



QUEETS VILLAGE RELOCATION VISION:

A Community Vision for a Safe Future Queets

We are truly humbled and honored by the opportunity to work on this project. The stories, time, and enthusiasm that Queets people have shared with us will remain a reminder of the strong importance of relationship building. We came into the project with the understanding that we would deliver a project in five months, but what we found was that the friendships we made along the way are much more important. We want to thank the Queets community for putting their trust in us for doing this work.

ACKNOWLEDGMENTS

We would like to offer a special thanks to those individuals who graciously made themselves available to help shape critical pieces of our community engagement process. We hope that this plan document can accurately represent the needs, desires, and values of the Queets community, as well as the events and experiences we shared with members of the Queets community.



RIPPLE PLANNING



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Jesse Kowoosh, thank you for literally opening doors for us in the community.

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Linda Colleen Reeves, thank you for letting us garden with you.

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EXECUTIVE SUMMARY

This document constitutes the Queets Village Relocation Vision. It is a community-informed vision plan for the relocation of the Lower Village of Queets, WA, a part of the Quinault Indian Nation. The Lower Village is to be relocated out of the tsunami inundation zone. The vision plan addresses the adaptations and changes needed for the safe and culturally appropriate development of housing, infrastructure, and community buildings outside of the tsunami inundation zone.

The need to relocate the Lower Village of Queets becomes more urgent as sea levels rise and awareness of past earthquakes and tsunamis caused by the Cascadia Subduction Zone grows. Queets is already subject to minor flooding during storms. In the event of a 9.2 earthquake caused by the Cascadia Subduction Zone, the Lower Village could be inundated by up to 50 feet of water. This would likely result in heavy casualties, as residents would have little time to escape to higher ground, and a total loss of property. Though the expected Cascadia Subduction Zone earthquake is a particularly large threat, there is also the potential for other tsunamis, not necessarily caused by the Cascadia Subduction Zone, to reach the Village of Queets, causing damage and loss of life.

Approximately 25 homes and 11 community and tribal government buildings, including the emergency services and the Head Start children's education program, are located in the Lower Village. This plan is a vision of the development of the new village. It includes background information, a description of the proposed site for the new village, a summary of community engagement strategy and

methods, and recommendations for the development of the new village consisting of goals, actions, and village design framework maps. Recommendations and village design framework maps are based on extensive engagement work and ultimately rooted in the people of Queets' knowledge, experiences, and hopes for the future of their village.

EXECUTIVE SUMMARY

Seven goals were generated from common themes that recurred in conversations with the community throughout the project timeline, and their recurrence signals important priorities that the community holds. The application of these goals will ensure the community reflections.

1. Queets is connected to the river, the forest, the ocean, and other elements of the land; new development will not adversely impact these resources.
2. New development in Queets is culturally appropriate, honors history, and builds community.
3. Queets will have housing of sufficient variety, quality, and quantity for the people of Queets to live in during all stages of life.
4. Queets will take advantage of its unique location, resources, culture, and people for its economic benefit, and provides opportunities for employment and entrepreneurship.
5. Queets' transportation network will be appropriately sized, safe, accessible to all ages and abilities, and connects the people of Queets to each other, the things they need, and the rest of the region.
6. Queets will have a high quality of life that meets the social, educational, health, safety, and spiritual needs of residents. Appropriate infrastructure and institutions will be devoted to achieving these needs
7. Queets will be safe in a disaster and takes care of its people in the aftermath.

It is these goals that guide the framework for the Queets Village Relocation project. The goals relate to issues pertaining to the Upper Village, Lower Village and the relocation process as a whole. Specific actions related to each of these goals were generated as steps to reach these goals. The actions are ranked based on ratings of Community Impact and Positive Impact, and are listed in the goals and actions section of the plan under each goal they correspond to. A list of recommended actions ranked by priority can be found in the [Appendix on page 188](#). Some actions are policy recommendations that will require long-term investment and planning, while others are meant to inform the relocation planning process as it proceeds. Taken together, these goals and actions provide an easily accessible list of recommended work for future planners, tribal and non-tribal government officials, and Queets community members to reference when planning, building, and running new, tsunami-safe development in Queets.





PLAN CONTEXT

A1. INTRODUCTION

INTRODUCTION

The Queets Village Relocation Vision Plan is the culmination of a six-month planning effort led by Ripple Planning, a team of six Urban and Regional Planning graduate students from Portland State University. The team catalyzed and developed a community-informed vision plan for the relocation of the Lower Village of Queets, Washington outside of the Pacific Ocean tsunami zone. The plan addresses the adaptations and changes needed for the safe and culturally appropriate development of housing, infrastructure, and community buildings outside of the tsunami inundation zone. Extensive community outreach and research shaped the vision, and a variety of methods were utilized to capture the Queets community's needs, desires, and values

related to relocation. The plan discusses the process of creating the vision, including a background, summary of community engagement strategy and methods, macro scale village design framework maps, and recommended goals and actions. Recommendations and framework maps are based on extensive engagement work and ultimately rooted in the people of Queets' knowledge, experiences, and hopes for the future of their village.



SECTION A: PLAN CONTEXT

Chapter 1. Introduction

This chapter provides a broad overview of the plan, its context, and how to navigate it.

Chapter 2. Queets Background

This chapter details the background of Queets Village and the Queets people, as well as the background of our planning process and other relocation planning efforts.

Chapter 3. Proposed Site

This chapter provides an overview of the future development potential for Queets. It describes Allotment 100, the plot of land widely considered to be the site for the majority of the development for the new village, and includes maps of the available buildable land based on a technical analysis.

SECTION B: VISION PLAN

Chapter 4. Community Engagement Takeaways

This chapter provides a snapshot of the needs, desires and values Queets community members expressed during Ripple Planning's community engagement efforts. These key themes underpin the recommendations in Chapter 5 and Chapter 6.

Chapter 5. Design Strategy

This chapter provides maps that show macro-level development and design recommendations for the future of Queets.

Chapter 6. Goals + Actions

This chapter provides goals and actions that are Ripple Planning's recommendations for the development of the future village.

SECTION C: JUSTIFICATIONS

Chapter 7. Stories From Community Engagement

This chapter expands on Chapter 4 by providing a richer narrative of Ripple Planning's engagement with the Queets community, focusing on the process and important lessons learned.

Chapter 8. Goals + Actions Justifications

This chapter contains all of the goals previously listed in Chapter 6 and includes a justification for the rationale behind each goal as they relate to community interest and desire.

Appendix

The appendix includes all reference material and source citations, as well as extra content related to associated chapters.



GUIDING PRINCIPLES

As an essential part of our process, the Ripple Planning team developed a set of guiding principles for our work that represent our core team values and inform all of the work that we do. These guiding principles were developed as an effort to build trusting relationships throughout our engagement process - to honor the people of the village whom we would be representing with our plan, and to acknowledge our place as non-Indigenous planners working for and with an Indigenous Nation. The creation of these principles was an iterative process, intended to be developed and built upon as we learned.

1. **Enter with humility.** We acknowledge that the land where we did our work is the territory of the Queets People, and that we are guests in this place. We recognize that colonization is an ongoing process, with Native lands are still occupied due to deceptive and broken treaties. We acknowledge that many of our ancestors were complicit in this behavior. We strive to work towards repairing relationships with Indigenous communities and with the land.
2. **Remain cognizant that our non-Indigenous identities inherently shape our decision-making and values,** requiring vigilant reflection and thoughtful restraint from inappropriately imposing our values where they are not warranted.
3. **Maintain an awareness of the intercultural context and differences** in approach to time, decision-making, and information gathering.
4. **Take time and be present.** Be open and ready to spend additional time with people, hold extended conversations, and adjust planned activities to meet the community closer to where they are. Understand that building relationships is crucial for garnering trust, and the additional time and conversations are a way to learn more about people's lives, which ultimately informs our understanding of this project. Building and valuing these relationships, and creating trust between our team and the community is of highest priority.
5. **Value knowing all sides of an issue,** and receiving feedback, ideas, and opinions from all parts of the community.
6. **Defer to QIN staff, QIN Business Committee members from Queets, and community members** for guidance on how to lead community engagement and events.

A2. QUEETS BACKGROUND

THE VILLAGE OF QUEETS

The Village of Queets is located on the Olympic Peninsula in Washington State, in the northwest corner of the Quinault Indian Reservation. It is just off of Highway 101, near the mouth of the Queets River (Figure 2). The Queets River flows 51.4 miles west from its headwaters in the Olympic Mountains to the Pacific Ocean. The Queets people have lived in the Queets River watershed since time immemorial. There have been settlements throughout the Queets River valley, with at least 16 settlements recorded along the Queets River. The most recent location of Queets was established by the

Bureau of Indian Affairs, but prior to this and the establishment of the reservation, the Queets people traveled up and down the river and coast seasonally. The establishment of the village and the imposition of the allotment system and concepts of private land ownership confined the Queets population to the current village location and constricted seasonal movement². In 1929, the first highway was built from Lake Quinault to Queets. In 1931, Highway 101 opened, linking Queets to the northern Olympic Peninsula and providing a vehicle route across the Queets River (which was previously traversed



Figure 1. Aerial view of the Queets Lower Village.

by ferry³). With the new highway came increased visitor traffic and commerce. Over the next half century, several iterations of a Queets Inn and general store existed in the village, adjacent to the highway. In later years, cabins were built and served as a motel for Queets visitors.

Currently, there are approximately 190 people live in Queets, of which over half live in low-lying areas along the river, exposed to the threat of tsunamis. Approximately 25 homes and 11 community and tribal government buildings in the Lower Village are also threatened by these disasters (Figure 3). Due to its rural isolation, Queets is likely to be one of the last places reached and served by relief efforts after a disaster. This is the impetus to relocate the Lower Village of Queets to higher ground out of the tsunami inundation zone.

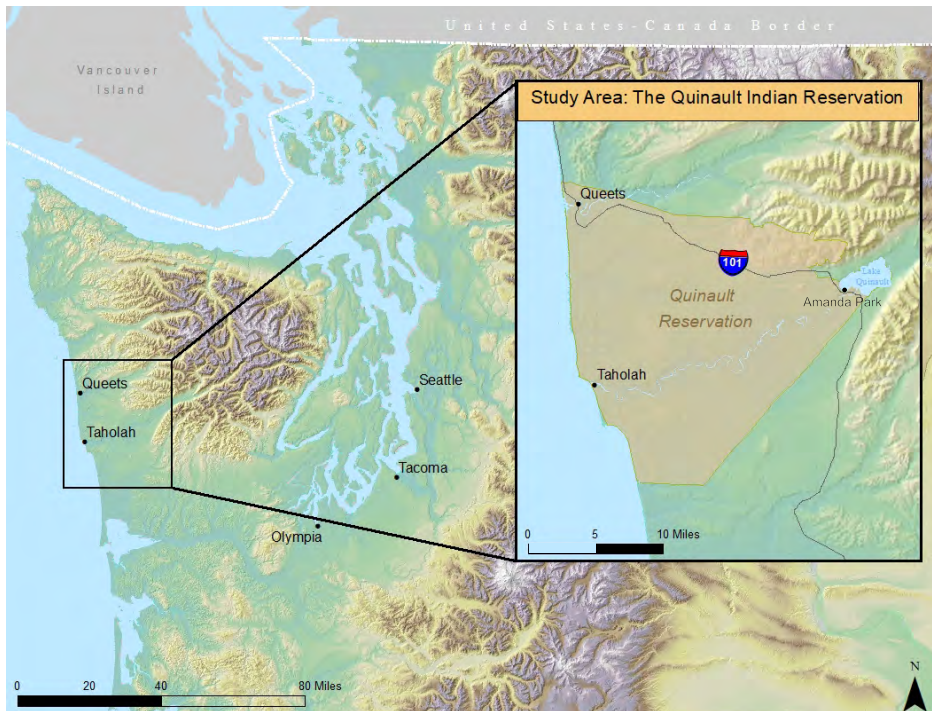


Figure 2. The Quinault Indian Reservation is located on the Olympic Peninsula in northwest Washington.



Figure 3. The Village of Queets.

QUINAUTL INDIAN NATION AND RESERVATION

The Quinault Indian Nation (QIN) governs Queets and the rest of the Quinault Indian Reservation. The QIN is a sovereign nation with the inherent right to govern itself and deal with other tribes and nations on a government-to-government basis⁴. The QIN is made up of the Quinault and Queets tribes, as well as descendants of the Hoh, Quileute, Chinook, Cowlitz, and Chehalis⁵. The QIN has a triangle-shaped reservation bordered by the Pacific Ocean on the west, Olympic National Forest and National Park to the east and north, and private timberlands to the south. Due to the Dawes Act of 1887, the QIN lost 64,000 acres of land which was almost a third of the original reservation⁶. In 1945 the QIN took the federal government to court over this unjust loss of land, and the court ruled that 15,000 acres of land was improperly excluded from the QIN. Currently the reservation encompasses over 200,000 acres of land with pockets owned by the United States Forest Service and the National Park Service^{7,8}.



Figure 4. The Queets Inn and Cafe, 1931. The Inn advertised its modern rooms, a lunch room, groceries, gas, and oil.

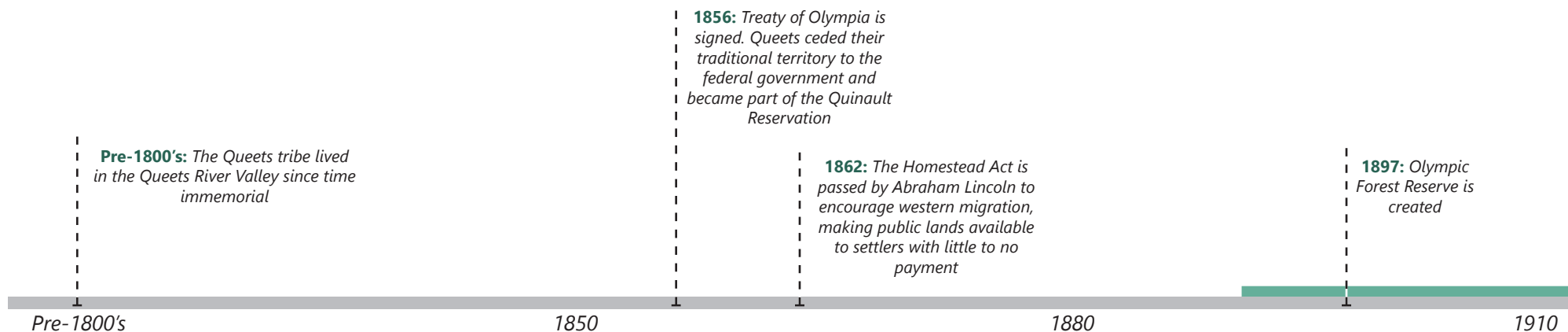
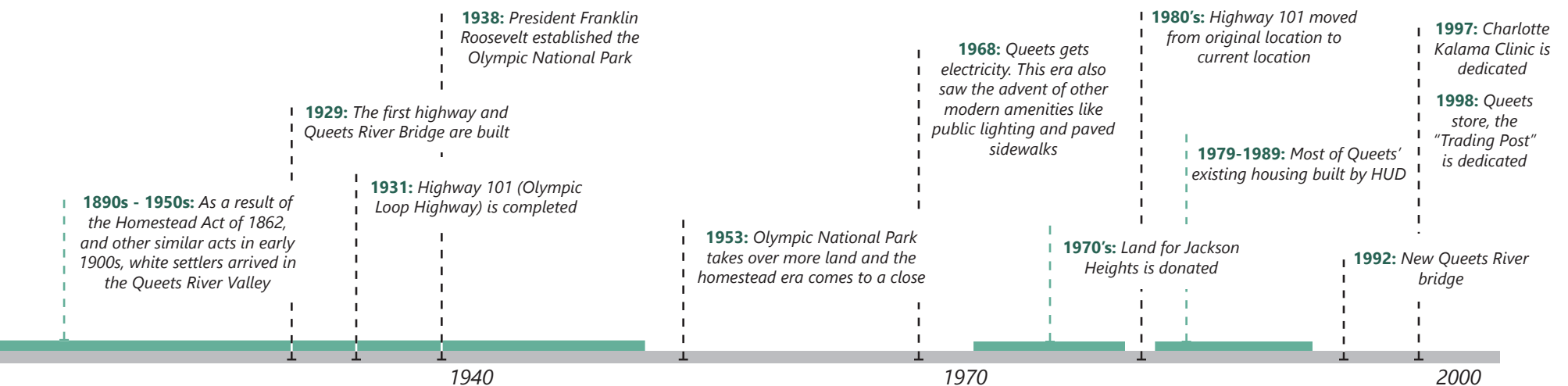




Figure 5. The Olympic Highway Loop brought new opportunities to sell goods. It also brought traffic traveling through Queets at high speeds, putting the people at risk.



Figure 6. Highway 101 was moved from its original location, bisecting the Village of Queets, to its current location just west of the village in the 1980s.



NATURAL RESOURCES

The Quinault homeland is rich in natural resources, containing productive forests, salmon-bearing waters, unspoiled coastlines, and the glacial Lake Quinault.

FORESTS

The west end of the Olympic Peninsula is a rainforest, and is known as the wettest place in the contiguous United States, with an average rainfall of over 140 inches in the lowlands and over 200 inches in the higher mountain elevations⁹. The forest and its abundance of trees is also a vital part of Queets' culture and QIN's livelihood. Tall and dense stands of Douglas fir, western hemlock, sitka spruce, and western red cedar cover the land from the Olympic Mountains to the Pacific Ocean. Trees and their vital timber have shaped the cultural and economic development of the QIN for centuries¹⁰. The most important tree to the people of the Quinault region is the Chitem, known today as western red cedar, used for making dugout canoes, totems, longhouses, weaving baskets and hats, drum frames, and other uses¹¹. Many Queets and Quinault people still practice traditional basket weaving, drum making, and canoe building. Since the late 19th century, the Quinault Reservation has been managed primarily for timber production, with trees being a primary source of income for the tribe. This is in part a legacy of the Dawes Act of 1887¹², which fragmented Quinault land and put much of it in trust for Individual Indian Trust Land Owners (allottees) with an associated trust responsibility to provide income for allottees^{13,14,15}. For much of the 20th century, the Office of Indian Affairs (OIA) and later the Bureau of Indian Affairs (BIA) controlled the harvesting of timber on Quinault land¹⁶. Their mismanagement of the QIN's forests is well documented^{17,18}. These

federal managers chose to allocate large timber sales to non-Native timber companies, who had virtually no regulation or requirements to sustainably harvest timber. Eventually, these years of mismanagement took their toll on the land and waters, and as a result unnatural fire hazards were created in the forests, and in the rivers fish counts were on the decline¹⁹. In the 1970s, thanks to legislation and actions by leaders like Tribal President Joe De La Cruz and other activists, the U.S. tribal trust relationship was reformed, eventually returning land use decision-making to the QIN. The Nation took over planning, timber sales, and decision-making for forestry, working in partnership with the BIA and neighboring agencies²⁰. For a variety of reasons, the Nation remains dependent on timber income²¹, so a need for timber income is balanced with environmental conservation practices.



Figure 7. Fishing boats line the Queets River shoreline as fishermen prepare to set lines.

THE DAWES ACT

The Dawes Severalty Act (commonly referred to as the Dawes Act or the General Allotment Act) was signed into law in 1887, introducing private land ownership to Native Americans. The Act was intended to “civilize” Native Americans through private property ownership. Under the act, the federal government fragmented Native American land and put much of it in trust for individual Indian Trust Land Owners (allottees), allowing the government to declare any remaining land “surplus” and available for sale to the public, including non-Indigenous people²². Indian Trust Land Owners would hold the land for 25 years, after which individuals or their heirs would own the land and become citizens of the United States if they were deemed civilized, which entailed that their “residence (is) separate and apart from any tribe of Indians... and (if they have) adopted the habits of civilized life”. The Dawes Act is widely considered one of the most devastating pieces of legislation to Indigenous Nations in the United States, and it continues to have an impact on almost every aspect of Native American life²³. In particular, it broke up tribes as communal units, threatened tribal sovereignty, and resulted in a massive loss of land for Native Americans. Within 45 years of the act being passed, Native Americans had lost nearly two-thirds of the land that had previously been reserved from them through treaties.



Figure 8. Poster from the Dawes Act era.



Figure 9. Hemlock, cedar, spruce, and Douglas fir line the Queets coastline.



Figure 10. Trucks haul away old-growth trees from QIN land.



Figure 11. Timber harvesting is an important part of the QIN's economy.



Figure 12. Queets basket weaver.



Figure 13. A hand drum from the Obi family of Queets Village. Elk skin is stretched across a cedar frame.

WATER

The Pacific Ocean and the Queets River have been a central part of Queets culture since time immemorial. Queets people are skilled fishers, clam diggers, and hunters. Fishing especially is a tradition that is passed down from generation to generation (Figure 14 - 15). Queets residents rely primarily on the Queets River for their livelihood. The Queets and Quinault watersheds are home to six species of salmon: chinook (king), coho (silver), pink (humpback), sockeye (blueback) and steelhead^{30,31}. The Queets River coho are one of the last native run coho around. The Quinault sockeye (known as “blueback” to the Quinault people), are native to the Quinault region, and are prized for its superb taste and rich oil, though it is rare to find in the Queets River (Figure 15). The blueback has a unique life history specifically adapted to the regional waterways. Though the blueback population is still relatively resilient, like all salmon in the Queets and Quinault watersheds, its population has been declining since the 1950s. Recent efforts at restoration have been underway by a local environmental stewardship group Wild Salmon Center in partnership with the Quinault Nation to restore the blueback spawning habitat. Although salmon populations here have fared better than in the highly industrialized Puget Sound, several habitat factors including channel incision, sedimentation, riparian loss or conversion, loss of large woody material, reduced channel complexity, water quality problems and reduction in stream flow are impacting salmon populations. These problems are largely created or made worse by human activity such as unsustainable resource extraction³², especially logging. Although the primary means of earning a living in Queets has been fishing, Queets people understand how forces beyond their control influence the fish runs year to year and consequently, their livelihood. Many seek outside employment to supplement their income during the offseason.

“The evidence is abundantly clear. We know how to manage our fish. We understand sustainability. The problems fish are facing are not of our making. But we are definitely a big part of the solution, with the work we do in habitat restoration and protection, good management and education -- Fawn Sharp, President of the QIN³³”



Figure 14. Salmon being baked in the traditional way, using sticks of split cedar.



Figure 15. Blueback salmon in the Quinault River.

CANOE CULTURE

Canoes are also an integral part of Queets life, history, and culture. Dugout canoes made from cedar have been used to navigate the river and coastline for centuries (Figures 16 - 21). Queets people today still celebrate their long-held method of navigation by taking part in the Tribal Canoe Journeys. This is a major annual event for native people of the Pacific Northwest, who come from Alaska, British Columbia, Washington, Oregon, and around the world to participate (Figure 21). Tribal Canoe Journeys are a vital way that the people of Queets, especially the younger generations, can experience and celebrate their traditional culture, with participants engaging in native protocol, songs, presentations, gift-giving, and feasting. The Journeys began in 1989, when Quinault tribal member Emmett Oliver organized the "Paddle to Seattle" as part of the 100th anniversary of Washington Statehood. The Quinault Indian Nation has hosted two tribal canoe journeys, in 2002 and 2013. Over dozens of Indigenous Nations participate in the Journeys each year. In the months preceding the Journey, Queets typically organizes a drum circle and holds paddle practice sessions on Lake Quinault. It is a crucial opportunity for passing knowledge through the generations, and for providing opportunities for mentoring and youth leadership building³⁴.

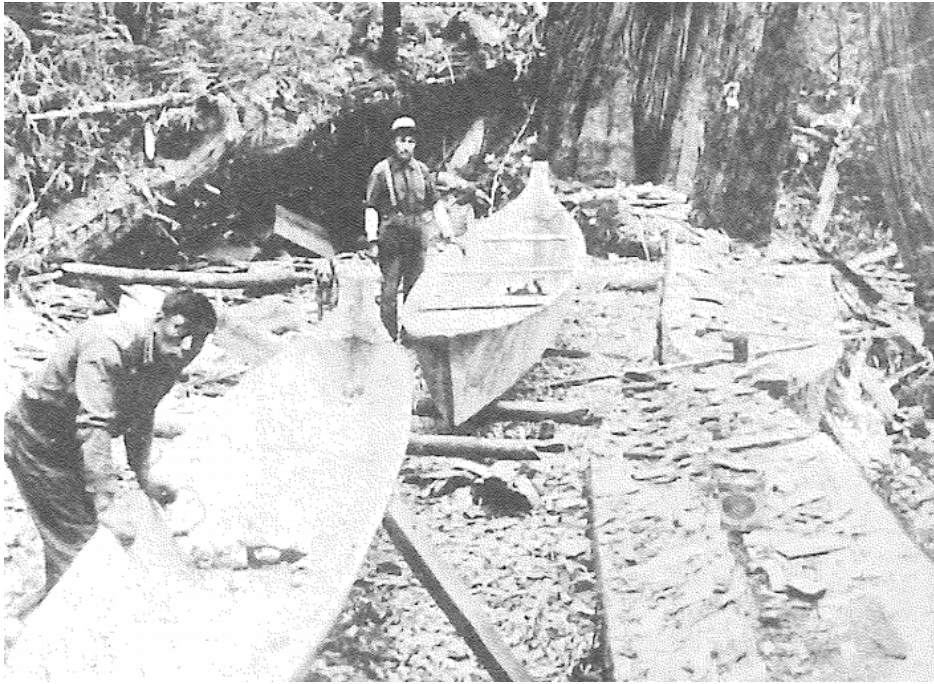


Figure 16. Ben and Frank Harlow carve four canoes from one cedar tree. Queets River, 1920.



