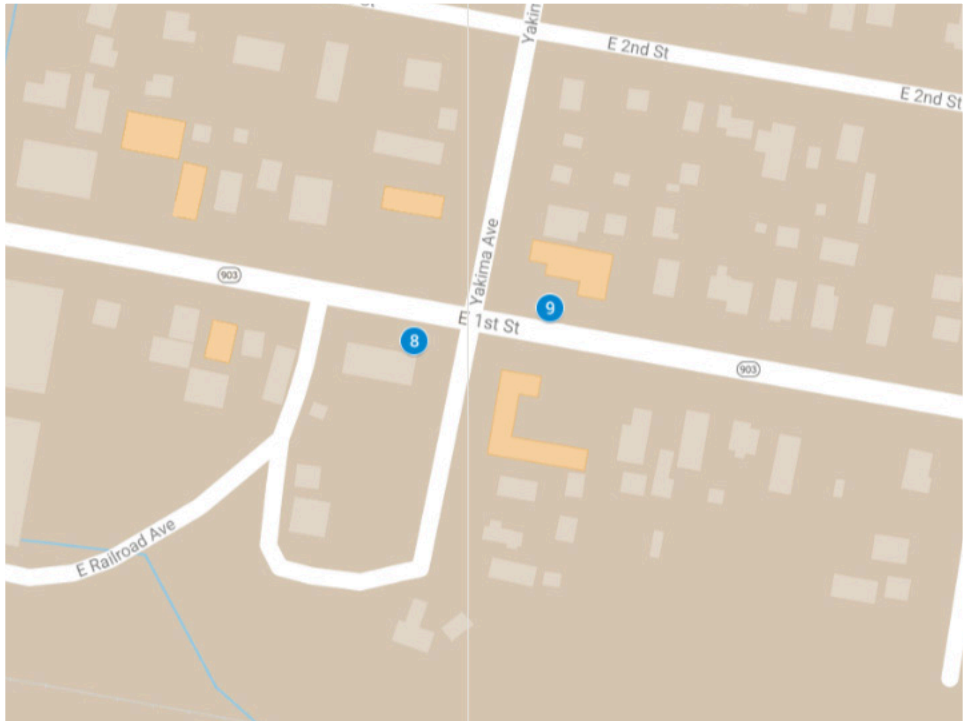
Sign #	Direction	Destination 1	Dir.	Destination 2	Dir.	Destination 3	Dir.	Destination Icon 1	Dir.	Destination Icon 2	Dir.
4	DT NB	Fireman's Park/ Memorial Park	<	South Cle Elum Historic District	<	Iron Horse Park/ John Wayne Trail	<	Hatchery Icon	<		
10	DT WB	Carpenter House Museum/Gallery	>	Coal Mines Trailhead	>	School Complex	>				
15	DT NB	Carpenter House Museum/Gallery	<	Coal Mines Trail	<	School Complex	<				
22	DT EB	Library	^	Downtown	>						
24	DT NB	Carpenter House Museum/Gallery	^	Washington State Horse Park	<	Telephone Museum	>	Information Icon	<		
25	DT WB	City Park	^	Cemetery/ Douglas Munro Memorial	^	Carpenter House Museum/Gallery	>				
28	DT EB	Telephone Museum	^	Carpenter House Museum/Gallery	<			Restroom Icon	^		