Figure 17. Canoe on Lake Quinault, 1910.



Figure 18. T-shirt designs from past Tribal Canoe Journeys displayed at the Quileute Akalat Center in La Push.



Figure 19. Jesse Kowoosh, one of the leaders of the Queets Village canoe club that participates in the Tribal Canoe Journeys each year. Pictured in front of the Lee Choe Eese, a dug-out cedar canoe that is a source of pride for the village.



Figure 20. A canoe comes to land during the Tribal Canoe Journeys' Paddle to Quinault in 2013. The Lady Washington Sails in the background.



Figure 21. Canoe on Lake Quinault during the Tribal Canoe Journeys of 2013, which the Quinault Nation hosted.

VULNERABILITY TO DISASTER

The threat of tsunamis and great floods has been acknowledged amongst tribes along the west coast of the Olympic peninsula for generations. Tribes of the Olympic Peninsula have passed down a story of a “Great Flood”, and several tsunamis have been recorded in the area over the last 1,000 years³⁵. Today, as the QIN plans for the future of their people, the threat of tsunamis to their low-lying villages is a priority concern. The Village of Queets is remote and isolated,

making its people vulnerable to these type of natural disasters. The nearest hospital, police station, and full-service grocery store are over 45 minutes away by car. The isolated nature of Queets’ geography means that the people of the village are particularly vulnerable in a disaster situation and need planning solutions that make them more self-sufficient and resilient in the event of an emergency.

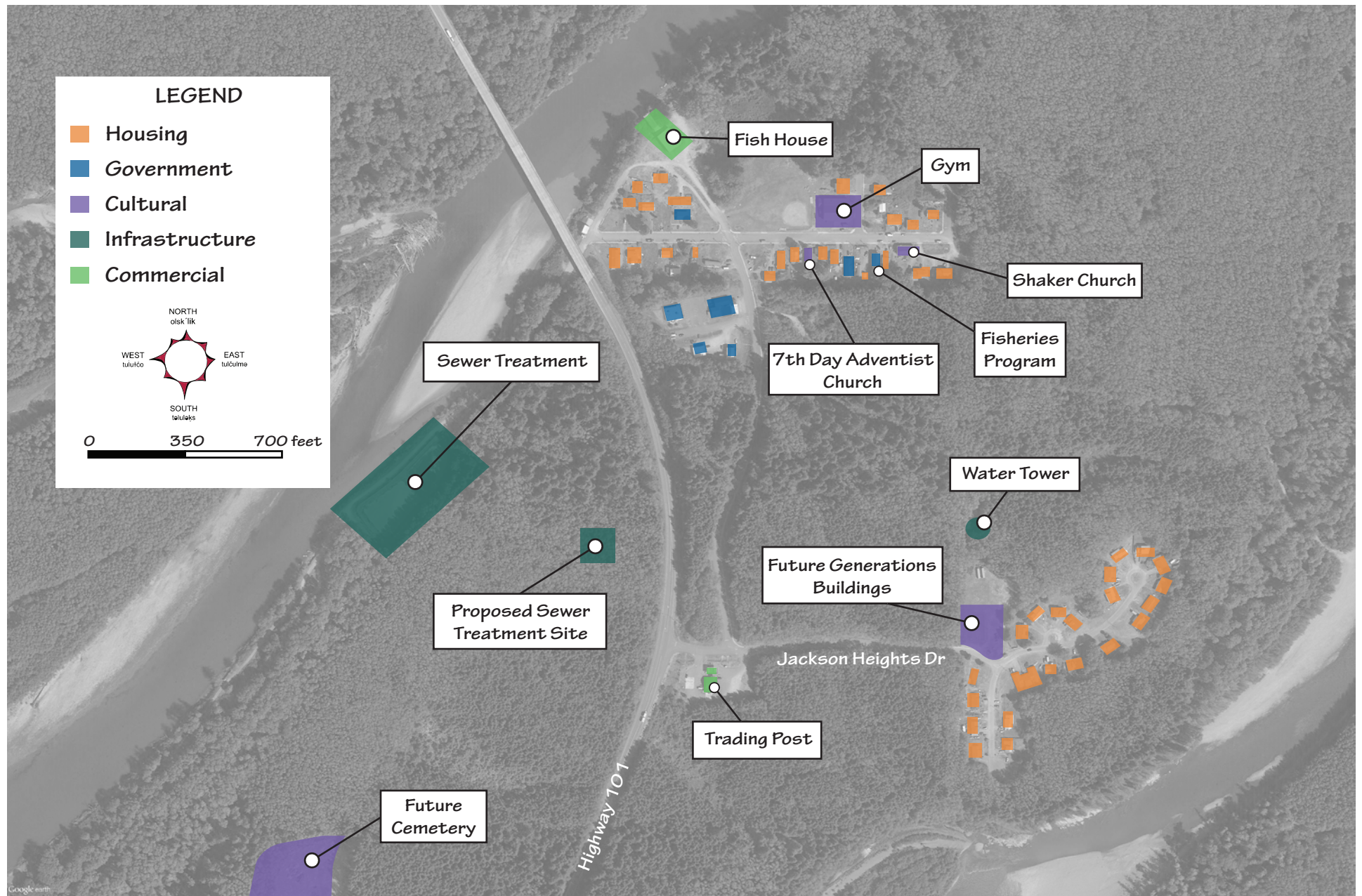
QUEETS ADMINISTRATION

The QIN’s seat of government is in the village of Taholah, located at the mouth of the Quinault River and about an hour’s drive south of Queets. The Quinault Nation is governed by an 11-member Business Committee, consisting of four executive officers and seven councilors who are democratically elected by the adult tribal membership (known as the General Council). The Business Committee is entrusted with the business and legislative affairs of the QIN throughout the year³⁶. Two of the councilor seats on the Business Committee are specifically designated for community members of Queets.

In Queets, the QIN administers a Head Start Program, a Senior Nutrition Program, a Fisheries Program, and provides limited health care services through the Charlotte Kalama Health Clinic. Temporary Assistance for Needy Families (TANF) maintains one full-time staff person in Queets. There is a Tribal police patrol area that includes Queets, the nearby town of Amanda Park, and the northern area of

the reservation. Police are based in and dispatched from Taholah. Fire prevention, fire suppression, emergency medical services, and hazardous materials emergency response on the reservation are the responsibility of the Quinault Fire Protection Program, and a fire tanker truck is housed in the Queets Fire Hall. Queets relies on the volunteer fire department of Amanda Park and Taholah for firefighting services. Education for school age residents is provided by the Queets-Clearwater School and Lake Quinault School. There is a gym that houses the recreation program and a fitness center, and can host large events. Other facilities include an administration building, a fish buying and icing station known as the “fish house”, a building housing the fisheries program, a senior citizens center, and a former clinic converted into office space for QIN Housing staff, the two QIN Business Committee members from Queets, the Resource Enforcement Department officer, building maintenance staff, and a custodian. It also houses the Queets Food Bank.

Map 1. Community Assets in Queets

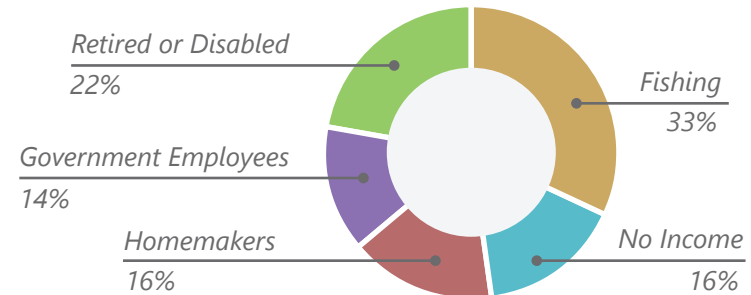


DEMOGRAPHICS

Approximately 1,363 people live on the Quinault Reservation according to the 2010 Census. In 2016, the Queets Community Needs Assessment was conducted for the Village of Queets in order to gauge the gaps between existing conditions of the community and the desired conditions. According to the Needs Assessment there were 187 people residing in Queets³⁷. At least 25 percent of people living in Queets were under the age of 18. According to the 2017 Annual Report for Queets, approximately 70% of the Queets population are enrolled members of the QIN³⁸. As part of the Needs Assessment, a survey was disseminated to all adults in the community, with an 18 percent return rate. The Needs Assessment found that employment in the area is very limited, with most Queets residents relying on fishing for their livelihood. It also found that the QIN government provides employment for a small number of people in the village³⁹. Further findings from the Needs Assessment are detailed below.

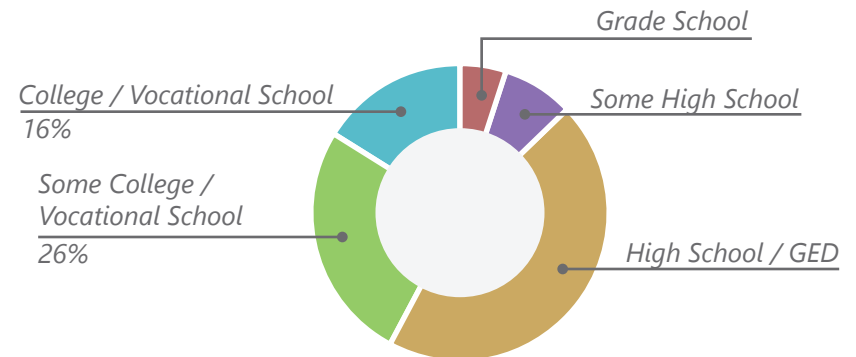
The following demographic statistics are from the Queets Community Needs Assessment⁴⁰ of 2016 and an annual population count conducted by the Queets Manager⁴¹:

SOURCE OF INCOME



|| Almost 70% reported incomes of \$15,000 or less

EDUCATIONAL LEVELS



|| 25% of residents are under the age of 18. 14% are under the age of 3

|| 72% of the survey respondents were long term residents of Queets - 25+ years

HOUSING

A housing needs assessment was conducted by the Quinault Housing Authority in 2016 for the villages of Taholah, Amanda Park, and Queets⁴². It found that the Village of Queets had 57 housing units, approximately 51 of which are occupied. Approximately 59% of people own their homes, and 41% are renters. The most common household size is a single-person household, though two-person households and households of four or greater are also common. The majority (77%) of the housing stock in Queets was built between 1979 and 1989, likely during the village expansion into Jackson Heights (Upper Village).

Currently, there are no available housing units to move into in Queets, and there is a housing waiting list of people who want to live there. Though there are a few unoccupied housing units in Queets, they are not available for various reasons. According to the Quinault Housing Authority, the lack of infrastructure on the reservation significantly limits the possibility for housing development. Large portions of existing infrastructure are located in environmentally prone areas susceptible to damage caused by sea rise, mudslides, flooding and tsunamis. Evaluation and replacement of aging water and wastewater treatment facilities must be considered in planning any future expansions. Queets has several new infrastructure projects in the works, including a new water treatment plant, a “Generations” building which will house a new Head Start children’s education program, daycare, and senior center, a veterans memorial park, and a new cemetery. All of these facilities will be located on higher ground out of the tsunami inundation zone.

Table 1. Household Size

	Estimate	Owner	Renter
Occupied Housing Units	51	30	21
Household Size			
1-person	33.3%	6.7%	71.4%
2-person	13.7%	13.3%	14.3%
3-person	5.9%	10.0%	0%
4 or more person	47.1%	70.0%	14.3%

Table 2. Year Structure Built

	Estimate	Percent (%)
Total Housing Units	57	100
Built 2010 or later	0	0
Built 2000 to 2009	4	7.0
Built 1990 to 1999	4	7.0
Built 1980 to 1989	32	56.1
Built 1970 to 1979	12	21.1
Built 1960 to 1969	5	8.8
Built 1950 or earlier	0	0



WHY PLAN NOW?

The need to relocate the Lower Village of Queets becomes more urgent as sea levels rise and awareness of the past earthquakes and tsunamis caused by the Cascadia Subduction Zone grows. The following details the rationale behind the Queets Village relocation efforts.

EARTHQUAKE/TSUNAMI DANGER

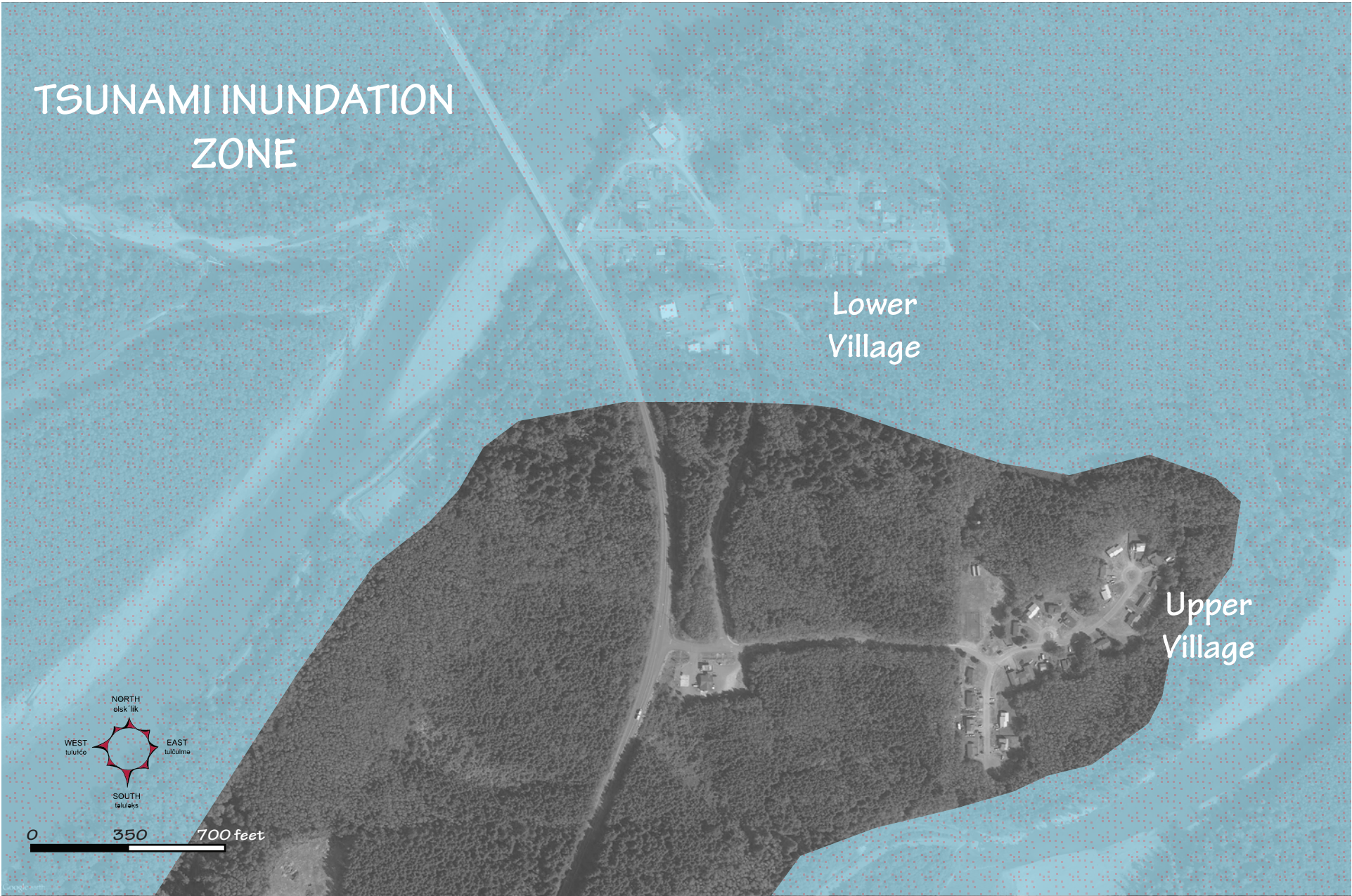
The Cascadia Subduction Zone is an intersection of tectonic plates that stretches from Vancouver Island in Canada to northern California. It is located just off the coast of the Olympic Peninsula. It is a tectonically active area that produces massive earthquakes every 300-500 years, causing 40-60 foot tsunamis that can hit the coastline within 20 minutes. The most recent subduction zone earthquake occurred 318 years ago, meaning the eventual release of energy during the next earthquake could be devastating. The resulting tsunami would inundate the entire Lower Village of Queets. Though the Cascadia Subduction Zone is a particularly large threat, there is also the potential for other tsunamis caused by non-Cascadia Subduction Zone earthquakes to reach the Village of Queets, causing damage and potential loss of life.

CLIMATE CHANGE IMPACTS

Beyond the tsunami threat, climate change-induced sea-level rise, increased winter rainfall, and more severe storms also imperil the Lower Village of Queets. Increased rainfall will lead to more flooding along rivers and streams, threatening lower-lying areas like the Lower Village of Queets. The increasing severity of coastal storms can lead to more storm surges, adding to erosion and flooding concerns. These phenomena have begun occurring with increasing frequency and have led QIN leaders to declare two separate states of emergency in back to back years: once in 2014 after the seawall protecting Taholah was breached by storm surge, and again in 2015 after intense rains in Taholah caused flooding, landslides, and infrastructure failure. Ocean waves coming up the Queets River have been reported by residents, who say that these waves erode the riverbank and have the potential to endanger people fishing on the river. Mitigation and adaptation to these and other changes must be reflected in the planning of any new development.

The Queets Village Relocation Vision Plan builds on the momentum of recent efforts within and outside of the QIN homeland that plan for tsunami and climate change mitigation and adaptation. The following work provides key context for developing a vision plan for relocating the Lower Village of Queets to higher ground.

Map 2. Tsunami Inundation Zone



QUINAULT 2012 STRATEGIC PLAN

The Quinault 2012 Strategic Plan builds on the work of previous QIN plans (1997, 2003, and 2008) as a strategy for the safety, wellbeing, and prosperity of Quinault people for the next 2-5 years as well as the long term vision of Quinault people for their future. The primary foci of this iteration of the plan are three areas: 1) economic conditions in the QIN; 2) climate impacts on the QIN homeland; and 3) building a sustainable 21st Century Quinault Government. Though it was never officially adopted, it signaled a shift of focus to tsunami and natural hazard mitigation. Specifically, the plan highlights the need for resilient planning (particularly in the face of hazards such as tsunamis), the need “to achieve and maintain a permanent state of readiness with regard to natural disasters”, the need “to focus on water for fish and future community needs”, and calls for “superior infrastructure, located outside of hazard zones that supports anticipated growth and economic development”⁴³.

TAHOLAH VILLAGE RELOCATION MASTER PLAN

The Taholah Village Relocation Master Plan was adopted in 2017 as a strategic document to outline the future steps and direction of relocating Taholah, the largest village on the Quinault Reservation, to higher ground. The plan was driven by residents and officials in the area who recognized the urgency in planning for relocation in anticipation of climate change and natural disasters, particularly those that deal with flooding or tsunamis. Due to Taholah’s proximity to the Pacific Ocean, it is likely that the entire lower village would be submerged if a 9.2 earthquake occurred on the Cascadia Subduction Zone, and even a smaller earthquake would be likely to cause damage. The official publication and adoption of the plan has created an institutional precedent for planning for disaster for other villages in

the reservation, recognizing that many of these villages are prone to the same threats as Taholah. While village-specific conditions are a consideration, many of the same processes, actors, and political actions can be activated in a similar fashion.

FEDERAL EMERGENCY MANAGEMENT AGENCY 2010 & 2016 TRIBAL HAZARDS MITIGATION PLANS⁴⁴

These plans catalogue the current conditions regarding tribal hazards, community capabilities, mitigation actions, and assets of the QIN. The 2016 update includes sections improving the discussion of how climate change will impact the Quinault Reservation and how mitigation and adaptation measures can anticipate and reduce these impacts. The plans also review the cascading impacts that could occur following a catastrophic event (such as landslides or fires triggered by an earthquake). The mission of these plans is to make the QIN less vulnerable to the negative effects of natural hazards through the effective administration of hazard risk assessments, mitigation measures, and a coordinated approach to mitigation policy through planning efforts.

QUILEUTE AND HOH AND RELOCATION PLANS

Other tribes on the Olympic Peninsula are also preparing relocation plans to escape tsunami and coastal flooding dangers. The Quileute Tribe, located to the north of the Quinault Reservation, is relocating some of their village housing and buildings away from the coast and onto higher ground in response to increasingly severe winter storms and the increased precipitation and flooding they bring. The Hoh Tribe, also to the north of the Quinault Reservation, is seeking to acquire additional land so that it can relocate its facilities out of the Hoh River floodplain and onto higher ground to escape the growing threat of flooding.

ALASKA NATIVE VILLAGES

Like the Village of Queets, many Alaska Native villages are small, rural, and isolated, containing a few hundred people, basic infrastructure, and often limited road access⁴⁵. Villages that are located on shore lines and riverbanks face the threat of flooding—from seismic activity, such as tsunamis associated with earthquakes, erosion, and surges from coastal storms, or in river flooding due to heavy rainfall, snowmelt, or the sudden release of water from behind breaking ice jams^{46,47}. Thirty-one Alaska Native villages have been identified by federal, state, and village officials as facing imminent threat by flooding and erosion. At least 12 of these villages have decided to relocate or explore relocation. Programs to assist threatened villages with relocation exist on the state and federal level, though are limited in capacity, and often unavailable to some villages^{48,49}.

ISLE DE JEAN CHARLES RESETTLEMENT PROJECT

Nationally, the largest and most well documented tribal relocation due to climate change is the Isle de Jean Charles Resettlement Project. Isle de Jean Charles is a narrow piece of land in Southern Louisiana that is the homeland of the Biloxi-Chitimacha-Choctaw Indian tribe⁵⁰. Isle de Jean Charles is being slowly submerged in water due to climate change induced sea-level rise and a lack of new sediment flow due to levees built along the river. The Isle has lost approximately 98% (21,680 acres) of its land since 1955. In 2016 the U.S. Department of Housing and Urban Development awarded \$48.3 million to the state of Louisiana's Office of Community Development-Disaster Recovery Unit (OCD-DRU) to resettle Isle de Jean Charles residents due to loss of land⁵¹. The Isle de Jean Charles Band of the Biloxi-Chitimacha-Choctaw in partnership with the OCD-DRU are currently in the planning process, holding community planning workshops toward the eventual design of a new community settlement. According to the Isle de Jean Charles band of Biloxi-Chitimacha-Choctaw Lowlander Center, the project seeks not just to establish a safe settlement for Isle de Jean Charles residents, but also to create "an adaptation strategy that can serve as a model elsewhere and can be reproduced by coastal communities throughout the United States, a country where more than 13 million people must soon reckon with inundation due to rising seas"⁵². QIN planning staff has visited the Isle de Jean Charles Tribe to compare approaches to village relocation. The tribes continue to support each others' efforts toward a safe resilient future for their people.



A3. PROPOSED SITE

BACKGROUND

The complexities of land ownership on the Quinault Reservation make it difficult to find a contiguous plot of land to build on. This is in part a legacy of the Dawes Act, which fragmented Indigenous land and put much of it in trust for individual Indian Trust Land Owners (allottees), and allowed the government to declare any remaining land “surplus” and available for sale to the public, including non-Quinault people.^{53,54} The result of the Dawes Act is a patchwork land ownership pattern on the Quinault Reservation, with some lots owned by individual allottees, some lots owned by the tribe, and some land owned by non-Quinault people, the majority of whom are timber companies.⁵⁵

As part of the planning process, a technical analysis was done to show the available buildable land in Queets deemed safe from potential flooding. The proposed site for the new village would largely fall within Allotment 100, a rectangular plot of land located south of the Lower Village and west of the Upper Village. With just a few fractional shares to be purchased by QIN, Allotment 100 is considered a prime location for the new village. Allotment 100 is in close proximity to Highway 101, the existing village, utility connections, and contains large portions of elevated land outside of the tsunami inundation zone. In addition to Allotment 100, Allotment 468 and Allotment 3037, which are both adjacent to and contiguous with Allotment 100, may also be considered. Allotment 468 currently contains the Lower Village with some undeveloped land, and Allotment 3037 contains a portion of the Upper Village with some undeveloped land. Map 3 shows land where future development should be considered given its suitability.

METHODOLOGY

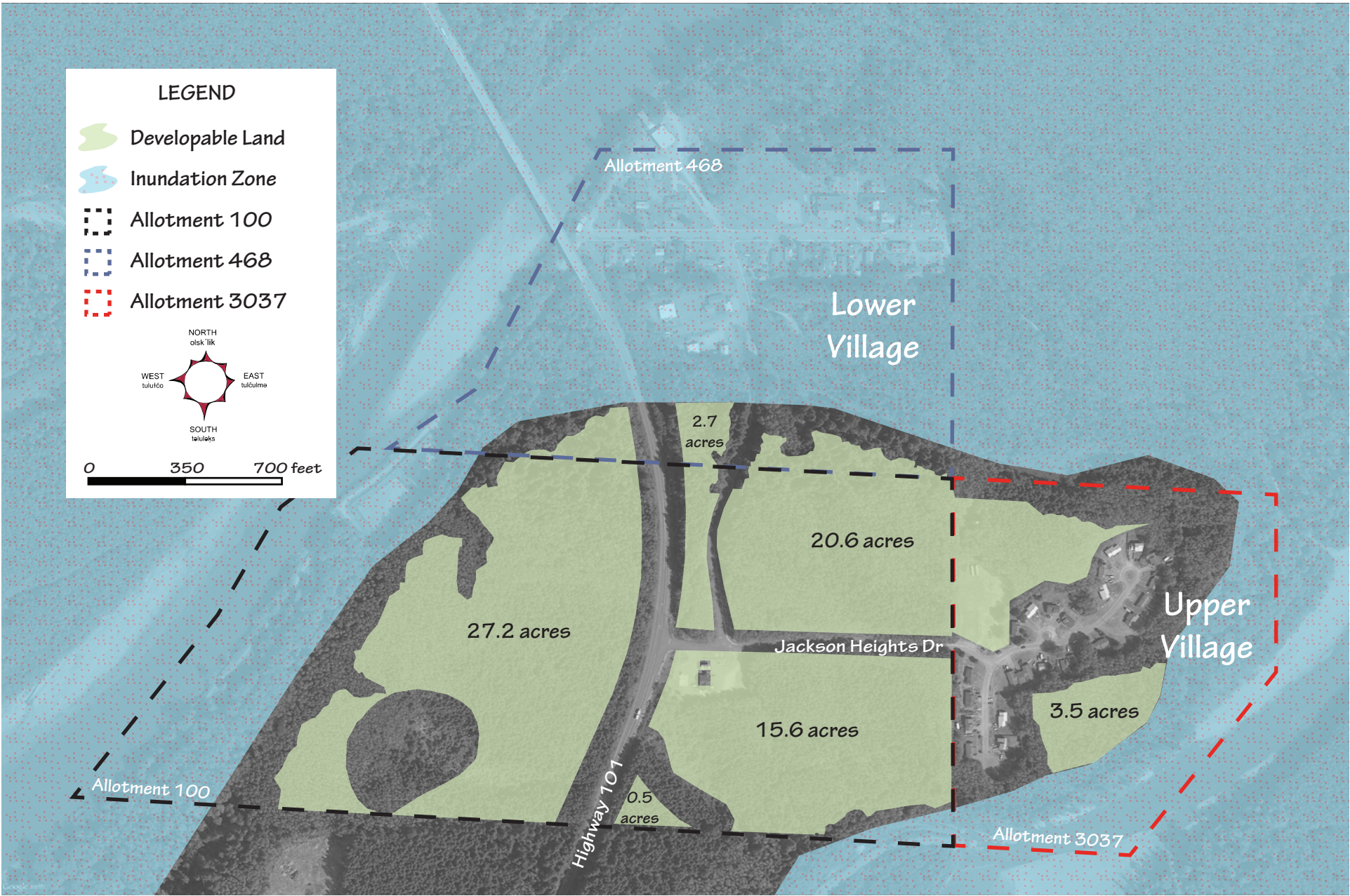
Land meeting the criteria in Table 3 was deemed developable. ArcGIS was used to compile the data and conduct the suitability analysis.

Table 3. Land Suitability Analysis Criteria

Criteria	Rationale	Data Source
Within Allotments 100, 468, or 3037	These parcels of land will soon be or are currently controlled by QIN and available for development.	QIN Planning Department
Outside of the tsunami inundation zone	Future development should be out of the hazard of flood inundation.	QIN Planning Department
Not within a 10' Buffer from existing streets and roads	These are to respect road rights-of-ways.	QIN Planning Department
Not within an 80' Buffer from Highway 101	This is in accordance with HUD standards. ⁵⁶	QIN Planning Department
Not within a 25' Buffer from wetlands ⁵⁷	This prevents impacts to protected habitat.	U.S. Fish and Wildlife ⁵⁸ ; NODE Data ⁵⁹
Has a slope under 20%	Steep slopes are cost-prohibitive	QIN Planning Department
Accessible to utilities	Using existing utilities is less costly than developing new infrastructure	QIN Planning Department



Map 3. Land Suitability for Future Queets



The land suitability analysis shows that there are **roughly 70 acres of land** that could be used for the future development of Queets. Over half of the developable land is located on the east side of Highway 101 near the Lower and Upper Village. The other developable land is located west of Highway 101. Given that the current Upper Village (roughly 10 acres) and Lower Village (roughly 21 acres) is 31 acres, **the amount of developable land is over 50% larger than the Upper and Lower Village combined.**





VISIONING PLAN

B4. COMMUNITY ENGAGEMENT TAKEAWAYS

INTRODUCTION

The following section outlines Ripple Planning's community engagement efforts and methods. In contrast to the larger report, this section is written from the first-person perspective of the team.

The purpose of the community engagement was twofold: 1) to act as facilitators in conducting a process in which people felt respected and concerns were acknowledged; and through that process 2) to collect input to shape the Queets Village Relocation Plan. This section provides a snapshot of many of the needs, desires, and values community members expressed, which underpin the proposed design strategy, goals, and actions outlined in the two subsequent chapters: Design Strategy (B5) and Goals + Actions (B6).

During our engagement process, our team encountered an enriching and humbling opportunity to not just listen and record the needs of the Queets community, but to create and foster relationships⁶⁰. This allowed our team to prioritize building trust, centering the team's engagement and sensitivities around past and current experiences of community members.

GUIDING PRINCIPLES FOR ENGAGEMENT:

- **Maintain an awareness of the intercultural context and of differences** in approach to time, decision-making, information gathering, and more.
- **Take time and be present.** Be open and ready to spend additional time with people and hold extended conversations, adjusting planned activities if necessary to meet the community closer to where they are.
- **Value knowing all sides of an issue**, including receiving feedback, ideas, and opinions from all parts of the community.
- **Defer to QIN staff, QIN Business Committee members from Queets, and community members** for guidance on how to lead community engagement and events.

CENTERING THE VOICE OF THE COMMUNITY

We oriented our community engagement strategy to prioritize the voice of the community. We sought to accomplish this through multiple means, including building relationships and trust, meeting community members where they were comfortable, listening to community members' needs as well as proposed solutions, asking residents the needs and motivations behind their proposals, seeking multiple perspectives on the same issue, conducting sketches and designs collaboratively with community members, and incorporating an iterative process where our team could hear from the community multiple times, to ensure draft recommendations regarding the development of a new village were on the right track.



COMMUNITY ENGAGEMENT STORY

To read the full story of how we built the rich relationships that helped inform this plan, please visit Chapter C7. *Stories from Community Engagement*, starting on [page 74](#).



ENGAGEMENT TIMELINE AND ACTIVITIES



ENGAGEMENT ACTIVITIES

- Community dinners
- Discussion groups
- Breakfasts with seniors
- Interviews
- Tabling in high-traffic location
- Online and printed surveys
- Door-to-door house visits
- Tours of village sites
- Participating in community activities

METHODS OF PROMOTION

- Articles in QIN's monthly Nugguam newspaper
- Facebook posts
- Flyers delivered to all homes
- Flyers posted in key locations
- Word-of-mouth from community members
- Telephone invitations to meeting attendees who gave telephone numbers



KEY TAKEAWAYS



- Housing is a top community need due to a housing shortage, overcrowding, and/or inadequate building conditions.
- Most families want to build their own single-family homes with large private yards and storage spaces.
- Families like to live near other families.
- Smaller and alternative housing types are needed for couples, small families, single individuals, and others. These residents want their housing to be integrated with the community.
- Financing new housing is a major barrier.



- Residents love outdoor recreation on trails, in the woods, and on the river.
- People love playing sports and swimming, and would like safer playgrounds and covered picnic areas.
- Services at the health clinic are consistent but infrequent. This creates problems "if you get sick at the wrong time."
- Petty theft and crime are perceived to have risen in recent years.



- People drive, bike, walk, and use strollers and wheelchairs to get around in the village.
- Many residents use trails to go between the Upper and Lower Villages and to the river.
- Adults and youth are concerned by distracted and speeding drivers in the village.
- Many residents depend on public transit to run basic errands in nearby cities.
- Families are concerned about children crossing Highway 101.



- Jobs are a top community need. 70% of residents have incomes below \$15,000.
- Daycare could help parents/guardians access employment.
- Queets River salmon are of superior quality, but runs are declining. Most fisherpeople earn a small portion of their fish's final market value.
- Residents proposed multiple business ventures related to seasonal tourism.
- Residents want a forest buffer separating visitor areas from the private community and strong waste management rules for visitors.
- Entrepreneurs requested more business assistance.



- The Queets community is close-knit, inclusive, and forgiving. It is "accepting," and "like [a] family."
- Residents want youth to talk to elders and expressed the need to preserve and pass down Queets culture between generations.
- Several activities bring the community together, including sports and recreation, the Tribal Canoe Journey, and the annual Queets Days festivities.
- Queets has multiple religious and spiritually sensitive sites.



- Many Lower Village residents, particularly elders, are strongly attached to their homes. It is not likely they will move up the hill if given the choice.
- Generally, people are aware of the tsunami threat, concerned about the community's safety, and acknowledge the importance of the relocation project.
- Residents are worried about significant gaps in Queets' emergency preparedness.
- Queets residents need to see tangible action to believe a relocation project is real.



B5. DESIGN STRATEGY

PREFACE

The Design Strategy section provides maps that show macro-level development and design considerations for the future of Queets. These maps contain ideas consistent with the expressed interests of Queets residents, and they should be used by future decision makers on how to best proceed with development.

FRAMEWORK MAPS

The framework maps presented below are a way of understanding, in broad terms, what a new village would look like and how it would operate. These maps prescribe a development strategy for the identified developable land in Queets (Chapter 3). The maps provide a high-level overview of overarching design and development patterns. Two framework maps were created to demonstrate ideas compatible with the expressed desires and motivation of community residents. These maps reveal Queets from an aerial view 5,000 feet directly above the village. While community residents explored multiple scenarios, there seemed to be community agreement on a core set of design principles:

- Keep new housing close to existing housing so families can be together.
- Build primarily single-family homes with large lots providing ample privacy, but still provide a diversity of other housing options for different household compositions.
- Separate public, outside-facing uses (meant for visitors to Queets) from private, community-facing uses (meant for Queets residents).
- Create safe streets and roads to accommodate for people driving, walking, in wheelchairs, on bike, and using other forms of transportation.



Map 4. Proposed Land Use Areas

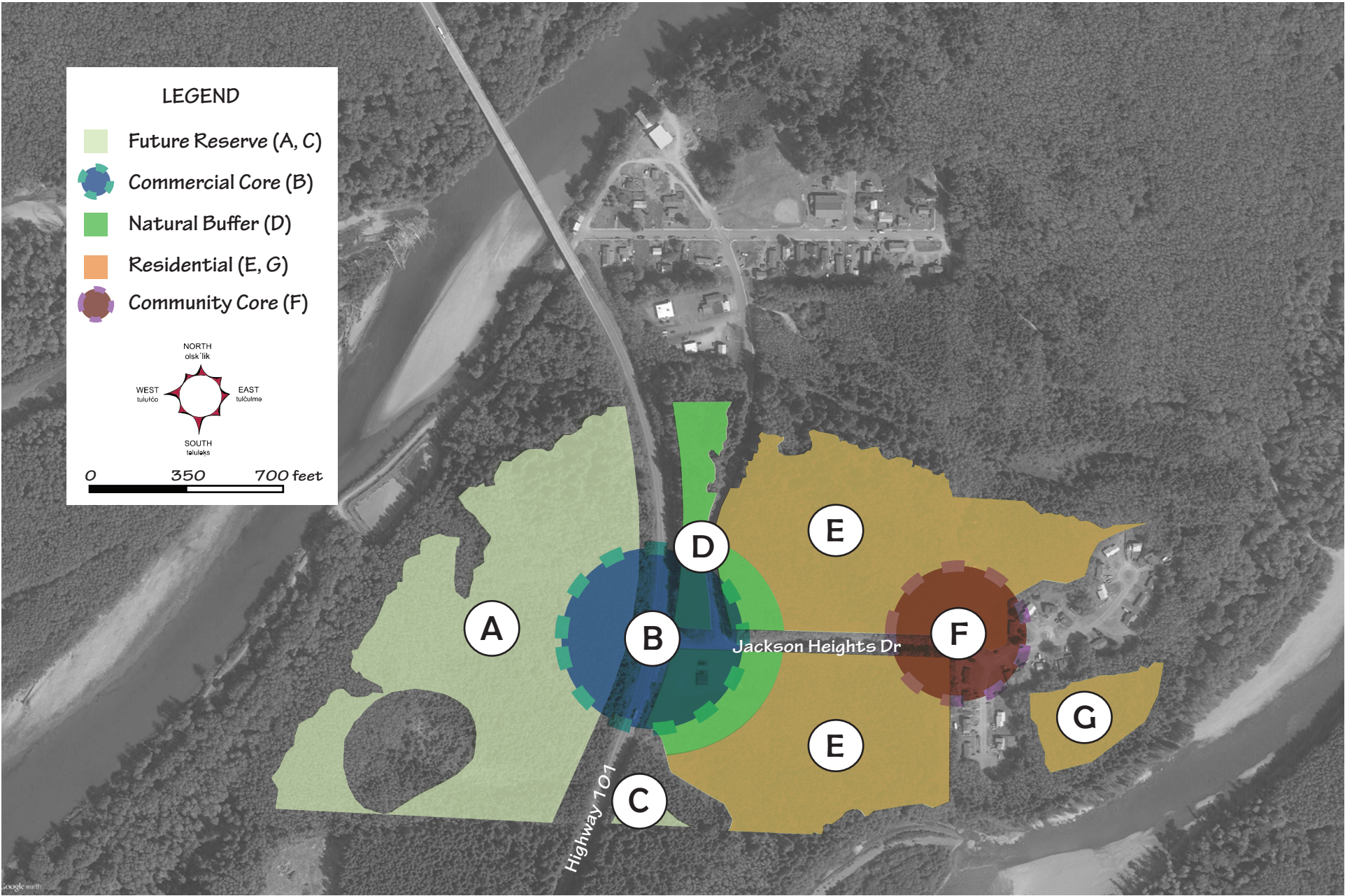


Table 4. Summary Table of Proposed Land Uses

Proposed Land Use	Estimated Total Area (acres)
HOUSING	27
Area E	23.5
Area G	3.5
COMMERCIAL (Area B)	7
COMMUNITY (Area F)	6
NATURAL BUFFER (Area D)	6
FUTURE RESERVE (Areas A and C)	24
TOTAL DEVELOPABLE LAND	70

HOUSING (AREAS E AND G)

This plan places future housing close to the existing housing of the Upper Village. During Ripple Planning's community engagement sessions, residents consistently expressed a strong desire to keep families together in one area. Areas E and G combined represent roughly 27 acres, and could fit 70 new single-family homes of different lot sizes⁶¹. A majority of these houses would fit on 10,000-square-foot lots, while others on smaller 7,500-square-foot and 6,000-square-foot lots. These lot sizes were the same lot sizes proposed in the Taholah Village Relocation Master Plan, so QIN Planning staff are familiar with their size. They are also representative of current lot sizes for existing homes in the Upper and Lower Village of Queets. These different lot sizes would be enough to replace the entire existing housing stock of the Lower Village (46 units currently), while also adding an additional 24 new homes⁶².

Throughout our community engagement sessions, residents have primarily expressed interest in single-family homes with large lot sizes. These houses should be equipped with a sufficient number of bedrooms and should generally remain single-story structures. Some of the participants at community events suggested having four bedrooms as a standard number, although this applies primarily to families with children. It remains important to build a variety of different housing sizes to accommodate for households of all sizes. These could include smaller studios, duplexes, tiny homes, and accessory dwelling units.



COMMERCIAL (AREA B)

Tourism, retail, lodging, and other activities that welcome people who are not part of the Queets community should be located near Highway 101 at the entrance to Queets. This location helps bolster the existing economic activity generated by the Trading Post, and helps separate buildings that welcome the presence of visitors to Queets from the private, inner area of the village. These activities serving visitors would benefit from highway visibility. Signage will be important to give drivers sufficient time to slow down and turn off the highway.

During Ripple Planning's engagement events, community members expressed interested in the following uses that could be placed in this commercial area.

- Visitor's center
- Museum
- Retail selling or promoting Queets arts and crafts
- RV park
- Campground
- Mechanic shop
- Restaurant or deli
- Coffee shop
- Storefronts for eco-tourism services
- Recreational facilities open to visitors
- Retreat center
- Fire station
- Police station

Example Commercial Uses



Figure 1. Example of a museum in Tahloah.
Area = 1,200 SF



Figure 2. Example of a police station in Ocean Shores.
Area = 12,000 SF



Figure 3. Example of a RV Park in Copalis Beach.
Area = 200,000 SF



Figure 4. Example of a postal office and internet cafe in Amanda Park.
Area = 12,000 SF

VILLAGE BUFFER (AREA D)

An intentional natural buffer should be preserved between the commercial area near Highway 101 and the inner village. This would help maintain the privacy of residents and keep other potential nuisances (i.e. noise, unwanted interactions, car traffic, etc.) away from residents. This area could also contain landscaped parks or monuments. However, removing too many trees would reduce its value as a buffer as sparse trees are less effective at shielding high winds and could easily blow over and damage adjacent property.

COMMUNITY (AREA F)

The future daycare, preschool, and senior center building ("Generations" building) will be placed on the existing playground site in the Upper Village. This building will be an important addition to the community and a good site for other cultural buildings in which Queets residents have expressed interest. By building all the community and cultural buildings here, Queets would be able to have a town center so that the different activities and programs can support each other. This area represents roughly five acres of land. Its layout and the activities proposed are discussed in the following Town Center section.

Queets community members came up with the following suggestions related to community and cultural uses:

- Cultural museum
- Workshop for arts and crafts production
- Event space
- Youth and teen center
- Athletic center
- Community park

Example Community Uses

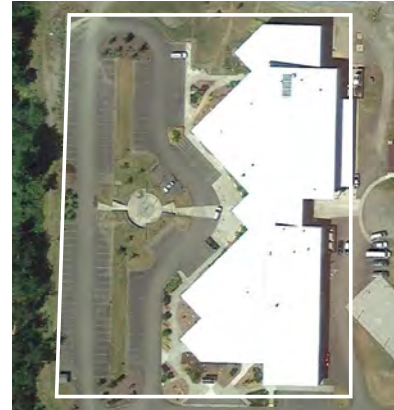


Figure 5. Example of the Chehalis Tribe Community Center
Area = 150,000 SF



Figure 6. Example of a park in Yelm, WA
Area = 330,000 SF



Figure 7. Example of gym in Lacey, WA
Area = 20,000 SF



Figure 8. Example of the Skokomish Community Center
Area = 60,000 SF



Town Center

The center of community and cultural life in Queets will be the community center in Area F. The buildings that host social events, educational programs, and social services will be concentrated in the area⁶³. Gathering these buildings and spaces together will make it likely that people can have chance encounters with their neighbors and find out about community news through word-of-mouth.

The shape of a town center can make it more welcoming and enable different kinds of interactions. Ripple showed three examples of town centers to the attendees at the May community dinner. All three were received positively. The site designer would serve the community well by basing the community center plan on any of these three concepts.

1) Town Commons

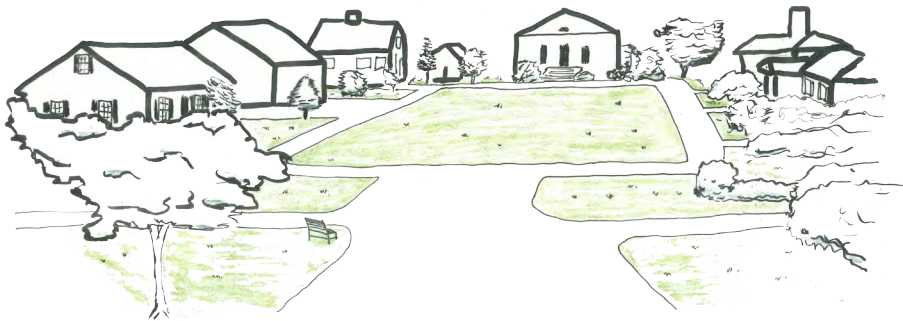


Figure 9. Example of a town commons orientation

The town commons concept arranges community buildings and multiple-family homes around a park, lawn, or field. Cars are not allowed in the commons, so drivers would access community buildings and homes from village streets to their rear. The field could host sports, fairs, and ceremonies. It would be especially nice for Queets Days and

intertribal gatherings because cultural centers and workshops would open directly onto this green. There would be no barrier between indoor and outdoor events, so they would flow into each other. The drawback is that access to the buildings requires additional streets or alleys, and the commons may be used less if it is not a route to other points in the village.

2) Main Street



Figure 10. Example of a main street orientation

The main street concept arranges community buildings, multiple-family homes, and open space along a main street. This street is the unifying element connecting all of these uses, and the buildings' entrances are as close as possible to the right-of-way boundary. This street increases activity in the area because it is a main route from one part of the village to another and is used to access the public buildings. It brings people into the core whose destination is not within it. It simplifies access to the buildings. The drawback is that the public space is used for car travel.

3) Hybrid Center



Figure 11. Example of a hybrid center layout

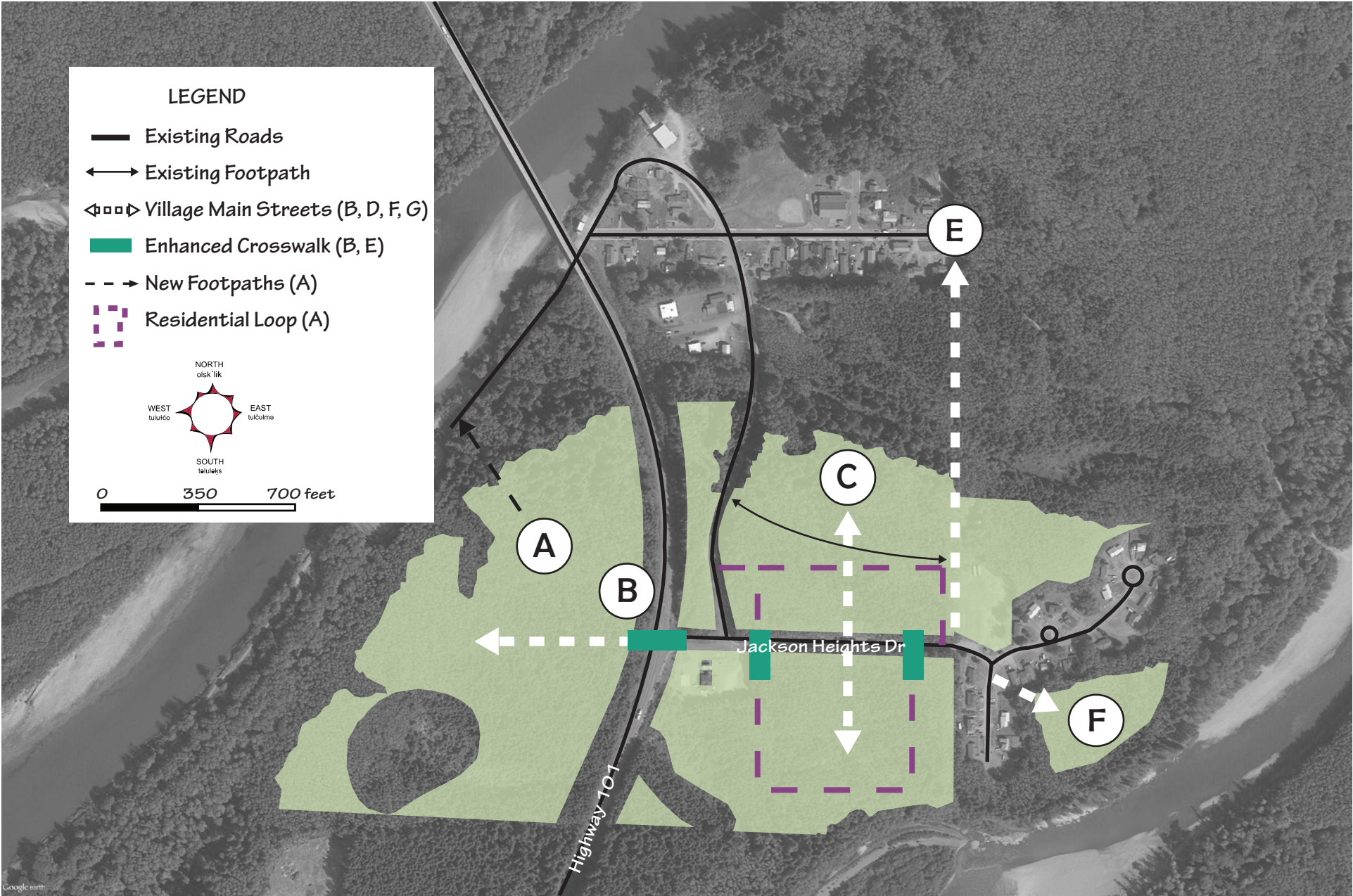
The hybrid center concept arranges community buildings and multiple-family homes around a park, lawn, or field that is ringed by narrow streets and on-street parking. This combines the benefits of both the main street and town commons concept but also their drawbacks. The design centers the park and provides easy car access to the buildings and homes, but the park is separated from these buildings by the ring road. Because it is a ring road, the village could close the portion between a particular building hosting an event and the park so that the flow between the spaces would be uninterrupted.

Strategic Reserve (Areas A and C)

The amount of developable land likely exceeds the amount of space necessary to accommodate the desired development for at least the foreseeable future. With that in mind, strategic reserves of land (denoted in light green on the map) should remain as forest until the other areas are built out. This implements the community's input on developing a coherent village centered around cultural and social institutions so that residents can easily access future buildings without crossing Highway 101. This type of development allows for more efficient provision of services and promotes unity instead of fragmented development. Only after the areas east of Highway 101 have been extensively developed should development in Area A be considered. The exception would be if commercial buildings require additional space beyond the area centering the Trading Post. In this situation, it would make sense for other commercial buildings to be built on the strategic reserve lands west of Highway 101 instead of closer into the community.