970 and 903



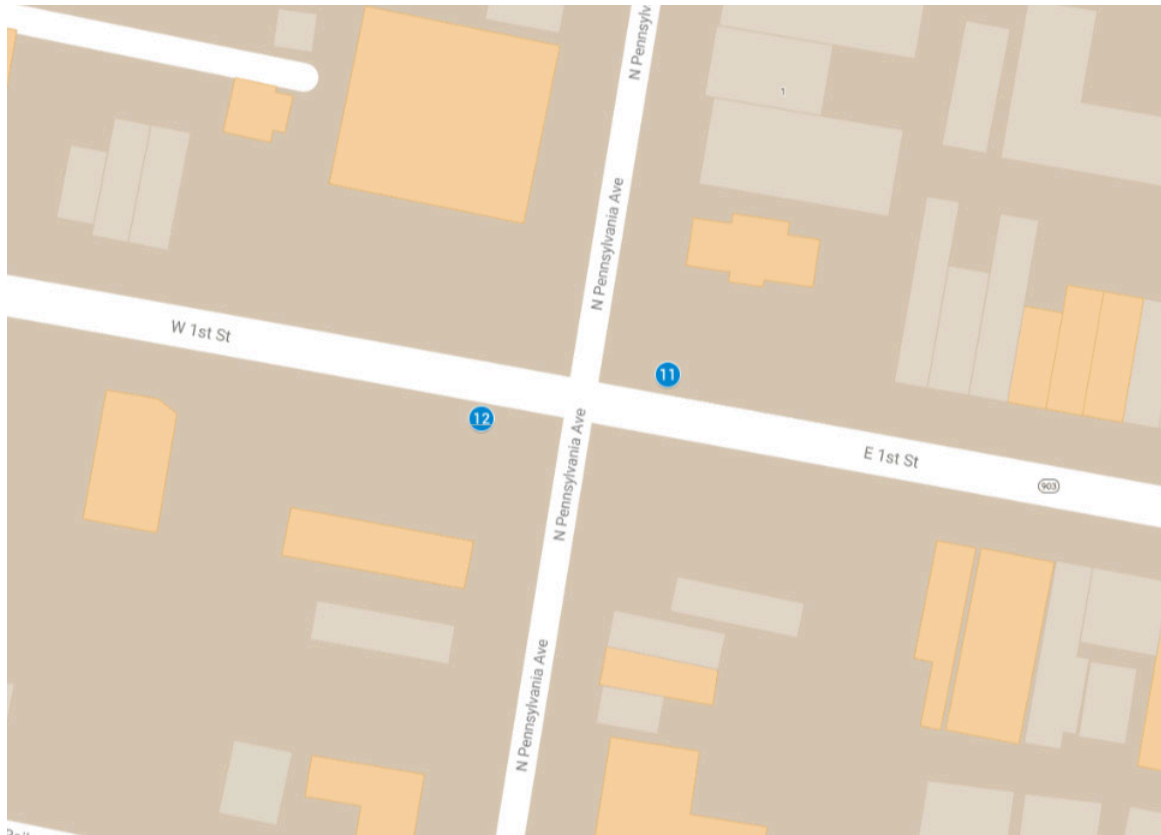
Sign #	Direction	Destination 1	Dir.	Destination 2	Dir.	Destination 3	Dir.	Destination Icon 1	Dir.	Destination Icon 2	Dir.
7	DT NB	Downtown	<	Visitor Center (I)	<	Parks/Trails/ Museums	<				
26	DT NB	Downtown	<	Visitor Center (I)	<	Parks/Trails/ Museums	<				