Although Area C has been identified on the map as suitable for development, it would likely remain as forest due to its relative inaccessibility from the rest of the village.

Map 5. Proposed Transportation Connectivity



TRANSPORTATION AND CONNECTIVITY

New Village Roads (B, C, E, and F)

This plan envisions a two-tier road network in Queets. The village will be served by village main streets (not to be confused with the “main street” concept from Town Centers) and village access streets. Village main streets (Roads B, C, E, and F, presented as white dashed lines) provide circulation between major areas of the village, and village access streets are off-shoots from main streets that allow access to smaller sites. For example, while Road E would provide general access to new residential areas, smaller access streets are necessary for connecting to individual homes. Village access streets would be laid out at the time that new lots and development areas are platted.

Both main and access streets are shared spaces without a separation between different modes of transportation. Both types of street consist of a paved shared space with a gravel or decomposed granite fringe. There are no curbs or sidewalks, both of which do not provide real protection to vulnerable road users. This alignment increases safety by reducing speeds.

Shared roads improve safety by removing the primacy of the automobile. Where separated roads allow drivers to speed and reduce attention, shared roads force them to drive slowly and pay attention. They work best where there are less than 100 cars per hour⁶⁴ and where there is frequent activity in the streets, like where children play or dogs patrol. This is consistent with our observations of Queets. Short block lengths keep drivers’ attention on the road. Supplemental traffic calming features can be installed where speeds exceed the intended maximum.

Village main streets are wide enough (20 feet) to allow cars to pass each other without leaving the pavement. Village main streets’ unpaved fringes are wide enough (eight feet) to allow vehicles to be parked on them without impinging on the paved area.

Village access streets are narrow enough (12 feet) that cars must leave the pavement in order to pass each other. The unpaved fringes of village access streets are narrow enough (six feet) that parked cars impinge on the pavement.

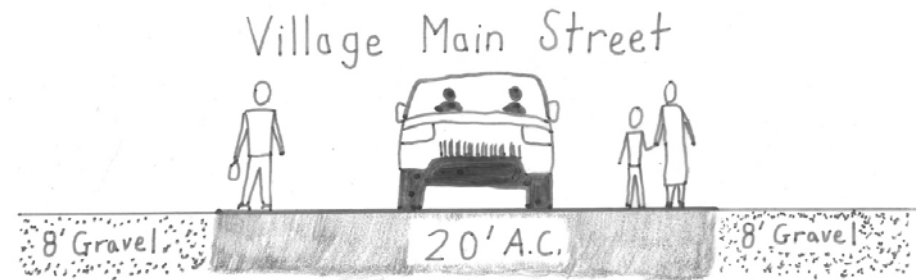


Figure 12. Cross-section of village main street

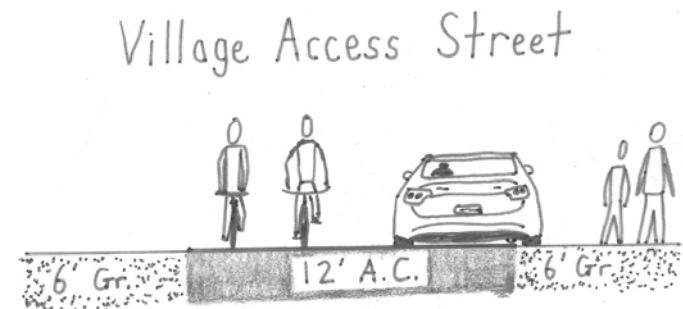


Figure 13. Cross-section of village access street



Special consideration should be given to Road E as it serves as an existing connection between the Lower and Upper Village, and, when fully built to standards, would help improve access and serve as a supplemental tsunami evacuation route.

Enhanced Crosswalks (B and D)

If development on the west side of Highway 101 proves necessary, the intersection that connects Queets to the other side of the highway will be a critical junction, especially for pedestrians. The QIN should work with the Washington State Department of Transportation (WSDOT) to improve safety at this intersection.

Other important crosswalks include those that provide pedestrians access across Jackson Heights Drive between the two proposed residential areas. These could be integrated with a residential loop as described in the “Residential Loop” section below.

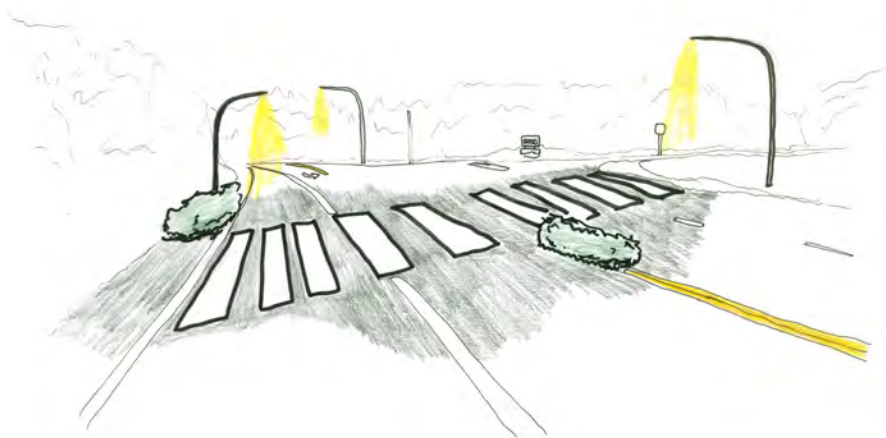


Figure 14. Example of a safe crosswalk with a painted crossing

New Footpaths (A)

Due to the steep slope on the western fringes of the developable land on Allotment 100, it may not be possible to create car access down to the current wastewater treatment plant and back to the Lower Village. However, it is a strong recommendation to create a footpath (A) that allows pedestrians to walk to the Lower Village via the path that currently connects the Lower Village to the wastewater treatment plant. Having this footpath would allow residents to walk to the Lower Village from the west side of Highway 101 without having to cross the highway.

Residential Loop (D)

The idea of creating a one-mile pedestrian loop (D) around the future houses in Queets has garnered considerable positive reviews in community engagement sessions. The premise behind the idea is to create a nicely landscaped trail that respects the privacy of homes, but still allows residents to walk around the community to access key services like parks, the cultural core, and the key commercial area by the Trading Post. Having a residential loop would help promote community cohesion, as well as exercise. Doctors prescribe patients a daily mile walk, and the most illustrious event in track and field is the mile run.



Figure 15. A residential loop would bring neighbors together through recreation

B6. GOALS + ACTIONS

HOW TO READ THIS CHAPTER

The Goals and Actions chapter contains recommendations informed by Ripple Planning's community engagement process. It encapsulates the research and feedback heard from the Queets community during numerous engagement events, interviews, informal conversations, and design activities about relocating Queets out of the tsunami zone. The Goals and Actions are meant to be an easily accessible list of recommended work for future planners, tribal and non-tribal government officials, and Queets community members to reference when planning and building new development and operating community programs in Queets.

Community Interest:

Reflects the expressed feedback and relative strength of community need, desire, and/or value of each specific action.



Positive Impact:

Reflects the full effects and consequences of an action.



Goals reflect common, broad themes that continually reappeared in conversations with the community throughout the project timeline, and their recurrence signals important values and priorities that the community holds. The next page contains a list of seven goals developed from Ripple Planning's activities.

Actions are specific activities aimed at improving the lives of Queets residents. They are written to address specific issues that the community identified as important. The QIN is the primary implementer of these actions, unless an action specifies other actors. The following pages contain tables of actions related to each goal.

For justifications of each goal and action, see [Chapter 8: Justifications](#), on page 93. The appendix also contains a ranked list of all actions based on their combined Community Interest and Positive Impact rating.

Example Action:

	Action	Page	Issue Origin	Solution Origin
1.1	Connect the Village to the river.	123	Community	Ripple

Goal the action references

Short description of the action

Page number of the longer action justification in Chapter 8

Who voiced the issue

Who voiced the solution

GOALS

1

CONNECTION TO NATURE

Queets is connected to the river, the forest, the ocean, and other elements of the land, and new development does not adversely impact these resources.

2

DESIGN FOR COMMUNITY

New development in Queets is culturally appropriate, honors history, and builds community.

3

QUALITY HOUSING FOR ALL

Queets has housing of sufficient variety, quality, and quantity for the people of Queets to live in during all stages of life.

4

ECONOMIC OPPORTUNITY

Queets takes advantage of its unique location, resources, culture, and people for its economic benefit and provides opportunities for employment and entrepreneurship.

5

TRANSPORTATION NETWORK

Queets' transportation network is appropriately sized, safe, accessible to all ages and abilities, and connects the people of Queets to each other, the things they need, and the rest of the region.

6

QUALITY OF LIFE

Queets has a high quality of life that meets the social, educational, health, safety, and spiritual needs of residents. Appropriate infrastructure and institutions are devoted to achieving these needs.

7

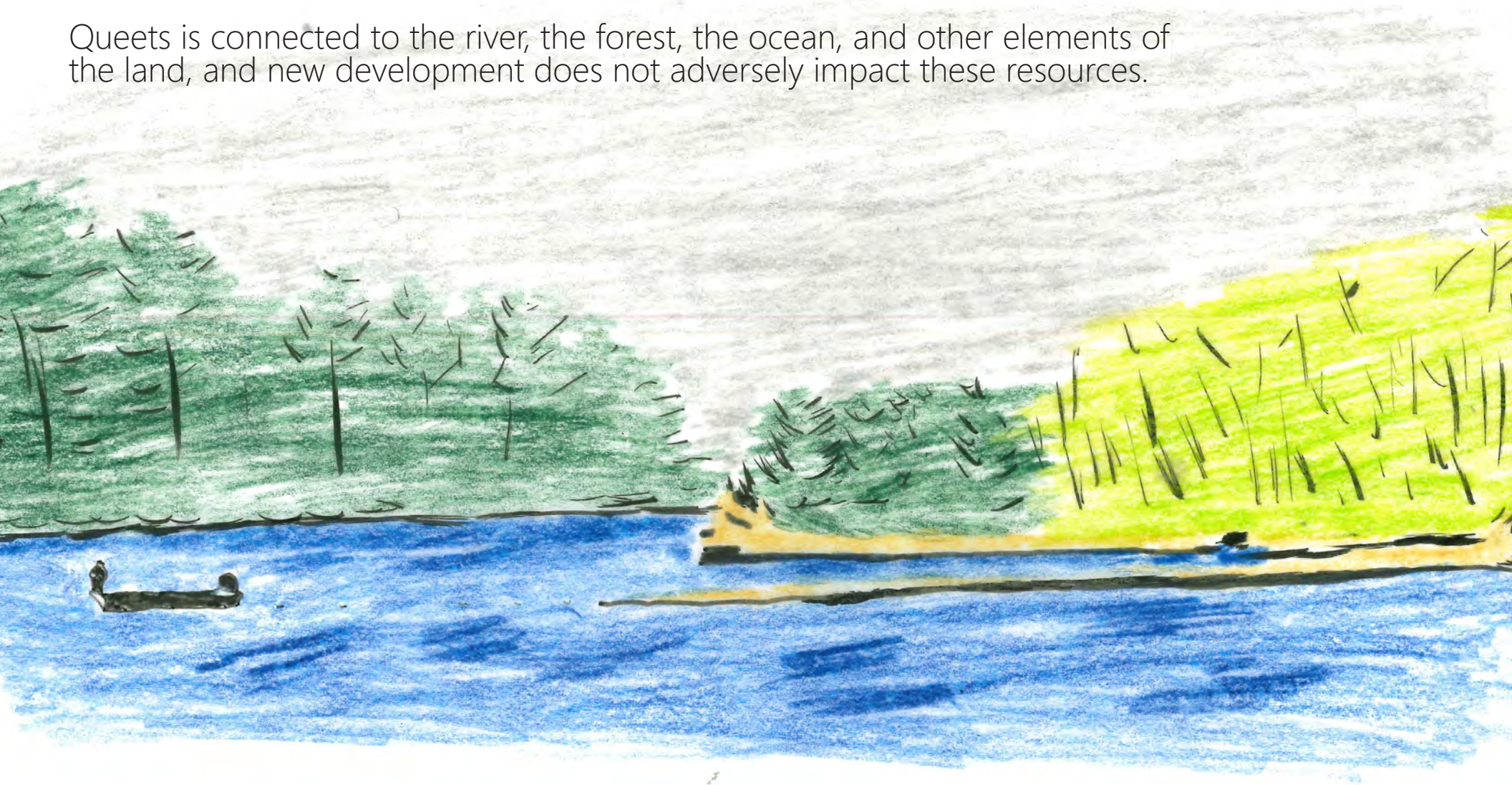
EMERGENCY PREPAREDNESS

Queets is safe in a disaster and takes care of its people in the aftermath.



1. CONNECTION TO NATURE

Queets is connected to the river, the forest, the ocean, and other elements of the land, and new development does not adversely impact these resources.





1.1 Connect the Village to the river.

99

Community

Ripple



1.2 Provide space for village agriculture and wild foods.

100

Community

Community



1.3 Reduce stormwater runoff volume and velocity.

101

Community

Ripple



1.4 Analyze the potential for renewable energy.

102

Community

Community



2. DESIGN FOR COMMUNITY

New development in Queets is culturally appropriate, honors history, and builds community.



		Action	Page	Issue Origin	Solution Origin
		2.1 Build community buildings around a village core.	104	Community	Ripple
		2.2 Design for "eyes on the street."	104	Community	Ripple
		2.3 Design to minimize crossing Highway 101.	105	Community	Community
		2.4 Separate community areas and visitor-serving areas.	106	Community	Ripple
		2.5 Preserve trees for privacy and windbreaks.	107	Community	Community
		2.6 Maintain and remove trees for safety.	108	Community	Community
		2.7 Consult religious leaders when planning buildings.	109	Community	Community
		2.8 Include intergenerational education spaces.	110	Community	Community
		2.9 Incorporate culture into architecture.	111	Community	Ripple
		2.10 Create a veterans memorial park.	112	Community	Community
		2.11 Build communal smokehouses and baking pits.	112	Community	Community
		2.12 Designate space for culturally significant displays.	113	Community	Ripple
		2.13 Start a village oral history project.	114	Community	Ripple
		2.14 Coordinate relocation with other plans.	115	Community	Community
		2.15 Plan for lifetime infrastructure costs.	116	Community	Ripple

3. QUALITY HOUSING FOR ALL

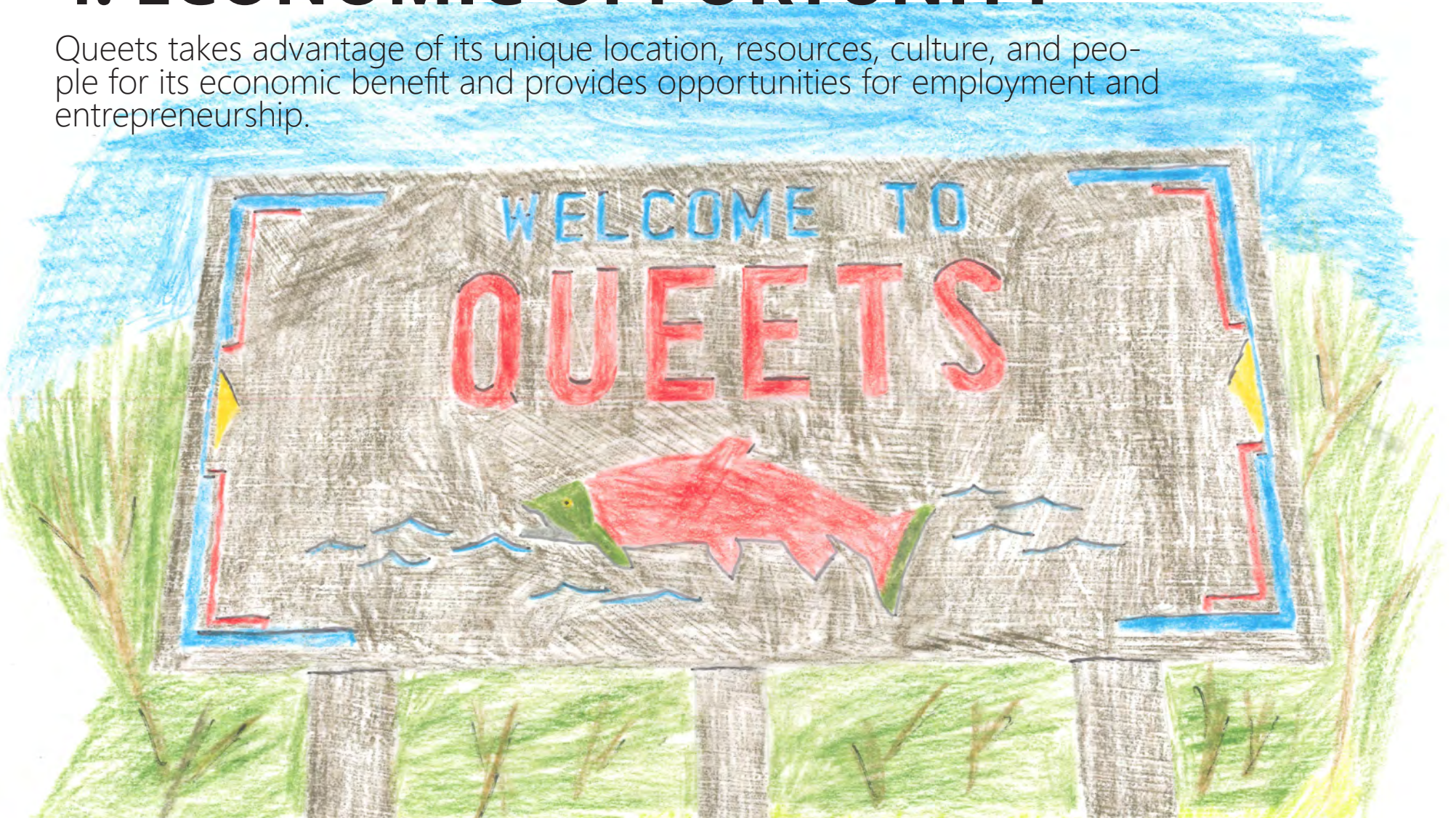
Queets has housing of sufficient variety, quality, and quantity for the people of Queets to live in during all stages of life.



	Action	Page	Issue Origin	Solution Origin
 	3.1 Build a mix of housing types.	118	Community	Community
 	3.2 Integrate housing by tenancy and type.	119	Community	Ripple
 	3.3 Integrate single-family lots of different sizes.	119	Community	Ripple
 	3.4 Build appropriate elder housing.	120	Community	Community
 	3.5 Design housing to be energy-efficient.	121	Community	Ripple
 	3.6 Provide housing with enclosed storage.	122	Community	Community
 	3.7 Provide housing with private yards.	122	Community	Community
 	3.8 Build temporary housing for public servants	123	Community	Community
 	3.9 Consider "half a house" for tribal housing.	124	Community	Ripple
 	3.10 Inspect and maintain tribal housing.	125	Ripple	Ripple

4. ECONOMIC OPPORTUNITY

Queets takes advantage of its unique location, resources, culture, and people for its economic benefit and provides opportunities for employment and entrepreneurship.





4.1 Provide child care and preschool.

127

Community

Community



4.2 Evaluate investing in tourism.

128

Community

Community



4.3 Promote Queets tourism.

129

Community

Community



4.4 Evaluate food processing and food retail.

130

Community

Community



4.5 Build and obtain permits for a commercial kitchen.

131

Community

Community



4.6 Expand and promote Taala Fund programs.

132

Community

Ripple



4.7 Improve banking access.

133

Community

Community



4.8 Employ Queets residents in development projects.

134

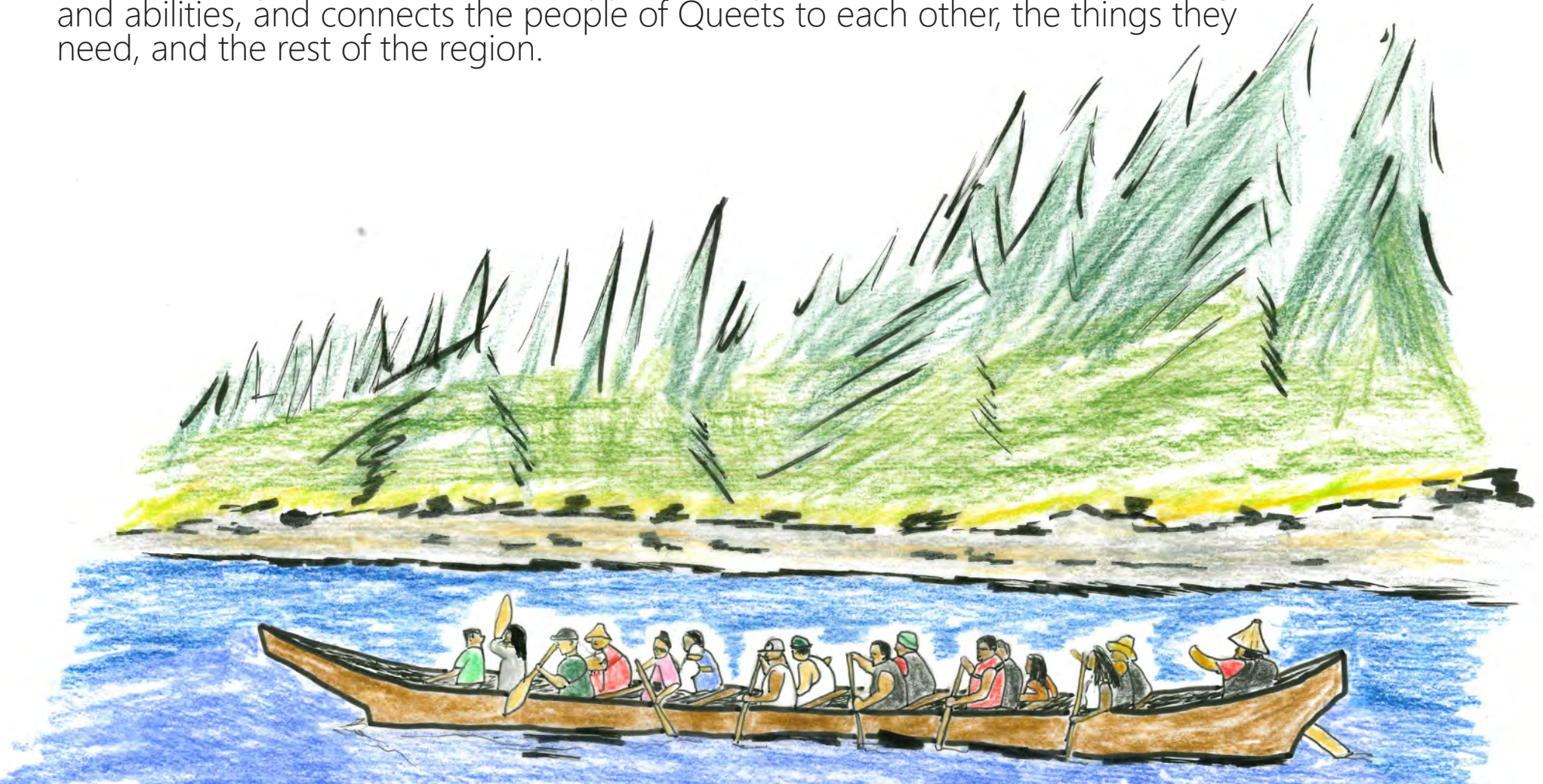
Community

Community



5. TRANSPORTATION NETWORK

Queets' transportation network is appropriately sized, safe, accessible to all ages and abilities, and connects the people of Queets to each other, the things they need, and the rest of the region.



	Action	Page	Issue Origin	Solution Origin
	5.1 Build a two-tier, low-speed street network.	136	Community	Ripple
	5.2 Use supplemental traffic calming, but no speed bumps.	137	Community	Ripple
	5.3 Expand the trail network.	138	Community	Community
	5.4 Build a two-tier trail network.	139	Community	Ripple
	5.5 Maintain trails for long-term sustainability.	140	Community	Community
	5.6 Improve wayfinding signage.	140	Community	Community
	5.7 Promote and label tsunami evacuation routes.	141	Community	Ripple
	5.8 Reduce speeds on Highway 101.	142	Community	Ripple
	5.9 Maintain Jefferson Transit service as a scheduled-stop.	143	Community	Community
	5.10 Maintain school bus service.	144	Community	Community

6. QUALITY OF LIFE

Queets has a high quality of life that meets the social, educational, health, safety, and spiritual needs of residents. Appropriate infrastructure and institutions are devoted to achieving these needs.



		Action	Page	Issue Origin	Solution Origin
		6.1 Request a larger wastewater treatment plant.	146	Ripple	Ripple
		6.2 Consider Dark-Sky-compliant outdoor lighting.	147	Ripple	Ripple
		6.3 Consult the community to rank recreation amenities.	148	Community	Community
		6.4 Build flexible educational spaces.	149	Community	Ripple
		6.5 Provide culturally-specific health programming.	150	Community	Ripple
		6.6 Provide mental health and addiction services.	151	Community	Ripple
		6.7 Provide nutrition and diabetes prevention classes.	151	Community	Ripple
		6.8 Evaluate telemedicine potential.	152	Community	Community
		6.9 Provide youth leadership and development programs.	153	Community	Community
		6.10 Provide office space for tribal police officers.	154	Community	Ripple
		6.11 Evaluate adding recycling service.	155	Community	Community
		6.12 Increase frequency of dumpster service.	156	Community	Community
		6.13 Provide broadband internet.	157	Community	Community
		6.14 Petition USPS to recognize Queets and open postal retail.	158	Community	Ripple

7. EMERGENCY PREPAREDNESS

Queets is safe in a disaster and takes care of its people in the aftermath.





7.1 Design buildings to serve as disaster shelters.

160

Community

Ripple



7.2 Support a volunteer fire department.

161

Community

Community



7.3 Plan a garage for the Queets emergency vehicles.

161

Community

Community



7.4 Install fire hose cabinets at fire hydrants.

162

Community

Ripple



7.5 Maintain defensible space and reduce fire fuel.

163

Ripple

Ripple



7.6 Install an All Hazard Alert Broadcast siren.

164

Community

Ripple



7.7 Promote County mobile telephone text alert service.

165

Community

Ripple



7.8 Promote or provide NOAA Weather Radio receivers.

165

Community

Ripple



7.9 Ensure uninterruptible emergency communications.

166

Community

Ripple



7.10 Develop an emergency back-up water source.

167

Community

Ripple



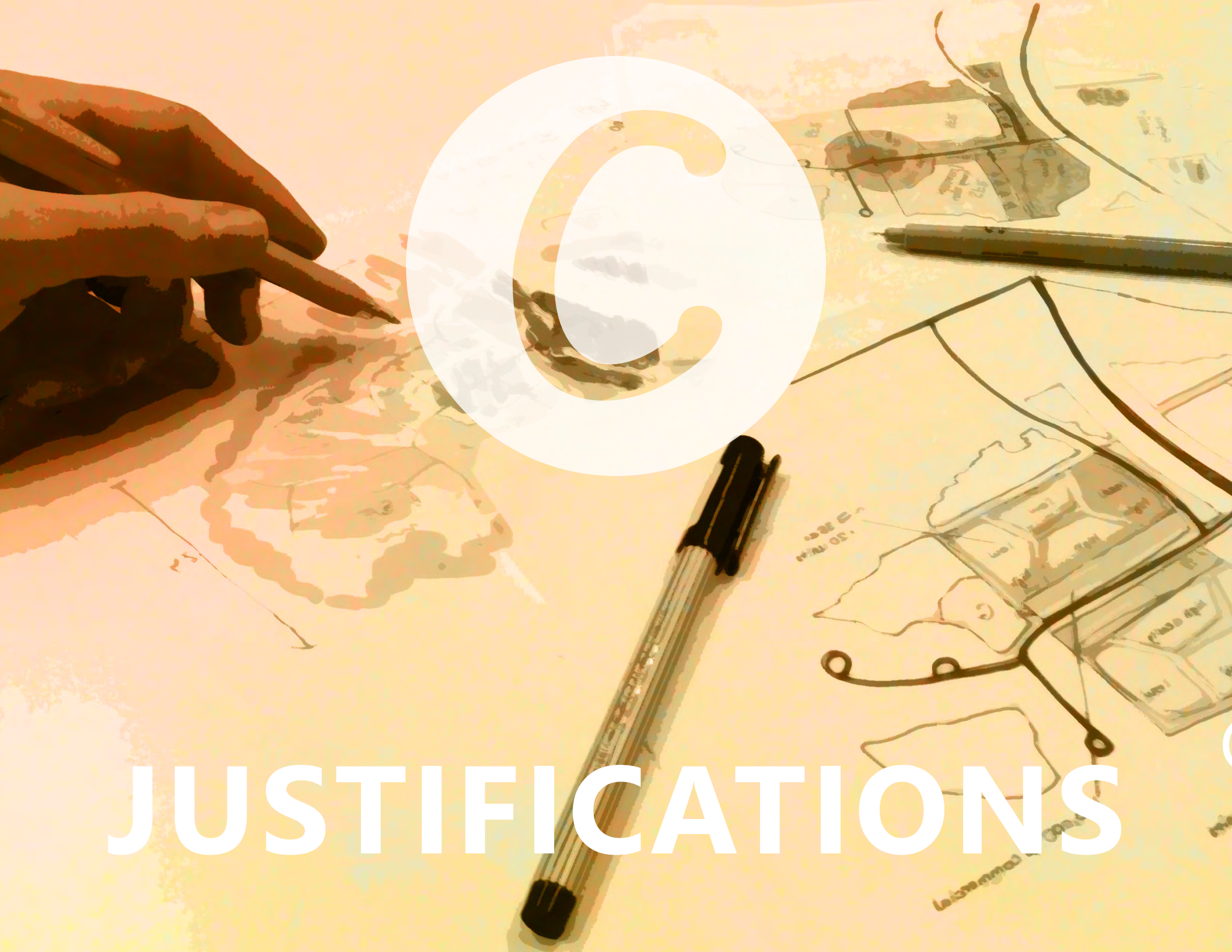
7.11 Maintain a stock of food and medical supplies.

168

Community

Ripple





JUSTIFICATIONS

C7. STORIES FROM COMMUNITY ENGAGEMENT

INTRODUCTION

The following section outlines Ripple Planning's community engagement efforts. In contrast to the larger report, this section is written from the first-person perspective of the team.

The purpose of the community engagement was twofold: 1) to act as facilitators in conducting a process in which people felt respected and concerns were acknowledged; and through that process 2) to collect input to shape the Queets Village Relocation Plan. What our team found along the way was an enriching and humbling opportunity to not just listen and record the needs of the Queets community but to create and foster relationships.

Throughout our team's engagement process, Queets community members expressed concerns that their needs, desires, and values had long been overlooked or underrepresented, which had led to an observable lack of trust and confidence in the planning process in general. For this reason, we prioritized building trust and centering the community's voice, and we oriented our community engagement approach around the past and current experiences of community members.

We developed extensive interview questions but were also prepared to adapt to residents' responsiveness. We learned to keep our interviews relatively unstructured because we found that we were able to elicit better feedback and uncover the community's needs, desires, and values by letting them lead the discussion, rather than always asking targeted questions. Rich details from such conversations provided helpful feedback and a more holistic understanding of Queets. During passing moments, community members advising us on our activities offered themselves to impromptu interviews. In the process, we observed that Queets community members were not just interested in changes to the built environment, but to all aspects of life in the village. For this reason, this plan's recommendations involve not just buildings, but also programs and operations that shape the broader health, wellbeing and social environment of residents.

Centering the community's voice also required us to be well-versed in the context shaping the community's lived reality. We conducted background research on the Quinault Nation, the Queets community, intercultural communication, other Indigenous and non-Indigenous communities undergoing relocation, culturally-grounded community development programs in Indigenous communities, journal articles on Indigenous Planning, the broader history of ongoing structural oppression Indigenous communities experience in the United States, and more. We also consulted practitioners who have experience in planning and design processes in Indigenous communities. Together, this preparation helped the team be more sensitive, perceptive, and intentional. To review a list of the challenges we confronted in our engagement process, please see [page 180 of the Appendix](#).

GUIDING PRINCIPLES FOR ENGAGEMENT:

- **Maintain an awareness of the intercultural context and of differences** in approach to time, decision-making, information gathering, and more.
- **Take time and be present.** Adapt to the rhythm of life in Queets. Be open and ready to **spend additional time with people and hold extended conversations**, adjusting planned activities if necessary to meet the community closer to where they are.
- **Value knowing all sides of an issue**, including receiving feedback, ideas and opinions from all parts of the community. **Show special concern for reaching elders.**
- **Defer to QIN staff, QIN Business Committee members from Queets, and community members** for guidance on how to lead community engagement events. **Communicate the purpose and intentions behind our questions and activities.**
- Be cognizant of the fact that **as short-term outside consultants**, we must **avoid promising things we cannot deliver**. We should **document the community feedback as transparently as possible in the plan** for those who will carry it forward.
- **Acknowledge and learn from mistakes.**
- **Use multiple and varied forms of communication about events.**
- **Acknowledge value in community members' time and participation.** This means providing food during engagement activities, offering door prize raffles at all community dinners, and extending our personal gratitude to participants.

VISITS

Jan 27 - 28



"WELCOME TO
THE QIN"

Feb 25 - 26



"GETTING TO
KNOW YOU"

Mar 27 - 29



"CREATING
A VISION"

May 6 - 7



"CLARIFYING
A VISION"

>June 2018



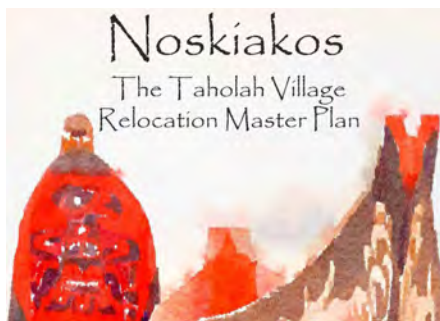
"NEXT STEPS"



"WELCOME TO THE QIN" VISIT 1

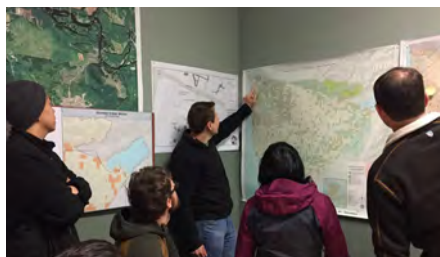
JANUARY 27, 2018

We met QIN Planning staff, who introduced us to the village of Queets and guided our team through walking and driving tours of Queets, Taholah, and significant cultural sites. We learned about the Quinault Indian Nation's significant investment in planning the relocation of Taholah and its interest in planning Queets' relocation.



LEARNING FROM TAHOLAH'S RELOCATION MASTER PLAN

Visiting Taholah exposed us to major commercial, cultural, and governmental institutions of the QIN, QIN housing, public art, the relative sizes of Queets and Taholah, and the early stages of implementation of the Taholah Relocation Master Plan. QIN Planning staff suggested Queets could incorporate elements similar to those of the Taholah Plan.



The Taholah Plan emphasizes meeting the needs of youth and elders as special groups of interest. It seeks to create a mixed-use community with multiple housing types but predominated by single-family homes, incorporate measures for resilience and emergency preparedness, integrate culture into building design, and create spaces for practicing and honoring cultural traditions. Households will have the voluntary choice to relocate. The Plan identified numerous potential funding opportunities that would be pursued upon completion of the planning phase.

LEARNING ABOUT QIN'S CANOE CULTURE



One significant cultural area we visited was the QIN host location for the 2013 Tribal Canoe Journey, of which people from Queets took part. Part of developing the site included crafting and erecting a totem pole that stood prominently in the center of the site. This exposed our team to the significance of canoeing and of inter-tribal relationships for QIN and the Queets community.



The Queets Lower Village is located directly beside the Queets River in the tsunami-inundation zone. The ocean is nearby, but the tsunami threat may not be imminently perceivable by all.



The Upper and Lower Villages are connected through a paved road, a dirt road, and formal and informal forest trails. There are multiple paths to the river.



Queets is immediately accessible from Highway 101. Drivers enter through the Upper Village at a turn-off for the Queets Trading Post.



Housing is not prominently visible from Highway 101. The village is nested off of a solitary stretch of forested highway. There are two highway billboards advertising the Queets Trading Post to the north and south.

“GETTING TO KNOW YOU” VISIT 2

FEBRUARY 25-26, 2018

Our team conducted four extensive phone interviews with QIN staff and the Queets representatives on the QIN Business Committee. They shared key information about the community's needs and advised us on how to engage the community. We met Queets residents for the first time at a February 25 community dinner at the Community Gym. We shared a meal with the 30 residents who attended and engaged in informal, small group conversations at tables. Many children also attended.



“Queets is accepting, and people are forgiving. It's like a big family.”

“Community gatherings and family functions are what I cherish about Queets.”

“Will it really get done? Or they just telling us what we wanna hear?”

“I wouldn't want to live in the new village, but I want somewhere for my kids and grandkids to have.”



OUR FIRST COMMUNITY DINNER EVENT: MEETING RESIDENTS

QIN staff and Queets representatives on the Business Committee encouraged us to organize a community dinner with Queets residents as early as possible. We agreed, and were interested in getting to know Queets residents and building initial rapport and trust. This event was the impetus for staff and Business Committee members to formally notify residents about the relocation project. Community members believed that an in-person presentation would convince residents that the project was real and had political support.

We coordinated and co-facilitated the event with the Business Committee members and QIN staff. They opened the event, explicitly lent support behind the project, and encouraged residents to share with our team. Our team led a facilitated discussion, during which our team asked the group broad questions of interest, such as “What do you see as important to have in a new, relocated village?”. We also distributed these questions in the form of a handout and posted them on flip charts where residents could respond. Each team member joined a table during mealtime to have informal discussions around these questions.

Our presentation sought to establish transparent expectations for the project and emphasized that our role was to facilitate, listen, and offer ideas (when appropriate) throughout the visioning process. We explained that relocation decisions were in the hands of QIN leadership and the Queets community.

Community members received us warmly, and many openly shared their thoughts and opinions. One resident broadcast the presentation on Facebook Live to the entire community.



"GETTING TO KNOW YOU"

VISIT 2 CONTINUED

FEBRUARY 25-26, 2018

Community members guided our team on a tour of notable village sites. We spent time with children at Head Start and visited the fish house. Community members invited us to join the senior breakfast, a daily meal service provided to Queets community seniors by QIN staff. We presented our project's scope and goals to the full QIN Business Committee on February 26.

“What happens to those who are already in houses (own/rent)? Do they have to start from the beginning? Or is it all covered?”



Special memory: Sitting with the grandparents, learning how to make baskets

“I'm ready to go if the time comes for my passing.”



HOLDING EXTENDED CONVERSATIONS

Relationship and trust building took place in unexpected and unplanned ways. After the community dinner ended, several community members stayed around and spoke with us for several hours in the gym, sharing about life in Queets and their thoughts on the relocation project. One community member shared with us meaningful objects expressive of Queets culture, including a painted paddle, a painted drum made from elk hide, a cedar headband, and more.



PLAYING BASKETBALL WITH YOUTH AT THE QUEETS GYM

Our team came to learn that the Queets gym is a significant community building to the village. We decided to stay overnight there on our visit, as a means to save money, but also to have more opportunities for interaction and presence with community members. Our lodging in the gym provided the perfect excuse for our team to take breaks to play basketball with curious kids who would swing by the gym looking for something to do.

Special memory: "Walking in the woods"



"I'd love a new park - one that has monkey bars."

"Queets is the best place I've ever lived."



HAVING FUN WITH CHILDREN AT HEAD START

Community members invited us to visit the Head Start program on February 26. We spent a morning with the children, who playfully chased us around play structures and led us -- many hand-in-hand -- on their daily walk around the Lower Village. These actions helped build trust and allowed the community and families to see our positive intentions. They also made our team and the project more visible in the village.

“CREATING A VISION”

VISIT 3

MARCH 27-29, 2018

The team's four-day visit in March was an in-depth dive into the community's recommendations. We emerged with multiple drawings and sketches for the future village design. We held several discussion group activities. Twelve community members participated, representing a diversity of voices in the community. We adjusted plans on the fly to better reach community members on their own terms. These included: breakfasts with seniors, tabling at the Queets Trading Post, and informal interviews at homes.



DISCUSSION SESSIONS WITH QUEETS RESIDENTS

Our team held several general discussion sessions with residents and had the opportunity to speak with residents of various age levels, ranging from young to old. These sessions presented an additional opportunity to hear from a diverse array of community voices. A few of the discussion sessions evolved into extended, one-or two-person interviews.

SHARING BREAKFASTS WITH SENIORS

Community members invited us to attend Queets' daily senior breakfasts, a routine gathering for many mobile seniors in the community. This effort lessened the barrier for seniors and elders to participate and offer feedback in a familiar and comfortable environment. These gave us the opportunity to spend more time with familiar contacts and to meet family members of our contacts.

DOOR-TO-DOOR VISITS

Recognizing that not all community members would be able or willing to leave the comfort of their homes to attend a community event, our team was fortunate to have two community members volunteer their time to go door-to-door with team members, to facilitate conversations about the relocation and assist in distributing a community survey we developed. We opted for shorter and more informal conversations rather than always asking people to complete the survey. We would not have had any success at all had we not been accompanied by local notables. These people literally opened doors for us to speak with other residents. To learn more about the results of the community survey, please see page 177 of the Appendix.



TABLING AT THE TRADING POST

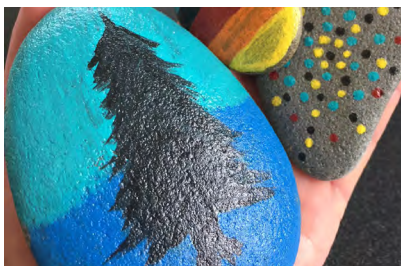
In order to intercept people while they were out and about, we chose to table at the Queets Trading Post. A community member made arrangements allowing us to set up our table next to a popular fundraiser selling clam chowder. Our table would not have had nearly the traffic it did without the benefit of foot traffic and notoriety from this fundraiser.



"CREATING A VISION" VISIT 3 CONTINUED

MARCH 27-29, 2018

Team members observed a political event held in Queets and accepted invitations to several activities. Residents offered clear feedback about housing preferences and residential density, using visuals and photos that we provided as examples. Community members led our team to new opportunities and avenues for us to hear, learn, and experience the parts of the community they most care about.



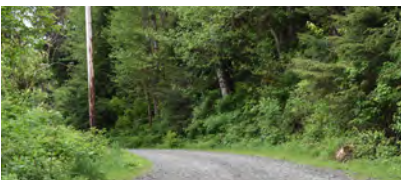
INVITATION TO THE WOMEN'S CIRCLE

Team members had the opportunity to engage with Queets residents as fellow participants, and not just observers. Two female team members were invited to the Women's Circle, a women's arts and sharing group. Our attendance in this circle was less about achieving objectives related to the relocation effort; rather, it was about being *present* as a participant in an activity that centered on the shared experience of being a woman.



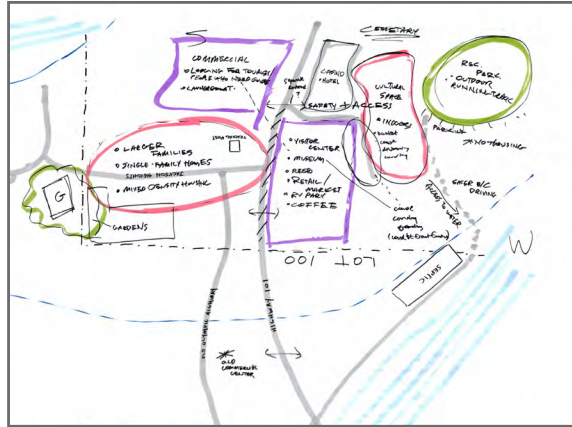
INVITATION TO THE QUEETS RIVER COMMITTEE MEETING

Members of our team received a last-minute invitation to the Queets River Committee meeting, which offered an opportunity to learn about the status and issues regarding fish runs in the upcoming year. Afterwards, team members spoke with a few fisherpeople to hear how their needs could be addressed in a relocation plan.



INVITATION TO DRIVE IN A QUEETS ELDER'S CAR

At one point during a senior breakfast, a Queets elder invited two team members to tour around important spots of the village in his truck. This also offered a fuller glimpse of the informal road and trail network in Queets.



COLLABORATIVE DESIGN SESSIONS

Team members brought pens and tracing paper with them throughout activities in Queets, and took advantage of impromptu opportunities to collaborate with community members on visualizing village design concepts on four different occasions, in addition to a visualization exercise at the second community dinner event. These concept maps were key inputs for the development of this plan's future recommendations and proposals.

“A park for Queets veterans would show future generations the service of their parents and grandparents”

“The Shaker Church dining hall was a place of fun, laughter, music, and food”

“The Old Olympic Highway used to go through Queets; now, Queets has become the ‘little town that got lost’”



OBSERVING A LOCAL POLITICAL EVENT

Community and QIN Business Committee members invited us to attend a political event in Queets occurring during our visit, in which the QIN Vice President was campaigning for reelection. We observed and listened, hoping to learn more about the needs of Queets residents. This event served as an informal reliability test to confirm the breadth and depth of community concerns we had previously heard.



“CREATING A VISION”

VISIT 3 CONTINUED

MARCH 27-29, 2018

Thirty-seven community members attended our second community dinner, which prioritized group discussion and design/sketch activities for adults and for youth. Nineteen community members completed a printed survey about needs and priorities. Additionally, we traveled to La Push where we spoke with two former Queets residents and a local Quileute Tribal leader familiar with relocation, and attended the “Welcoming the Whales” ceremony.

SECOND COMMUNITY DINNER EVENT: CREATING A VISION TOGETHER

Our second community dinner event, held towards the end of our March visit, was a chance to work alongside community members to apply their needs, desires, and values into a visualization and imagining of a future Queets. The event entailed small group facilitation among three tables: two for adults and one for youth.

At the youth table, team members asked kids to draw buildings they imagined for the new village. Team members at one of the adult tables held a collaborative design session while team members at the other table facilitated a conversation about the relocation effort.

Team members adapted their facilitation style to the dynamics and comments of participants at their tables. As the sessions progressed, the discussion excited growing interest among many participants. The adult tables yielded significant new insights from the rich discussions. The kids showed pride in the drawings they had created and sought to show and tell what they produced.



LEARNING ABOUT QUEETS FROM A DIFFERENT PERSPECTIVE

On the last day of our March trip, a Queets community member and QIN staff person invited team members to visit La Push, a village governed by the Quileute Tribe that is undergoing its own relocation to higher ground. There are many social and familial connections between the Queets and Quileute communities. The Queets community member accompanying us was instrumental in introducing team members to two former Queets residents and a prominent leader of the Quileute Tribe involved in their relocation. We also attended a “Welcoming the Whales” ceremony being held that same day. Our team observed strong, youth-led cultural traditions expressed through dance, singing and drumming circles. We then attended a salmon bake lunch in the community’s AKaLat Center, where we observed how architects incorporated cultural elements into its design and motifs.

To learn more about what we learned from our interviews in La Push, please see [page 177 of the Appendix](#).



“The Canoe Journey is a powerful space where youth learn to reach their peak”

“Queets needs a higher profile on the highway... People say about Queets, ‘don’t blink - you’ll miss it!’”

“A lot has changed in Queets in terms of crime”

“CLARIFYING THE VISION” VISIT 4

MAY 6-7, 2018

We synthesized all the community feedback to-date, which we organized into a draft of what would become the Queets Relocation Vision Plan. The third community dinner provided the opportunity for the community of Queets to weigh in on whether the proposed design frameworks and top policy actions were representative of their needs, desires, and values for a safe future Queets. There were 44 community members in attendance. The drafted designs and more technical policy actions were vetted for technical feasibility through individual and small group interviews with QIN Planning staff and QIN Business Committee members. Additionally, we conducted an extensive phone interview with a former Queets resident who has a longtime connection to Queets, in order to learn about the person’s experiences and memories of Queets in the 1960s-1980s.



THIRD COMMUNITY DINNER

After synthesizing all the community feedback to-date, we organized and displayed our draft design strategies and top recommended actions at a community dinner. We presented these in written and visual form on five large-scale poster pin-ups to elicit community feedback. The posters were categorized around actions related to housing, transportation, town core, and commercial/miscellaneous. Our team asked community members to use stickers to identify what they liked, what they did not like, and what they felt neutral about on our posters. Team members spoke with residents to understand their thoughts behind each rating, and captured questions and comments on post-it notes.



CEMETERY VISIT

One of the QIN Business Committee members from Queets gave us a tour of the location of the future Queets cemetery site, offering insights into how Queets residents relate to their ancestors and burial sites. Seeing the site -- a wide clearing fully surrounded by tall evergreen trees -- let us see first-hand a setting resembling the future development sites in Allotment 100.

“Queets is a fishing village, but times are changing as fishing runs decline.”



“We need dumpsters to come quarterly, not just once a year.”



“Avoid dense apartment buildings; single-story duplexes are better.”

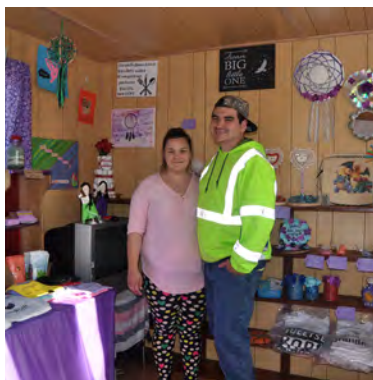
“Kids used to be asked to help out elders with things like chopping woods, and helping around the house.”