East 1st Avenue and Yakima Avenue



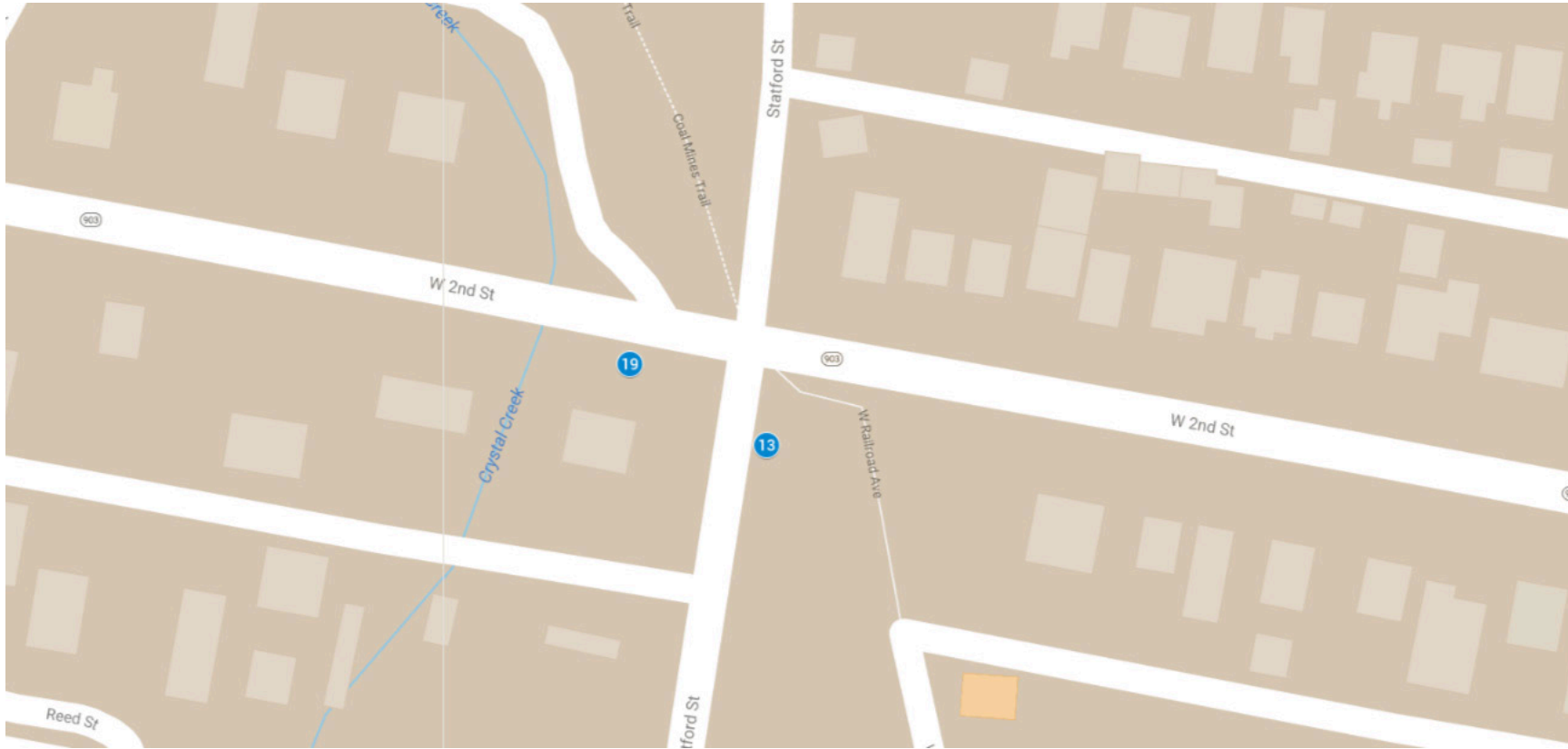
Sign #	Direction	Destination 1	Dir.	Destination 2	Dir.	Destination 3	Dir.	Destination Icon 1	Dir.	Destination Icon 2	Dir.
8	DT EB	Centennial Senior Center/ Park	<					Airport Icon	^		
9	DT WB	Visitor Center (I)	^	Parks/Trails/ Museums	^	Centennial Senior Center/ Park	>	Restroom Icon	^		

1st Avenue and Pennsylvania Avenue



Sign #	Direction	Destination 1	Dir.	Destination 2	Dir.	Destination 3	Dir.	Destination Icon 1	Dir.	Destination Icon 2	Dir.
11	DT WB	Visitors Center (I)	^	Library	>						
12	DT EB	Library	<	Centennial Senior Center/Park	^			Airport Icon	^	Restroom Icon	^

2nd Street and Stratford Street



Sign #	Direction	Destination 1	Dir.	Destination 2	Dir.	Destination 3	Dir.	Destination Icon 1	Dir.	Destination Icon 2	Dir.
13	DT NB	School Complex	<	City Park	<	Coal Mines Trail	^				
19	DT EB	Downtown	^	South Cle Elum Historic District	>	Iron Horse Park/ John Wayne Trail	>	Hatchery Icon	>	Information Icon	>

1st Street and 2nd Street



Sign #	Direction	Destination 1	Dir.	Destination 2	Dir.	Destination 3	Dir.	Destination Icon 1	Dir.	Destination Icon 2	Dir.
14	DT WB	School Complex	^	Cemetery/Douglas Munro Memorial	<	Washington State Horse Park	<				
16	DT WB	Washington State Horse Park	^	Shopping Dining	<	City Park	>	Hospital Icon	<		
17	DT EB	Downtown	^	Cemetery/Douglas Munro Memorial	<	Washington State Horse Park	<	Forest Service Icon	<		
18	DT EB	Downtown	^	City Park	<			Hospital Icon	>	Police Icon	<
29	DT EB	Downtown	^	Parks/Trails/Museums	^	Washington State Horse Park	>	Information Icon	^		
30	DT NB	School Complex	<	Cemetery/Douglas Munro Memorial	<	Washington State Horse Park	<	Police Icon	<		