“NEXT STEPS” VISIT 5

JUNE 2018 AND BEYOND

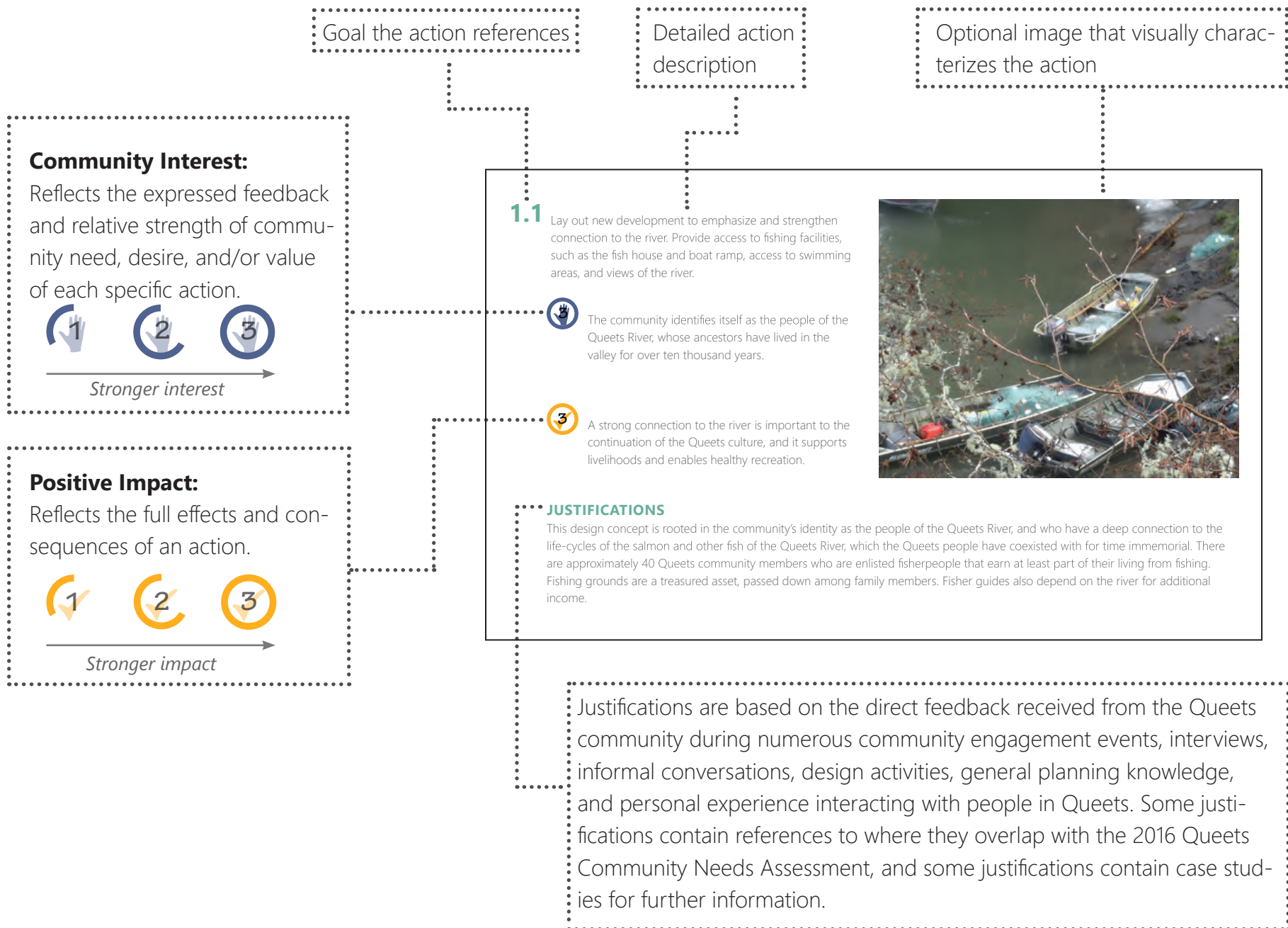
With the community vision plan complete, we scheduled a visit to give presentations to Queens community residents, QIN staff, the QIN Planning Department, and Queens representatives on the QIN Business Committee. These presentations will help carry the momentum of this plan forward and provide the opportunity for its use in furtherance of a safe future

Thank you to the many individuals who were a part of this process!



C8. GOALS + ACTIONS JUSTIFICATIONS

HOW TO READ THIS CHAPTER



NOTES

- This chapter includes all the previously listed actions, except in more detail.
- Actions reflect the needs, desires, and values heard from the Queets community. They are written to address specific, important issues identified by the community.
- The feasibility of each action was not considered. This was in acknowledgement that the complexity of history, governance, technical suitability, and cost made it extremely difficult to credibly evaluate the feasibility of the actions in the limited time frame in which the plan was created.
- All actions, including those with low ratings, are important to the community.
- It is assumed each action will have a positive impact on the community (otherwise it would not be included in the plan).
- Many of the actions outlined below incorporate the findings captured in the Queets Community Needs Assessment of 2016. Where this is the case, the Needs Assessment is specifically mentioned in the justification for these actions.
- Some actions may fulfill multiple goals, but they are placed under the goal they best serve.
- Some recommended actions that continue existing programs or policies are rated high for Positive Impact in cases where the impacts of their continued implementation would be vital to community life.
- Some of the proposed actions below are policy recommendations that will require long-term investment and planning, while others are meant to inform the relocation planning process as it proceeds.
- The QIN is the primary implementer of these actions, unless an action specifies other actors.
- It should be acknowledged that these ratings are borne out of incomplete knowledge of the Queets context, and should be used only as a starting point for future planning and policy efforts, with further community vetting needed. However, taken together, these rating criteria and origins show the relative acceptance and consequence of each action to the best of Ripple Planning's knowledge. The criteria can be used to yield a rough ranking grounded in the community's voice and context. This ranking can assist in future planning and policy efforts, regardless of the feasibility of the actions ranked. With this in mind, it is hoped that the actions will be considered legitimate instruments to improve life in Queets.



QIN STRATEGIC PLAN

Many of the goals outlined above overlap with the goals for the six domains identified by the 2008 QIN Strategic Plan, as well as the strategic focus areas of the 2012 QIN Strategic Plan.

QIN's 2008 Strategic Plan guides the QIN government where to concentrate its efforts and resources to create a healthy community by focusing on six domains of action and opportunity that contribute to Quinault quality of life and wellbeing. These include the domains of:

- Community
- Wellness
- Learning
- Prosperity
- Land
- Quinault government

Each of these domains includes a preferred future condition describing the goals that the Quinault people have set for themselves. These are based on the Nation's vision, core values, and mission statement, which emphasizes enhancing the quality of life of the Nation's people through "preserving our roots: sovereignty, treaty rights and constitution, cultural traditions, and natural resources," and "promoting our wings: employment and educational opportunities, prosperity, and physical, spiritual, and emotional well-being."

As part of the 2008 Strategic Plan, a group of Queets residents known as the Queets Village Group was convened to work on a Queets-specific section of the plan to further community building in Queets. The group emphasized embodying Tsooto (Hope) through community engagement and volunteerism to improve community wellbeing. Many of the goals and actions within this plan relate to this hopeful future and should be considered important stepping stones to achieve this vision.



Figure 1. Final Story Map of the Quinault Indian Nation 2008 Strategic Plan.

IMPLEMENTATION

The following are general suggestions that Ripple Planning heard from residents and QIN staff to help implement these actions and affirm to the community that relocation work will happen:

- Include more specificity and detail about proposed actions and other relocation work so that people can understand why specific work is getting done.
- Frame the conversation on village relocation around the safety of the community rather than on cost, so that people understand that the personal and community safety of Queets is what is at stake.
- Create structures for continual community pressure and advocacy in support of relocation. Activating the community to advocate for relocation will help ensure that relocation decisions are supported by the people most affected by those decisions.
- Consider working with the QIN Emergency Manager regarding implementation of emergency preparedness measures.
- Invite all relevant QIN staff to Queets community events so they can directly answer residents' questions related to the impacts of relocation.
- Improve communication between residents and the tribal government about projects and create channels for addressing

community concerns in the scoping and planning phases to address issues before they arise. This would help increase satisfaction with the Nation's services, and help people see that the tribal government is accountable, responsive to communication, and produces results.

ADDRESSING DOUBTS THROUGH ACTION

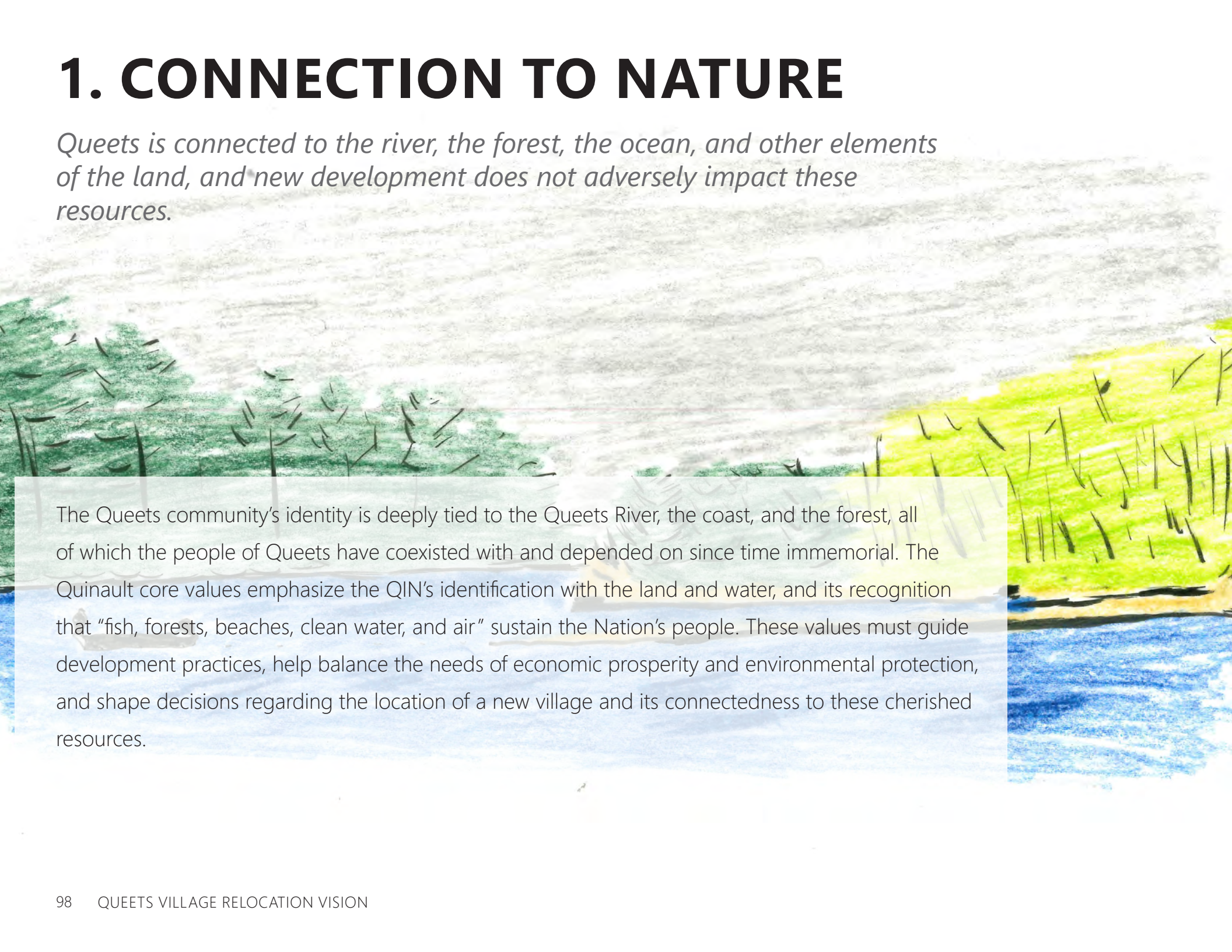
These goals and actions can also be used to demonstrate to the Queets community that work has been done to listen to their needs, desires, and values, and that this feedback will be included in a plan for future relocation efforts. The intent is to address some of the doubts, concerns, and resignation many Queets residents expressed regarding tribal government promises. There was an observed lack of trust and confidence in the planning process, which Ripple Planning learned was born from a legacy of unmet needs. Residents expressed doubt about whether the public investment required for the relocation would actually be fulfilled. Some mentioned how conversations around new infrastructure projects, relocation, and needs assessments have happened before, with little to no progress being made to address the issues raised.

However, the visioning process also activated momentum within the Queets community about the relocation project. This plan's actions, then, identify opportunities where the Nation can target its public resources and energies to best respond to the community's needs, desires, and values.



1. CONNECTION TO NATURE

Queets is connected to the river, the forest, the ocean, and other elements of the land, and new development does not adversely impact these resources.



The Queets community's identity is deeply tied to the Queets River, the coast, and the forest, all of which the people of Queets have coexisted with and depended on since time immemorial. The Quinault core values emphasize the QIN's identification with the land and water, and its recognition that "fish, forests, beaches, clean water, and air" sustain the Nation's people. These values must guide development practices, help balance the needs of economic prosperity and environmental protection, and shape decisions regarding the location of a new village and its connectedness to these cherished resources.

1.1

Lay out new development to emphasize and strengthen connection to the river. Provide access to fishing facilities, such as the fish house and boat ramp, access to swimming areas, and views of the river.



The community identifies itself as the people of the Queets River, whose ancestors have lived in the valley for over ten thousand years.



A strong connection to the river is important to the continuation of the Queets culture, and it supports livelihoods and enables healthy recreation.



Figure 2. A portion of the Queets River fishing fleet.

JUSTIFICATIONS

This design concept is rooted in the community's identity as the people of the Queets River. The Queets people have coexisted with the salmon and other fish of the Queets River for time immemorial. They have been deeply connected to the life-cycles of these fish. There are approximately 40 Queets community members who are enlisted fisherpeople that earn at least part of their living from fishing. Fishing grounds are a treasured asset, passed down among family members. Fisher guides also depend on the river for additional income. Many community members, including children, use the river for recreation. Multiple Queets fisherpeople voiced that they would like the new village location to have continued access to the river. The Queets fish house is also an important facility as the temporary freezing, storing and distribution site for caught fish that are subsequently distributed to and processed by the QIN's Quinault Pride Seafood enterprise.

1.2 Reserve spaces for village agriculture. Ensure that the spaces are appropriate for several types of crops. Include native food gardens and foraging areas.



The existing community garden is well used, and interviewees expressed interest in food sovereignty and in the commercial potential of foraged foods.



Gardening and foraging are healthy forms of exercise that provide healthy food. Shared garden plots give a chance to spend time with neighbors and educate children. Foraging for wild foods is a connection to the community's cultural traditions.



Figure 3. The garden behind the Queets senior center.

JUSTIFICATIONS

Queets currently has a small community garden next to the senior center building. Multiple community members expressed interest in community garden spaces, which could also serve to strengthen Queets' food sovereignty, and to educate youth in cultivating local traditional native plants and roots. There is a book on botany recently written by the QIN Cultural Resource Specialist Justine James, Jr. that could serve as a key reference with gardening. Foraging, such as for berries, is also a cultural and self-sustenance tradition in Queets. Spaces for community food cultivation would support the QIN's goal of achieving greater self-sufficiency and strengthen the Queets Village's ability to sustain itself in case of an emergency.

1.3 Minimize impervious surfaces and use low-impact development features to minimize stormwater runoff volume and velocity. Require special uses like gas stations and restaurants to use runoff pollution prevention best practices.

2 Stormwater runoff causes sewage overflows during severe storms.

1 Low impact development means using inexpensive techniques to reduce runoff, like using paving stones instead of concrete walkways and redirecting gutter downspouts to vegetated areas. These measures add up to significant erosion prevention that prevents ruts, sedimentation, and channel scouring. Special uses are those with high potential to discharge pollutants.

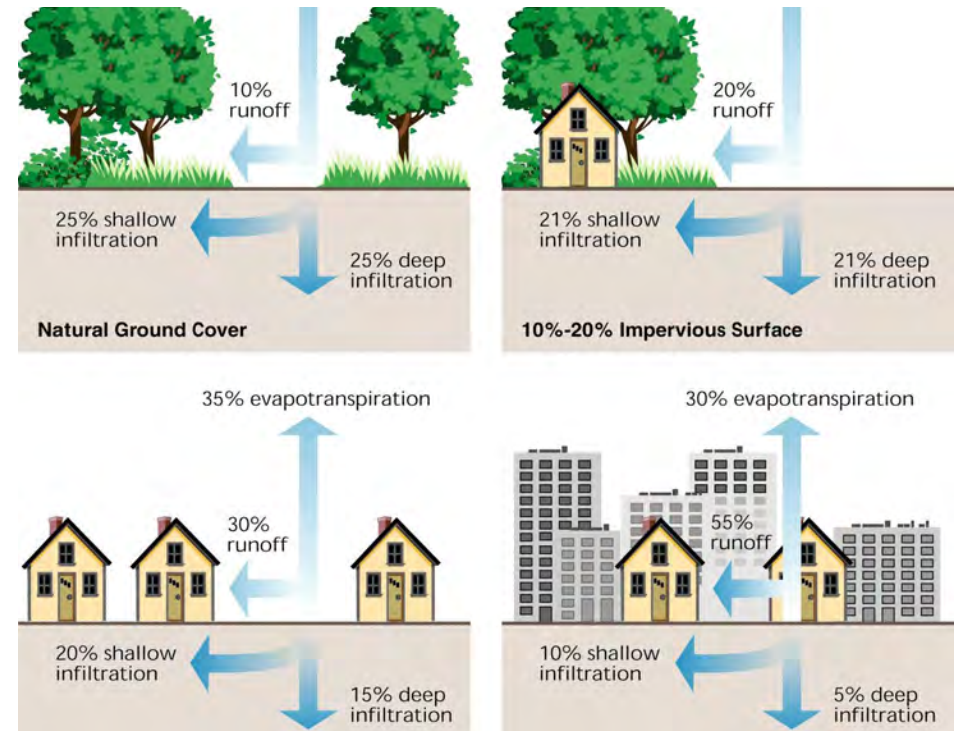


Figure 4. Impervious surface and stormwater runoff.

JUSTIFICATIONS

One Queens community leader indicated that the Queens sewer overflows in rainy conditions because of the accumulation of stormwater runoff entering it. Ripple Planning recommends the above action as a best practice to promote environmental sustainability, reduce pressure on the sewer system, and reduce the potential for contamination of the river from pollutants' runoff. This problem was mentioned in the Queens Community Needs Assessment.

1.4 Explore alternative forms of renewable energy production and energy storage with the goals of reducing carbon emissions, providing a backup power supply to reduce the frequency of power outages, and working toward energy self-sufficiency.

2 Some residents are interested in self-sufficiency and disaster resilience and others in ecological responsibility.

2 Power generated and stored on-site would reduce the frequency and length of power outages. Queets is very remote and would likely be among the last communities in the region to receive power restoration following an outage.



Figure 5. Forest wind turbines.

JUSTIFICATIONS

Some residents expressed a desire for Queets to be more self-sufficient and suggested developing solar and wind power sources. These ideas were positively received by other community members, who nonetheless cautioned that any equipment must be protected from vandalism and kept out of reach of children. Queets should begin by exploring the feasibility of passive solar energy and rooftop solar panels. Studies of the potential for generating wind power in the area indicate the region is a “fair” but not strong candidate for wind power; however, wind turbines should nonetheless be considered for strategic locations with greater yields. A biomass facility is also worth exploring, considering the significant quantity of forest debris and materials in the area that could generate energy; however, this option should be carefully vetted for logistical feasibility.

2. DESIGN FOR COMMUNITY

New development in Queets is culturally appropriate, honors history, and builds community.



Queets community members shared that they have a clear identity grounded in their history, culture, kinship networks, ancestors, natural environment, and place. New development in Queets should enable actions and interactions that advance those elements of the Queets identity, culture, and history that the community seeks to preserve and strengthen. At the same time, development plans and programs should allow for adaptive flexibility and provide opportunities for the community to continually shape where they live. Design and construction should also consider the durability of buildings and the long-term impacts upon future generations to lead fulfilling lives.

2.1 Design the village around a community core with concentrated amenities and community buildings that benefit from proximity to each other and promote community interaction. This core does not include any buildings with noxious uses.



Participants said they like that Queets is a close-knit community and enjoy happening upon their neighbors but also said that they enjoy privacy.



Concentrating spaces for social interaction increases frequency of social interaction for those seeking it while allowing distance from it for those not seeking it.

JUSTIFICATIONS

The people in Queets deeply value sharing in community events, including celebrations such as birthdays and weddings, as well as funerals and memorial services. Queets residents also enjoy getting together and running into each other and sharing in long spontaneous conversations, but they also appreciate spaces where they know they can count on seclusion and privacy. Ripple Planning proposes concentrating the community and social buildings to increase the likelihood of chance interactions for people who choose to connect socially with others and who are going to and from social and community events.

2.2 Design and locate homes to promote “eyes on the street” by creating conditions where streets and public spaces can be supervised from within homes and that encourage the neighborly supervision of children.



People like feeling that residents would look out for each other’s children and wanted more of it. Some expressed a concern that petty theft has risen.



Supervised spaces have less crime, and children can easily get help in emergencies.

JUSTIFICATIONS

Community members told Ripple Planning that they like that adults look out for each other’s children but some worry that the sense of community that allows this is not as strong as in past decades. Some observed that security and theft have become greater concerns in recent years. Ripple Planning thinks that the village form can make supervision of neighbors’ children, homes, and belongings easier and stronger.

2.3

Locate facilities and housing to minimize the need to cross Highway 101.



Parents are concerned about children crossing Highway 101. Older members of the community remember the extreme dangers to children and dogs when Highway 101 used to bisect Queets several decades ago.



Placing all uses, or at least all community uses and housing, on the same side of the highway means that there is less temptation for children to cross Highway 101.

JUSTIFICATIONS

This design policy comes primarily from parents and guardians in the community, who are worried about their children crossing Highway 101. Some community members voiced that if there is a shortage of acreage on the east side of the highway, any facilities placed on the west side should be those buildings that attract more limited pedestrian traffic from Queets residents. Queets community members also shared that historically, when Highway 101 traversed the core of the Lower Village, a truck struck a child on the highway bridge. It was a common occurrence to see collisions between trucks and dogs on the highway in this era. Families in the village had to support each other in supervising children who crossed the highway. Some community residents believe it will be a significant challenge to make cars slow down on this stretch of highway because cars may not follow the law.

2.4 Areas of Queets serving tourists and others who are not part of the Queets community should be kept separate from residential areas and community facilities that serve Queets residents and their guests. Preserve a belt of trees to act as a buffer between the community and Highway 101 and outward-facing commercial area.



There is interest in tourism's economic opportunity, but there is fear that strangers could bother children, bring crime, and disturb the peace and quiet.



This separation will preserve the privacy and protect the peace, quiet, and safety that Queets residents desire, and the buffer will be a visible demarcation of where the part of town with tourist services ends.

JUSTIFICATIONS

Ripple Planning proposed these design concepts as a solution to the community's worry that additional tourist business would bring more outsiders who would intrude on the village's seclusion. Several community members voiced that areas with a large presence of children, such as Head Start and childcare services, should be protected. A buffer of forest will break sight lines and make clear that the commercial services area of the town end there.

2.5 Preserve trees where they function as windbreaks, as privacy screens, and as barriers protecting the village from Highway 101's noise and air pollution.



There is strong interest in privacy, health, and quiet.



Trees work well to muffle noise and block views. Certain types are also effective at filtering particulate air pollution, like from diesel engines. Where trees already stand, they are free of cost to keep.



Figure 6. The trees that will buffer housing from Highway 101 and commercial development.

JUSTIFICATIONS

Some residents discussed how trees are important for seclusion, privacy, separating Queets resident areas from visitor areas, and wind breaks.



2.6

Maintain and remove trees as necessary so that they do not threaten structures and streets through falling and dropping branches or through root growth.



There was concern that trees could do damage and cause injury in severe storms.



Maintaining valuable trees keeps them healthy and safe for longevity. Removing problem trees before they do damage prevents harm. Cutting all trees preemptively, however, would keep them from providing valuable services to the village.



Figure 7. Fallen tree on road.

JUSTIFICATIONS

Multiple community members emphasized how trees can topple in major wind storms and so need to be sufficiently distant from homes and/or have their height controlled.

2.7 Seek input from spiritual leaders about locating places of worship, blessing new development, and ensuring that development is not detrimental to sacred and spiritually significant sites.

2 Interviewees and residents described many spiritually significant sites, including buildings, places where buildings stood, graves, and others, that might warrant special treatment and protection.

2 This would mitigate the impact of development on these sites and ensure that development respects and connects people to the relocation site on a deeper level, easing the change.



Figure 8. The Queets Indian Shaker Church.

JUSTIFICATIONS

Some community members mentioned that it is important to follow appropriate ceremonies linked to the new development process. There is a fundraising effort to build a new Shaker Church in Queets. Some residents consider the site of the former original Shaker Church in the Lower Village a spiritually powerful site. Queets is also home to a Seventh Day Adventist Church. Several community members also indicated that there are burial sites and human remains that have been found in the general vicinity of the current as well as the proposed new village. A former Queets resident and a Quileute community leader familiar with the relocation effort in La Push both emphasized the importance of being inclusive of all religious traditions in the relocation and development process.

2.8 Build spaces that allow the intergenerational transfer of cultural knowledge. The spaces could include a museum or cultural center with a workshop for canoe building, basket making, and other projects, studios for teaching drumming, dancing, and singing, and a classroom for teaching the Quinault language and hunting and fishing skills.



Adults and young people are interested in teaching, learning about, and practicing Queets cultural traditions.



Providing spaces for the teaching and practicing of traditional culture increases access to these activities, allowing group sessions outside of private homes.



Figure 9. A basket made by late Queets community member Charlotte Kalama.

JUSTIFICATIONS

Many community members, old and young, emphasized the value of young people learning cultural knowledge and skills from elders. Several Queets community members and leaders worry about the loss of cultural knowledge as the elders who hold such knowledge unique to the Queets community pass away. Community members expressed that the culture has already been damaged by dispossession and the depredations of the federal boarding school era. These community members shared that the generation of adults currently raising children are doing so with less access to their heritage but are very interested in reviving it and passing it on. According to several Queets youth, the largest local public school does little to incorporate Queets cultural traditions in the curriculum and activities. Therefore, Queets could consider having teaching take place in the community. This teaching can be done in classrooms, workshops, studios, galleries, or museums. Community input makes clear that these spaces should also be connected to the outdoors, because teaching culture can also be done on the river, in the forest, or at sea.

2.9

When community buildings, tribal housing, and public art are being planned, convene a group of interested community members in Queets to help set design goals for incorporating culture and traditions into the design and appearance.



Participants in engagement events were inspired by buildings in other towns in Indian Country that include Native American cultural motifs. Community members expressed interest in incorporating symbols that reflect core tenets of Queets life.



Review by a committee or group of Queets residents early in the design phase would give QIN staff and their contracted architects direction on incorporating tasteful and relevant cultural elements into the design.

JUSTIFICATIONS

Some community members want new buildings to include cultural and historical symbols that embody traditional Queets life, such as salmon, canoes, elk, and bear. Doing so would also parallel the work in Taholah that incorporates public artwork and wood carvings into community buildings. Because some residents expressed differences of belief about what most defines Queets, a cultural advisory committee could help ensure multiple viewpoints are involved in the discussion of building design and public artwork. Calling the meeting early in the scoping process would allow the architect to incorporate symbols and cultural practices into the structure more deeply than facades or murals.



Figure 10. A monument at the Northwest Indian College is architecture that incorporates Native traditions.

2.10 Create a veterans memorial park to honor tribal members who have served in the armed forces.



There is strong interest in this memorial. Many people from Queets served in the military.



The memorial park will be a place to remember those who have served and enjoy solemn quiet.

JUSTIFICATIONS

According to QIN staff, there are approximately 35 Queets community members who are veterans. Queets leaders have indicated there are plans to build a veterans memorial park in Queets to honor these individuals. The park would also serve as a space for youth and future generations to bear witness to the service of their parents, grandparents, and forebears. The community should be consulted for possible designs. A few designs mentioned so far include using paddles planted vertically in shallow water with veterans' names, using black stone with names, and incorporating a duck pond.

2.11 Build a smokehouse and baking pits for communal use.



There is interest in traditional foods and in the traditional ways of preparing and preserving them.



Sharing these amenities provides access to those who do not have them in their homes and allows the efficient use of wild foods, many of which are taken in large quantities when in season and must be preserved to last through the year.

JUSTIFICATIONS

Several community members voiced interest in smokehouses, which could be used to teach children how to smoke fish, meats, and plants. These could also prepare foods for community gatherings, add value to food products for sale as an economic development tool, and be used to process meats to be served as long-term emergency food. Salmon baking pits are an additional option some residents expressed openness to exploring.

2.12

Designate space in community buildings to display culturally-significant artifacts, objects, and photos of community members and events.



Participants describing Queets culture often described the material products of the culture or the act of producing the objects, as well as the importance of honoring the memory of living and late elders who greatly influenced community life.



Displaying fine or significant examples of material culture will inspire the next generation of craftspeople. Honoring elders furthers an important value expressed by the people of Queets.



Figure 11. A display case filled with mementos of cultural and personal history.

JUSTIFICATIONS

One Queets community leader shared that there is a need for more wall spaces in the senior center or other location for honoring elders, and where community members could write memories and post photos. Many community members voiced how important the transmission of cultural knowledge and values are across the generations. Ripple Planning proposes the creation of display cases or other wall spaces in community buildings to honor community members, events, and important community values or sources of cultural heritage.

2.13 Preserve Queets history by working with youth leaders and elders to record and honor the community's longstanding attachment to the Lower Village and their homes.



Residents told stories about their lives in the Lower Village that they wanted to pass on, and they emphasized the value of youth and elders talking with each other.



This will build support for the relocation by assuring the community that it is not turning its back on the memories of lives led in the Lower Village.



Figure 12. A historical aerial photograph of Queets taken when Highway 101 bisected the Lower Village.

JUSTIFICATIONS

This intergenerational transfer of knowledge is important to preserving Queets' way of life. One elder emphasized the long historical connection of the Queets people to the village's location. A former resident with historical knowledge recommended that Queets create maps to document where historical residents lived. Others have mentioned the many significant historical artifacts stored in one home in the Lower Village. Both adults and youth were interested in oral history interviews; one resident said it would trigger a flood of memories. This action is designed to support the community as it manages the traumatic components of the relocation process.

2.14

Coordinate relocation development with previously planned developments: the Queets cemetery, veterans park, and the planned building that will include the Head Start preschool, a senior center, a daycare, and a multi-use area.



Many participants at engagement events were cynical about the number of different plans government has prepared for the town and nation, believing that each prior plan had been discarded or inconsistently implemented after the effort to prepare it.



This plan is built upon and implements prior plans. It supports and is supported by them. Coordinating all prior efforts ensures that all goals are met, that no effort goes to waste, and that no opportunities are missed.

JUSTIFICATIONS

The planned developments are in progress and so must be included in a plan for the new village.



2.15 Consider the lifetime maintenance costs of infrastructure and facilities when planning and building new development, and identify and direct appropriate resources towards these costs.



Participants were cynical about government's ability to complete projects and maintain them. They cite the fish house and community buildings in ill repair.



Incorporating lifetime maintenance costs into project scoping will ensure that plans are kept in line with resources.

JUSTIFICATIONS

Several community members highlighted frustration with poor building conditions in Queets community buildings, such as dead zones in the Queets Gym's basketball court, leaks in the health clinic building, and a concern that repairs are usually only short-term fixes. The Queets building inspector also reportedly found that existing buildings are not up to code and some of them are not worth repairing. To avoid these types of problems in the future, Ripple Planning recommends incorporating maintenance and operations costs into the budgeting. One community member suggested that the QIN create a centralized website where residents could submit maintenance requests for public buildings.

3. QUALITY HOUSING FOR ALL

Queets has housing of sufficient variety, quality, and quantity for the people of Queets to live in during all stages of life.



Queets residents have consistently expressed that housing is one of their top needs. Many households experience overcrowding, and numerous Queets community members are unable to live in the village in part because of a housing shortage. The housing supply is so tight that families often live with many relatives, elder parents, and adult children and their families in houses only large enough for a single family. A common desire is to live near extended family while keeping a degree of privacy for each nuclear family. Diverse housing types are needed to meet the diverse needs of large families, small families, single individuals, elders, people recovering from addiction, and QIN staff on short visits to Queets.

3.1 Build a mix of housing types, including but not limited to single-family homes, cottage clusters, duplexes, accessory dwelling units, and “tiny houses.” The mix should provide housing for all types of households.



Most participants prefer single-family houses but recognize that other types are needed to accommodate all members of the community. They described demand from all types of households, including families large and small, singles, couples, elders, and people recovering from addiction.



A mix of housing types gives households of all sizes a place to live in Queets.

JUSTIFICATIONS

Most community members who Ripple Planning consulted indicated interest in owning single-family homes on large lots. Larger lots allow homeowners to add to their homes or to build attached or detached in-law units. A few community members said that “tiny houses,” duplexes, and one-story apartments could be options for single individuals and couples. Some community members expressed interest in cottage clusters as elder housing. Many would prefer to build their own homes, and each had their own taste in architecture. Many families prefer to live near extended relatives so that elders can live close to their adult children and to their grandchildren. Community members supported high building standards for attached units so that the residents would get the privacy and dignity of living in a single-family house. The preferred housing height among attendees at community engagement activities is one story only, but no rule should limit privately-built houses to only one story.

3.2

Do not segregate housing by tenancy and type. Building single-family, multiple-family, renter-occupied, and owner-occupied housing together fosters a united community.



Single people and people in small households want to live among their neighbors like full members of the community. Some parents were worried that small households cause problems and attract crime and pointed to a specific problem unit in the village.



Building small and large housing units near each other builds the community and lets friends and family members live near each other.

JUSTIFICATIONS

Queets residents who would live in smaller rental units want to be included among and connected with the other members of the community. They expressed dismay at the idea that different housing types would be separated, and that they would be relegated to a distant part of the village. While some residents expressed concern about illicit activities they observe or perceive occurring in some multi-family units in town, this concern can be resolved through means unrelated to the integration of housing by tenancy and type.

3.3

Divide land designated for single-family dwellings into lots of different sizes to provide lots at a range of prices and to create choices for buyers. Determine the best mix of lot sizes to meet the demand for new houses. Do not create areas where the lots are all the same size.



People want houses but have differing financial means.



Lot size affects housing cost. Mixing lot sizes allows friends and families to live near each other even if they cannot afford the same amount of land.

JUSTIFICATIONS

Ripple Planning recommends a diversity of lot sizes to accommodate the diversity of preferences for lot and house size and to accommodate the diversity of desired price points among potential homeowners.

3.4 Build elder housing with elder-care and accessibility in mind. Elder housing should be single-story and incorporate age-appropriate design.



There is strong support for providing facilities and support for elders because of the honored place elders hold in the community.



Elder housing allows senior residents to stay in the community in buildings designed to be barrier-free and accommodate their needs.

JUSTIFICATIONS

There is support for elder housing. Some senior residents experience limited mobility. Age-appropriate design like handrails, weather-resistant ramps, wide bathrooms and hallways would create conditions for senior residents to age in place, supported by their family or neighbors. The entrances to elder housing should also be close to where seniors park their cars to minimize the amount they have to walk. Elder housing should be single-story to reduce the risk of seniors falling on stairs.

3.5 Housing should be energy-efficient in design. Orient streets, lots, and buildings to allow passive solar heating and cooling. Design buildings to absorb winter solar heat and not the summer sun.



There is interest in saving money and being ecologically responsible.



In addition to reducing heating bills and cutting carbon emissions, buildings with passive solar heating and cooling stay comfortable even if the energy supply is disrupted. An upfront investment in design and construction leads to large energy savings over the life of the project.



Figure 13. Case study: The Kah San Chako Haws apartment building in Portland is a nationally prominent example of energy-efficient construction in Indian Country. See page 195 in the Appendix.

JUSTIFICATIONS

Ripple Planning proposes this policy to serve several needs it heard in Queets. Many residents are low-income and face a steep array of monthly costs. Queets is geographically isolated. Its power outages can last for extended periods of time. Many residents support environmentally sustainable practices. Energy-efficient and passive solar heating and cooling is a smart investment that would reduce utility bills, reduce the severity of negative impacts from power outages, and reduce the community's carbon footprint.

3.6 New housing should incorporate enclosed storage space sufficient to accommodate Queets residents' needs to securely store equipment, vehicles, and other belongings.



Residents stated that there is petty theft and vandalism of things stored outdoors, and that the weather wears on things that should be stored indoors.



Property would be kept safe and in better repair.

JUSTIFICATIONS

Queets residents emphasized that many families have vehicles and a lot of equipment and gear for fishing, hunting, motorsports, outdoor recreation, and more. Many would prefer places to store these items where they would be safe from weather and theft.

3.7 Ensure that each housing unit has its own private yard.



Participants expressed an almost unanimous preference for housing units with private yards, but recognized that some units do not need a yard.



Private yards tend to be better maintained because that responsibility falls on individual households. Parents of young children feel that letting their children out in a private yard is safe. Private yards also have the potential to improve animal control.

JUSTIFICATIONS

Several residents are wary of shared yards, given the lack of certainty about how well their neighbors would maintain and clean the yard. One resident advocated enforcing yard cleanliness codes. Some residents repeated the findings of the Queets Community Needs Assessment and expressed a desire for yard space fenced from stray dogs and to be able to safely let their own dogs out.

3.8 Build and maintain cabins or other basic housing for visiting and part-time employees, such as housing for health clinic staff and police officers, to encourage provision of services.



Older participants described a time in decades past when cabins were rented to teachers, nurses, rangers, loggers, and others who lived in the village temporarily.



“Extended stay” lodging units would give temporary and visiting workers a comfortable place to stay in town. This would make work assignments in Queets more appealing.

JUSTIFICATIONS

The Queets Community Needs Assessment states that increasing clinic access was a high priority, and there is support for expanding other social services, but many employees who provide these services are based in Taholah. A handful of small housing units in Queets would allow the temporary lodging of such staff so that they can extend their visits to Queets. Community members support building small “cabins” like those that stood near the old alignment of Highway 101 and housed temporary and seasonal workers like schoolteachers.

3.9 Consider modeling owner-occupied tribal housing projects on Alejandro Aravena's Quinta Monroy and Villa Verde "half a house" projects.



Participants described the situation of having too much income to qualify for Tribal housing but not enough income to buy or build a new house on new land.



This type of incremental construction may reduce the cost for the QIN to provide housing, and it transfers the responsibility for the unit from the Quinault Housing Authority to the new homeowner (allowing the owner to gradually build equity).



Figure 14. The Villa Verde social housing project in Constitución, Chile. Case study: Quinta Monroy and Villa Verde are Chilean social housing projects built with social housing money and sold to their occupants. See page 195 in the Appendix for more details.

JUSTIFICATIONS

This proposal by Ripple Planning could fulfill two needs heard clearly from residents throughout the process. The first is that many residents would like to build their own homes and to be able to expand their homes to accommodate their large families. The second is that many residents cannot afford to build a home. Many earn too little to buy or build a house on their own, but too much to qualify for public housing support under the Native American Housing Assistance and Self Determination Act (NAHASDA). Pursuing this action would allow the QIN to pass on the savings of building half a house to the purchaser of the home, which allows the new homeowner to afford the home sooner.

3.10 Conduct periodic inspections of Tribal housing instead of waiting for maintenance requests. Perform preventative maintenance and conduct repairs to ensure the health and safety of occupants.



Participants in engagement events told of the clear difference in appearance and state of repair between Tribal housing and privately-owned housing.



Maintaining Tribal housing is better for its residents and preserves the Nation's investment.



Figure 15. Home inspector checking maintenance systems.

JUSTIFICATIONS

Many Queets residents voiced concerns about the need to improve building and housing conditions, especially given the local weather and climate. Leaking roofs are one problem community members mentioned.

4. ECONOMIC OPPORTUNITY

Queets takes advantage of its unique location, resources, culture, and people for its economic benefit and provides opportunities for employment and entrepreneurship.



WELCOME TO
QUEETS

A primary concern of Queets residents is the shortage of living wage jobs that can lift families out of poverty. A healthy village economy will sustain cultural life, and a healthy cultural life can be part of the foundation of a healthy village economy. The relocation project is an opportunity to build the things that people in Queets need to couple their creative energy to its unique attributes: its location on a remote stretch of highway with high seasonal tourist traffic and minimal lodging options, its beautiful and bountiful natural environment, and its rich culture. Any tourism projects must protect cultural and natural resources, community life, and privacy.

4.1 To ensure that parents and guardians can seek employment during prime working hours, dedicate space and staffing for affordable and reliable childcare services that supplement Head Start.

3 Residents value childcare highly and say that lack of child care keeps them from pursuing the employment they desire.

3 Childcare is a social and economic asset.



Figure 16. Queets' Head Start preschool.

JUSTIFICATIONS

The Queets Community Needs Assessment found that the village needs childcare and jobs, and the Assessment recognized the linkage between these two needs. This reflects a recent surge in the population of infants, toddlers and young children in Queets. The new community center building being planned is expected to host a space for childcare services.

4.2 Evaluate the viability and desirability of tourism. These businesses should be in the outward-facing area of the village serving visitors.



Participants in the engagement activities were enthusiastic about tourism and had many ideas, but they were wary of inviting people into the private spaces of the village.



The participants' ideas target different markets, require different amounts of public and private investment, and would employ different numbers of people. There is a lot of opportunity in this diversity.



Figure 17. A vacation RV campground in a forest. Case study: An example of a tourist policy that respects culture is the Quileute Nation's response to a boom in tourism it has experienced. See page 195 in the Appendix for more details.

JUSTIFICATIONS

Tourism was a popular subject at community engagement meetings. The attendees believe that Queets has a lot to offer visitors touring the Olympic Peninsula. They see opportunity and risk in tourism. Some are already entrepreneurial fishing and hunting guides. Some say that campers are already arriving in Queets seeking campsites when the nearby official campsites are full. Residents were open to such activities as lodging, food services, sportfishing and hunting guide services, ecotourism, adventure tourism, sports and recreation, a retreat center, auto services, and the sale of handicrafts made in Queets. Specific ideas included a cultural gallery, a gift shop, craft sales in the Queets Trading Post or in a co-op, lodging (RV park and campground, rooms in private homes, showers for campers), a zip-line course, all-terrain vehicle (ATV) rental services, and an aquatic center. The community would like the economic opportunity that tourism brings, but does not want to sacrifice privacy, serenity, or sovereignty. They support the idea of separating visitor services from housing and the community core. Visitor services should be visible from the highway, and a wall of trees would delineate the private core of the village from the commercial area. They also supported rules that protect cultural and natural resources.

4.3 Expand promotional and advertising efforts and take advantage of Queets' strategic location near Highway 101 to highlight Queets' profile as a unique destination.



Participants see tourism as an economic opportunity and believe that Queets has unique things to offer tourists.



Investments in promotion will help investments in tourism pay off.

JUSTIFICATIONS

Several Queets residents said that Queets is overlooked by tourists traveling through since the Highway 101 bypass was built. Residents suggested improved advertising and signage along the highway, a Queets tourism webpage, and an information center in Queets describing available services and businesses in the village.



4.4 Evaluate the viability and desirability of food processing industries in Queets and of retailing local foods in Queets.



Participants are interested in selling the products of their labor directly to the customer.



The experience of buying unique, wild foods from their origin could prove attractive to tourists, and providing that service could be lucrative to people in Queets.



Figure 18. Freshly caught salmon from the Queets River.

JUSTIFICATIONS

Queets residents and fisherpeople mentioned that the Queets River salmon are of extraordinarily high quality, which could lead to new economic development opportunities. Queets residents shared that there may be food retail and food processing opportunities if Queets creates more commercial spaces serving tourists. For example, selling Quinalt Pride Seafood products from the Queets Trading Post or from the fish house during fishing season, where customers could see the catch being hauled in. Other suggestions include: selling salmon and elk smoked from Queets smokehouses, selling pizza at the Trading Post, creating a 'fast Native food stand,' and opening a cafe near Highway 101. One elder suggested creating a restaurant on the west side of Allotment 100 with a view upon the ocean and Destruction Island, while others suggested this should be a deli or cafe since it would primarily be viable in the tourist season of summer months. The Queets Community Needs Assessment survey found that 70% of respondents would be interested in permanent, full-time employment in the Queets fish house.

4.5 At least one kitchen in a community building should be built to commercial standards and permitted to operate as a commercial kitchen. Make the kitchen available to rent.

2 Participants frequently described important events planned around public meals. Other participants desire a place to prepare food for sale.

3 A community kitchen large enough to prepare meals for big events should also be built to the standards necessary for food businesses. It can then be rented to entrepreneurs.



Figure 19. A business incubator commercial kitchen.

JUSTIFICATIONS

The QIN is planning a combined child care and senior center building in the Upper Village that would contain a commercial kitchen. Having this commercial kitchen would serve the community in additional ways, especially for purposes of preparing food for the frequent community gatherings and meetings held in Queets. Additionally, one Queets entrepreneur expressed the need for a commercial kitchen for preparing food products for sale. If rented out, this kitchen could also be a place where the entrepreneurs using it could store their supplies and materials. Several community members mentioned food-related business ideas that could incorporate a shared commercial kitchen space. The kitchen must be rented out, even if at a very inexpensive rate, because the QIN's assets are not allowed to be used and depreciated purely for private individual gain. Ripple Planning recommends exploring the feasibility of renting out the space to entrepreneurs during hours when it is not being used for community purposes.

4.6 Encourage the Taala Fund to provide access to financing, financial training programs, technical support, and networking for entrepreneurs in Queets.

2

A few participants in engagement events have used this resource but wish it provided more technical assistance.

3

People in Queets have business ideas but lack the business experience to put them to work. More training would help.



Figure 20. Case study: Our Native American Business Network (ONABEN) and the First Nations Development Institute provide guidance and resources on business development courses and asset-building programs in Indian Country. See end-notes for links.

JUSTIFICATIONS

Some Queets entrepreneurs expressed support for the existing loan and financing opportunities of the Taala Fund, which is the Nation's Community Development Financial Institution. Some entrepreneurs expressed concern that they needed more technical assistance from the Taala Fund. Ripple Planning also proposes creating workshop spaces for Queets entrepreneurs to network, mentor, and support one another. Queets could also consider exploring several asset-building and business training resources such as those from Our Native American Business Network (ONABEN) and the First Nations Development Institute.

4.7 Improve access to banking services in Queets by working with a local bank or credit union to open a branch or install an ATM that accepts check deposits and performs other remote banking tasks.



Community members described the inconvenience of traveling to Aberdeen to do even simple banking transactions. Online banking is difficult, given that current Internet services do not have the speed and reliability of broadband internet service.



Access to banks would provide better financial security.



Figure 21. Outdoor ATM machine.

JUSTIFICATIONS

Queets residents face the burden of traveling to Aberdeen for simple banking transactions like depositing a check because many do not have direct deposit services. Online banking is difficult because internet service in the area is poor. Taholah is considering the creation of a credit union, which should also be evaluated for potential location in Queets.

4.8

Ensure that new development maximizes economic impact by hiring Queets residents to work on construction projects, public art installations, and design efforts.



Residents identify the lack of jobs in the area as a major difficulty in Queets.



Employing residents keeps QIN government expenditures in the community.

JUSTIFICATIONS

Queets residents strongly believe that the QIN's public procurement, projects and contracting bids should go to qualified QIN-enrolled members, which is codified and enforced through the Tribal Employment Rights Office (TERO). This action reinforces this policy and emphasizes Queets residents as much as possible for Queets projects. The previous development and construction of Jackson Heights in the Upper Village provided for local hiring. Local hiring provisions also build skills and capacity among Queets residents that improve future job opportunities.

5. TRANSPORTATION NETWORK

Queets' transportation network is appropriately sized, safe, accessible to all ages and abilities, and connects the people of Queets to each other, the things they need, and the rest of the region.



The local transportation network includes the street network, trail network, County and school buses and their stops, and Highway 101. It includes all of the infrastructure that people use to get where they are going. It is also a public amenity in itself that promotes fortuitous meetings with friends and neighbors and can be used for recreation. Queets residents walk, drive, ride the bus, ride ATVs, and bicycle to get to the things they need and the people they want to see. Residents must travel to nearby towns for necessities. Transportation investments should enable people of all ages and abilities to safely get around--not just those who can drive a car or arrange a ride.

5.1 Designate two types of streets within Queets: village main streets and village access streets. Village main streets connect different parts of the village, and should have a target speed of 15 mph. Village access streets connect residences and other uses to village main streets. They should have a target speed of 10 mph. Both should be of minimal width and designed to be shared by street users on foot, on bicycle, and in automobiles.

2 Participants described speeding on the existing streets in the village and pavement deterioration.

2 Narrower, shared roads force drivers to drive slowly and reduces the likelihood and severity of crashes. Smaller streets are less expensive to build and maintain, and can be maintained to higher standards.

JUSTIFICATIONS

Residents talked about their concerns with speeding cars and shared that they get around the village by walking, driving, and using wheelchairs. Numerous participants in Ripple Planning's May 2018 community dinner activity supported this action (Action 5.1).

Wide streets with separation between cars and people, like the streets in the Lower Village, encourage speeding and not paying close attention to the road. Curbs do not protect pedestrians from cars. Curbs and other separations are barriers to people in wheelchairs and people pushing strollers. Curbs, gutters, and sidewalks are also very expensive.

Shared-space streets, sometimes called yield roadways, are safer for pedestrians and drivers, less expensive to build, easier to maintain, and take up less space than conventional streets. They give the entire public realm to people.



Figure 22. Mixed Traffic Yield Roadway Case Study: Numerous studies support the use of shared space streets in low traffic routes. See page 195 in the Appendix for more details.

5.2 Use additional traffic calming measures to supplement safe street design, but avoid speed bumps.

2

Community members described speeding on the existing streets, but they had mixed opinions on speed bumps.

3

Other physical traffic calming measures reduce speeds without putting stress on vehicle components.



Figure 23. A traffic calming feature.

JUSTIFICATIONS

Some residents voiced skepticism that traffic signs or lower speed limits would convince drivers to slow down. Traffic engineering research shows that this is true. Additional traffic calming features that physically force a vehicle to drive more carefully improve safety by reducing travel speed.

5.3 Build more trails to connect destinations within the village. Use trails to connect the village to other places like the river, the ocean, and other destinations away from the street network. Illuminate trails that are within the developed area as appropriate.

2 Residents enjoy the solitude of the woods and walking, but said that dark trails are “creepy.” Parents worried that children could be hurt in the woods and not easily rescued.

1 Trails encourage walking on established routes, giving the benefit of solitude and safety.



Figure 24. Outdoor trail in forest.

JUSTIFICATIONS

Several residents indicated they use trails to travel between different parts of the village. Many enjoy the quiet solitude of the trails and the forest, especially teens who need alone time. Fisherpeople stated that it was important they be able to easily access the river, and one resident requested greater connectivity between Jackson Heights and the river on the east side of the village.

5.4 Create a two-tiered trail network. Wider trails would accommodate motorized and non-motorized trail users. The narrower trails would accommodate only pedestrians and bicyclists. Encourage enforcement to keep these uses separate.



Many in Queets enjoy all-terrain vehicles (ATVs) and use them to reach remote areas, but they travel much faster than hikers, dig ruts, and disturb quiet walks.



Providing separate trails provides a quiet haven without forbidding ATVs.