903 and Airport Road



Sign #	Direction	Destination 1	Dir.	Destination 2	Dir.	Destination 3	Dir.	Destination Icon 1	Dir.	Destination Icon 2	Dir.
20	DT WB	Downtown	^	Visitor Center (I)	^	Parks/Trails/Mu-seums	^	Airport Icon	>		

Gateway Signs



Cle Elum Wayfinding Plan

3.5 Implementation

Ideally, the signs in the program would be implemented in one budget cycle. However, many communities opt to phase in signs over time. In the case of Cle Elum, the following phasing approach should be used if needed:

- Priority One: Vehicular Directional system. If phasing needs to be broken down further, Cle Elum should concentrate on one corridor at a time with Trailblazing signs. (For example from one exit into downtown first, then the next, and so forth. This plan does not specify which corridor should be the first priority as this would be dictated by the budget)
- Priority Two: Gateways which can be implemented in phases with double post gateways implemented first and single post gateways implemented second.
- Priority Three: Pedestrian and Parking Oriented Signs which can be implemented as the streetscape is implemented, this plan does not address the details of a Pedestrian oriented system.

	Count	Type	Unit Cost	Total Unit Cost	Unit Installation Cost	Total Unit Installation Cost	Total Cost	
	32	Vehicular Directional	\$1,200.00	\$38,400.00	\$400.00	\$12,800.00	\$51,200.00	
	5	Gateways	\$5,000.00	\$25,000.00	\$400.00	\$2,000.00	\$27,000.00	
Estimated	4	Pedestrian Map	\$800.00	\$3,200.00	\$400.00	\$1,600.00	\$4,800.00	
Estimated	4	Parking Directional	\$400.00	\$1,600.00	\$200.00	\$800.00	\$2,400.00	
Estimated	4	Pedestrian Directional	\$1,200.00	\$4,800.00	\$400.00	\$1,600.00	\$6,400.00	
				\$73,000.00		\$18,800.00	\$91,800.00	Low Estimate Total

	Count	Type	Unit Cost	Total Unit Cost	Unit Installation Cost	Total Unit Installation Cost	Total Cost	
	32	Vehicular Directional	\$2,200.00	\$70,400.00	\$600.00	\$19,200.00	\$89,600.00	
	5	Gateways	\$10,000.00	\$50,000.00	\$600.00	\$3,000.00	\$53,000.00	
Estimated	4	Pedestrian Map	\$1,200.00	\$4,800.00	\$600.00	\$2,400.00	\$7,200.00	
Estimated	4	Parking Directional	\$1,200.00	\$4,800.00	\$600.00	\$2,400.00	\$7,200.00	
Estimated	4	Pedestrian Directional	\$2,200.00	\$8,800.00	\$600.00	\$2,400.00	\$11,200.00	
				\$138,800.00		\$29,400.00	\$168,200.00	High Estimate Total

Cle Elum Wayfinding Plan

3.6 Concluding Remarks

This document represents a plan for Cle Elum to implement a cohesive way to curate visitor traffic in the community. It will serve several purposes:

1. It will reduce sign clutter allowing for motorists to better navigate through the community.
2. It will demarcate more destinations on fewer signs.
3. It will bring the sign system in compliance with Federal and State guidance for wayfinding signs as enumerated in the MUTCD.
4. It will reinforce to locals and visitors alike the amenities available in Cle Elum.

This sign system is not designed to be exhaustive in nature. As amenities are added, relocated, or enhanced, this plan provides all of the necessary criteria to evaluate the inclusion and implementation of such changes. Implementation of this plan should be coordinated with an experienced sign fabricator, installer, and with regulatory agencies at the municipal, state, and local level. Arnett Muldrow & Associates, Ltd. provides this plan as a tool to be used within the framework of the MUTCD and accepted practices nationally and does not assume any liability for failure to adhere to state and federal regulations not included in this plan.