Figure 25. A trail in Queets.

JUSTIFICATIONS

Some said that there have been collisions and near collisions between ATVs and pedestrians. Creating two classes of trail would provide quiet, walking-only trails while still providing space for an activity that many people enjoy. Bollards and gates can be bypassed, so motor-free trails should be narrow enough to discourage quads. Ultimately, motor-free narrow trails relies on buy-in from ATV riders, who would choose to comply.

5.5 Maintain trails to ensure their long-term sustainability. The summer beautification program should continue to do this work.



Trails were described as nice but sometimes washed out and “creepy.”



Maintaining trail surface and cutting back overgrowth keeps trails accessible, pleasant, and attractive.

JUSTIFICATIONS

This work primarily involves clearing brush and debris and helping ensure trails are safe and welcoming. Safe transportation networks were an important need voiced by Queets residents.

5.6 Create wayfinding signage for existing trails, paths, and informal streets that are part of the village circulation network.



A few residents indicated that the trail network is not publicized.



New trails will get more use if people know that they exist and where they go.

JUSTIFICATIONS

A few residents indicated that the trail network is not publicized. Wayfinding signage could be funded by the Tribal Transportation Program.

5.7 Update the tsunami evacuation routes in Queets to incorporate new streets, paths, and trails into the system. Post signs that direct people to these designated routes and signs that mark the safe assembly area.



Some Queets residents expressed concern about being capable of evacuating rapidly enough to safe ground in case of a tsunami.



Evacuation time can be reduced by providing clear guidance to safety via the shortest routes from any place.

JUSTIFICATIONS

Some Queets residents expressed concern about being capable of evacuating rapidly enough to safe ground in case of a tsunami. Ripple Planning proposes more wayfinding signage to assist people in such a scenario. This is a project that might fit within the purview of the new Emergency Management position.



5.8 Work with state and federal transportation authorities to install traffic-calming measures on Highway 101 to reduce speeds near the village. Consider reduced/advisory speed pavement markings painted on red background.



Participants requested measures to slow traffic at the entrance to Queets from Highway 101.



Federally-sponsored researchers found that pavement marking on a red background was the most effective overall and most cost-effective traffic calming measure on rural highways. It was better than radar speed feedback signs, flexible stakes, and other signs and pavement markings.



Figure 26. Case Study: Reduced speed pavement marking painted on a red background.

JUSTIFICATIONS

Many residents are concerned about their children's safety near Highway 101. Ripple Planning recommends working with Washington State Department of Transportation (WSDOT) to install reduced speed pavement markings painted onto a red-painted background. Research into rural highway traffic calming indicates that this is the most effective and cost-effective measure for intersections like this one. Painting the reduced/advisory speed pavement markings with a red background also has been shown to have a very high cost/benefit ratio. Segments of Highway 101 passing through nearby towns have reduced speeds. The reduced speed is typically 45 miles per hour. If the village grows west of the highway, QIN should work with WSDOT to improve a pedestrian crossing, and should consider lighting it because the sun sets well before children's bedtime in the winter.

5.9 Work with Jefferson Transit to maintain scheduled-stop service in Queets and to provide a covered bus stop in a safe and convenient location.

2

Queets residents said that they rely on the bus and that waiting in the rain is unpleasant.

3

Scheduled-stop service ensures that the bus will not pass by waiting passengers when visibility is bad. Infrequent service would mean that being passed cancels the passenger's trip.



Figure 27. The Jefferson Transit bus stop in Queets.

JUSTIFICATIONS

Queets residents said that they rely on the bus to travel to Aberdeen and other local cities. This can be important for going to work, buying groceries, getting healthcare, visiting family and friends, and more. The development of a new relocated village would likely lead to an increase in the Queets population, which would further strengthen the need for this bus service. People also said they like that the Queets bus stop is covered so they do not have to stand in the rain while they wait for the bus.

5.10 Work with the school districts to ensure that school buses continue to serve Queets and that they can access convenient bus stops.



School bus service is currently satisfactory.



Children attend school in distant towns, and rides are hard to arrange. School bus service is essential to families.

JUSTIFICATIONS

Queets residents said they were satisfied with school bus service. Several Queets youth stated that they appreciated how bus drivers pick them up at their homes. The development of a new relocated village would likely lead to an increase in the Queets youth population, which would further strengthen the continued need for this school bus service.

6. QUALITY OF LIFE

Queets has a high quality of life that meets the social, educational, health, safety, and spiritual needs of residents. Appropriate infrastructure and institutions are devoted to achieving these needs.

Planning should be holistic in approach and consider the multifaceted impacts of development on all dimensions of the human experience and the whole community. The relocation project creates a unique opportunity and policy window to build facilities and expand programs that address ongoing social, educational, public health, and other needs expressed by residents. This goal serves a key component of the Quinault mission statement: “promoting our wings: employment and educational opportunities, prosperity, and physical, spiritual, and emotional well-being.”

6.1 Work with the Indian Health Service to design the new Queets Village Wastewater Treatment Plant to accommodate anticipated increases in residents, households, community facilities, and visitor-serving activities.

2 There is high general interest in the new treatment plant, and there is a lot of interest in new uses that will expand the demand for wastewater treatment.

3 Development in rural areas is often limited by wastewater treatment capacity.



Figure 28. The "Rose Bowl," Queets' wastewater treatment facility.

JUSTIFICATIONS

The Indian Health Service plans to build a wastewater treatment plant that will accommodate the current uses in Queets plus 30 households. The Queets Village Relocation Plan would create a much higher demand for wastewater treatment. Expected population growth and the development of lodging, food service, and food processing facilities would lead to a discharge of a lot of wastewater. These are the village's preferred economic development methods.

Building a larger-capacity treatment plant upfront may be more cost-effective in the long-term. Additionally, one Queets community leader indicated that septic tanks may not work in Queets because QIN and non-QIN residents of the Lake Quinault area did not service their tanks properly.

6.2 Consider Dark-Sky Compliant outdoor lighting to prevent glare from shining into neighbors' windows and to preserve Queets' starry night sky. Consider solar-powered and LED street lights.

2 Ripple Planning proposed this measure, and it was well-received by participants at engagement events.

2 Preventing light pollution is cheaper and easier than undoing it. The International Dark-Sky Association's Fixture Seal of Approval program certifies outdoor lighting fixtures as being Dark Sky Friendly, meaning that they minimize glare while reducing light trespass and skyglow. All products approved in the program are required to be fully shielded and to minimize the amount of blue light in the nighttime environment.

JUSTIFICATIONS

Ripple Planning proposed this to the community without input and was pleased that the community strongly supported this idea. Light pollution is easier to prevent than it is to solve.



Figure 29. An unshielded light fixture and a fully-shielded light fixture.

6.3 Consult the Queets community to rank potential recreational amenities that support the physical health and well-being of community members, particularly young people.



The community was very interested in improved and expanded recreation facilities. They listed many types of facilities they would like.



Recreation facilities provide opportunities to socialize and exercise. Additional community outreach is necessary to decide which facilities are most wanted.



Figure 30. A shootaround in the Queets gym.

JUSTIFICATIONS

The community suggested many new recreation facilities, including a new gym, an indoor pool, sports fields, trails, and others listed below. Adults voiced how recreation activities channel youth energy and prevent youth from falling into risky behaviors. Sports, especially basketball, baseball/softball, and volleyball are important for young people, and sports games draw the community together. Swimming is popular and children must travel to Aberdeen to access a pool. There is strong support for indoor facilities because of harsh weather conditions. One elder proposed a shooting range to help develop residents' hunting skills. Several adults and children expressed concern about the unsafe and rusty playgrounds, and one resident requested a playground for small children. People said a teen center could accommodate dances and workshops better than the gym and that a study hall would give teens a quiet space to do homework outside the home. Important, large recreation facilities should be sited in the community core area. Facilities used by both residents and tourists should be in the visitor-serving commercial area. Small facilities can be placed in the open space areas scattered among the single-family houses. Disruptive, space-intensive uses should be located in the open space reserve west of Highway 101.

6.4 Build spaces that can be used for academic, vocational, and entrepreneurial education, public health workshops, enrichment courses, and housing maintenance classes for children, teens, and adults.



Engagement participants value education and suggested classes they would like to take or skills they would like to learn.



Education creates opportunity and enriches lives. If community spaces are built flexibly, they can serve many educational and other purposes.

JUSTIFICATIONS

Queets residents expressed interest in a variety of services and training programs, especially for youth to learn job-training skills, such as with carpentry and computers. Some Queets entrepreneurs expressed a need for increased technical assistance related to their businesses, which could take the form of workshops. The Queets Community Needs Assessment respondents also said this. Additionally, there are existing community programs in Queets that address public health needs, such as chemical dependency, diabetes, anger management, stress management, and domestic violence, which would need to have a classroom location in the new village for workshops and meetings. Many Queets residents shared concerns about the conditions of their housing. Ripple Planning proposes that house maintenance workshops could equip residents and homeowners with strategies for home upkeep that promote healthy living conditions and structural durability. Ripple Planning proposes that a building and classroom space be created that holds the above-listed and other community workshops. By providing many types of classes, the building could have a general name that would not cause privacy concerns for those residents attending workshops that are of a more sensitive nature.

6.5 Support the social and emotional health and well-being of Queets community members by providing culturally-specific health promotion programming, such as women's circles and peer support groups.

2 QIN staff and Queets residents said that these ongoing programs are important to the community.

3 It is beneficial to expand access to those programs that are working effectively.

JUSTIFICATIONS

QIN staff indicated that health promotion services are ongoing and important programs in the community, which was reflected in or alluded to indirectly by many residents in their comments. It is beneficial to expand access to those programs that are working effectively.



Figure 31. Case study: The relational worldview model developed by the National Indian Child Welfare Association may be a useful resource with culturally-specific health promotion programs and other services. See page 196 in the Appendix.

6.6 Expand mental health and chemical dependency services using Substance Abuse and Mental Health Services Administration grants.



QIN staff and Queets residents said that these ongoing programs are important to the community.



It is beneficial to expand access to those programs that are working effectively.

JUSTIFICATIONS

QIN staff indicated that mental health and chemical dependency services are ongoing and important programs in the community, which was reflected in or alluded to indirectly by many residents in their comments. It is beneficial to expand access to those programs that are working effectively.

6.7 Provide more nutrition education and diabetes prevention and management classes for families and elders.



QIN staff and Queets residents said that these ongoing programs are important to the community.



It is beneficial to expand access to those programs that are working effectively.

JUSTIFICATIONS

QIN staff indicated these health education services are ongoing and important programs in the community, which was reflected in or alluded to indirectly by many residents in their comments. It is beneficial to expand access to those programs that are working effectively.

6.8 Evaluate opportunities for telemedicine to increase access and quality of health care services.



Queets is remote, and there are few doctors in the area.



Telemedicine may allow the remote diagnosis and treatment of diseases and minor injuries.



Figure 32. Elder parking at the Charlotte Kalama Health Center.

JUSTIFICATIONS

A community leader shared that telemedicine is being used in other parts of the Nation and suggested it could be a solution to the need for more health care access in Queets. The use of telemedicine mitigates the costs of healthcare by allowing patients to consult with medical staff remotely through a variety of telecommunication methods and can increase access to medicine in rural areas where access to medical services is often difficult due to distance. When combined with culturally competent care, telemedicine has the potential to decrease costs, increase quality, and increase access to healthcare for Queets patients.

6.9 Provide opportunities for youth leadership development, including through programming in Queets and coordination with regional and national networks of Indigenous nations, to foster the next generation of Queets leaders.

2 Community members described the benefits of past and existing successful youth programs.

3 Providing space for youth programs in the relocation area will allow these programs to continue.



Figure 33. Youth picking up the microphone.

JUSTIFICATIONS

Community leaders have described how these existing programs, including trips to youth conferences in other states, provide an important opportunity for cultivating leadership in the next generation. One community member who worked with teen programs in Queets in the past emphasized the long-term positive impacts upon the youth participants in preparing them for life's challenges.

6.10 Provide tribal police officers space to do their paperwork in an office in one of Queets' community buildings.



Engagement participants stated that long police response times and infrequent police presence lead criminals to believe that Queets is a relatively easy place to commit crimes.



Providing officers a comfortable place to do paperwork and eat lunch would encourage them to spend more time in Queets and build closer relationships with the community.



Figure 34. Chief Mark James of the Quinault Nation Tribal Police Department.

JUSTIFICATIONS

There are long response times when police are called because no tribal police officer is currently stationed in Queets. Some community members commented that outsiders and residents can commit crimes in the village knowing that they will not be caught. If issues are not urgent, a tribal police officer may not arrive for a day or two. At the time of this plan, the QIN Police Department has created a patrol area in the northern tier of the Nation, so there should often be an officer in the Queets-Amanda Park area. Having a space where a police officer could drop in while on patrol would facilitate their more frequent presence to serve the people of Queets. "Officer Office Hours" could help build the relationships upon which community policing is based.

6.11 Explore options for creating a recycling pick-up.



One participant voiced frustration that there have been years of unsuccessful efforts to establish a recycling in Queets. Many participants have a strong interest in recycling.



The community could take pride in reducing its impact on landfills.

JUSTIFICATIONS

78% of all Queets residents surveyed as part of the Queets Community Needs Assessment would participate in a recycling program. One resident voiced frustration that there have been years of unsuccessful efforts to establish a recycling system in Queets. Many residents support having a recycling program so that the community can participate in such environmentally sustainable practices. The residents consulted expressed confidence that the community would be interested in this. If the QIN decides to implement such a program, it should consider providing training materials or holding community trainings in rolling out the program.



6.12 Schedule more frequent bulk trash removal.



Several residents mentioned that the village's communal dumpsters for bulky trash items fill up quickly and then overflow.



Frequent bulk trash service prevents the accumulation of bulky trash items and garbage. This reduces the presence of pests and supports community morale.



Figure 35. A garbage truck serving Queets.

JUSTIFICATIONS

Bulky trash items accumulate in Queets because of infrequent service. Bulk trash removal service is currently annual and multiple residents requested it be quarterly. Several residents mention how the accumulation of bulk trash is a nuisance and can make the village have an unpleasant appearance.

6.13 Continue pursuing broadband Internet service provision and infrastructure investment.



Residents use the internet, but reliability and speed in Queets are not always good.



Faster internet would enable access to business, information, entertainment, and communication.

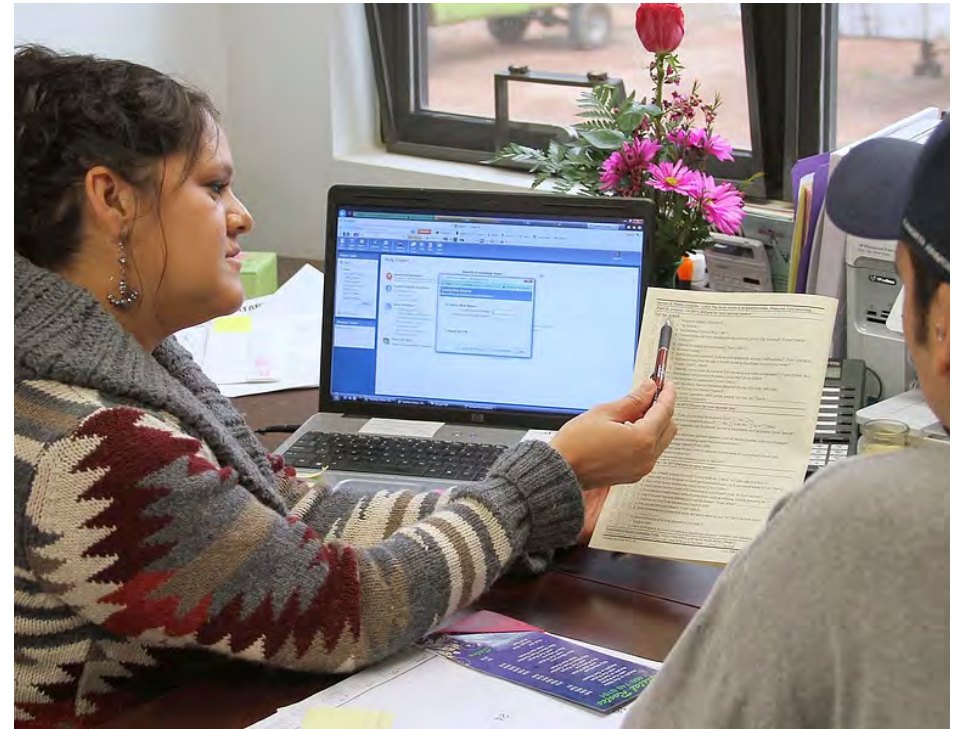


Figure 36. Users of high-speed internet.

JUSTIFICATIONS

Having reliable and affordable broadband internet access is important to stay connected to the world. It gives people access to jobs, the global electronic marketplace, and a world of culture and entertainment. It allows global communication. Internet allows access to services important to Queets residents, such as accessing education and banking services, connecting with doctors and medical staff via telemedicine, and enabling the technology needed to monitor automated utilities.

6.14 Work with the United States Postal Service (USPS) to designate Queets as an official alternative city name for the 98331 ZIP Code and establish a retail postal facility in Queets.



Being required to have mail addressed to Forks causes private parcel services to fail to deliver packages and feels like a slight. Traveling to Amanda Park to buy stamps or send packages is inconvenient.



The alternative city designation allows addresses to end in Queets, WA 98331. A postal retail facility in a stand-alone storefront or within another store would provide services like parcel posting and PO Boxes.



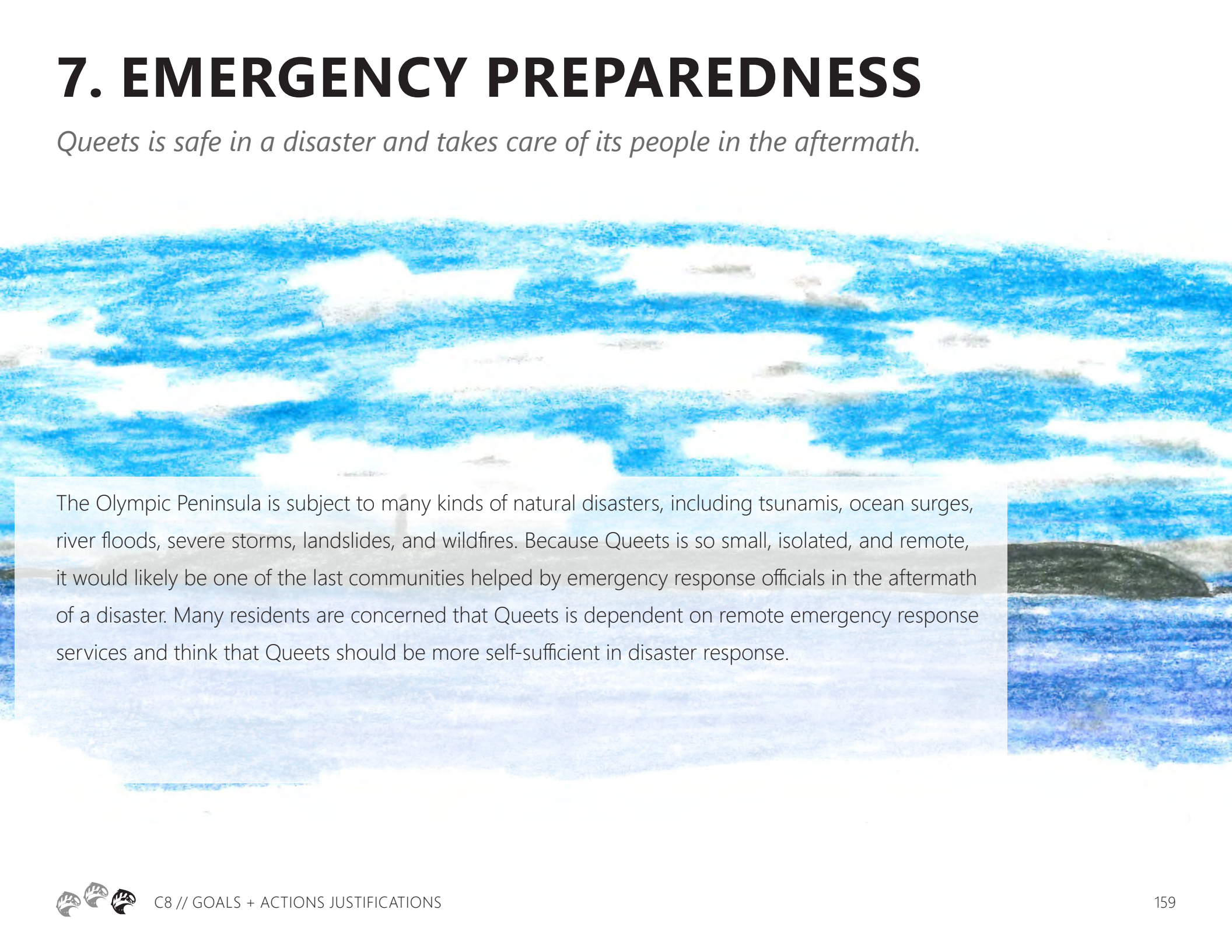
Figure 37. This store is a Contract Postal Unit.

JUSTIFICATIONS

One need heard throughout the community engagement process was for Queets to be more connected to the outside world. One resident proposed that Queets should have its own Zip Code. This is impossible because ZIP Codes are assigned to mail distribution centers, and the USPS will not likely open another one in this remote part of the Olympic Peninsula. The participants requested a ZIP Code because they must address their mail to Forks because Forks is the official city name for the mail distribution center for the area. USPS can designate Queets as an official alternative city name for the ZIP Code. This would allow people to use Queets instead of Forks on the City-State-ZIP address line. Additionally, Queets could explore the establishment of a retail postal location, which is an office at which post office products are sold and at which there are post office boxes. The Queets Trading Post or another store or building could be designated a Contract Postal Unit, allowing it to rent PO Boxes, sell stamps, and provide other postal services. This is explained in a Congressional Research Service document at <https://fas.org/sgp/crs/misc/RL33488.pdf>.

7. EMERGENCY PREPAREDNESS

Queets is safe in a disaster and takes care of its people in the aftermath.



The Olympic Peninsula is subject to many kinds of natural disasters, including tsunamis, ocean surges, river floods, severe storms, landslides, and wildfires. Because Queets is so small, isolated, and remote, it would likely be one of the last communities helped by emergency response officials in the aftermath of a disaster. Many residents are concerned that Queets is dependent on remote emergency response services and think that Queets should be more self-sufficient in disaster response.



7.1 Community buildings should serve as disaster shelters. Work with the electrical utility to determine whether generators at the shelters are necessary.



Ripple Planning proposed this, and engagement participants responded positively. Queets residents are concerned that their remote location means that they would wait a long time for electricity to be restored to Queets.



Many housing units are located in the tsunami inundation zone. The people who live there would need a place to stay if a tsunami struck while they still live there.



Figure 38. Cots in a disaster shelter.

JUSTIFICATIONS

Residents expressed that power outages in Queets can last 8-12 hours, and that in one major storm Queets lost power for ten days. The planned childcare and senior center building is expected to have capacity for a shelter in case of an emergency. Ripple Planning proposes exploring shelters and generators for multiple community buildings in the new village.

7.2 Encourage Queets residents to organize a volunteer fire department, and support any successful effort by allocating appropriate equipment and facilities to it.



Participants worried that fire response times from Amanda Park and Taholah are too long.



Fire response would originate within Queets.

JUSTIFICATIONS

One difficulty in establishing a volunteer fire department is that trainings are held in Taholah. One community leader said that there was an attempt to hold a training in Queets, but interest was low, and many Queets residents could not pass the physical fitness tests. Despite these challenges, the importance of a fire department to public safety and residents' concern about fire risk may justify renewed exploration of this possibility.

7.3 Consider building a garage outside of the tsunami zone to house the Queets ambulance and fire apparatus.



Some participants asked what would become of the existing Fire Hall.



This building would allow the QIN to base fire apparatuses and an ambulance in Queets.

JUSTIFICATIONS

Queets community members said that the Queets ambulance is stored in Taholah because there is no garage for it and no qualified operators in Queets. There is currently a fire truck or engine stored in the Queets fire hall, but this is in the tsunami zone and there are no qualified operators. A garage for these vehicles in the new village would protect the investment in these vehicles and in the training of their operators. Residents expressed interest in having such a building. This repeats findings in the Queets Community Needs Assessment.

7.4 Consider installing fire hose cabinets near fire hydrants to equip residents to fight fires before firefighters arrive.

2

Participants worried that fire response times from Amanda Park and Taholah are too long.

3

These hoses connected to hydrants would allow people to fight fires before firefighters arrive. (Consult with the fire marshal to make sure that the water supply is adequate for additional fire suppression after these hoses are used.)



Figure 39. Fire Hose Cabinet.

JUSTIFICATIONS

Many community members indicated concerns about the delays in emergency vehicles reaching Queets. Queets relies on the volunteer fire department in Amanda Park and on Taholah's fire department. According to one Queets leader, fireworks once sparked a blaze that the community was able to put out with its available hoses. It nearly risked growing out of control before the fire department arrived. This Queets community leader explained that the QIN has previously considered placing fire hose cabinets beside fire hydrants on the Quinault Reservation. These would be a good investment if accompanied by community training sessions.

7.5 Maintain defensible space and prevent the accumulation of brush and other fuel to prevent wildfires from reaching structures. The summer beautification program can perform this work.

2

Ripple Planning suggested this action. A prominent community member received this positively and suggested that the summer beautification program workers already do this.

3

These practices prevent wildfires from reaching structures.

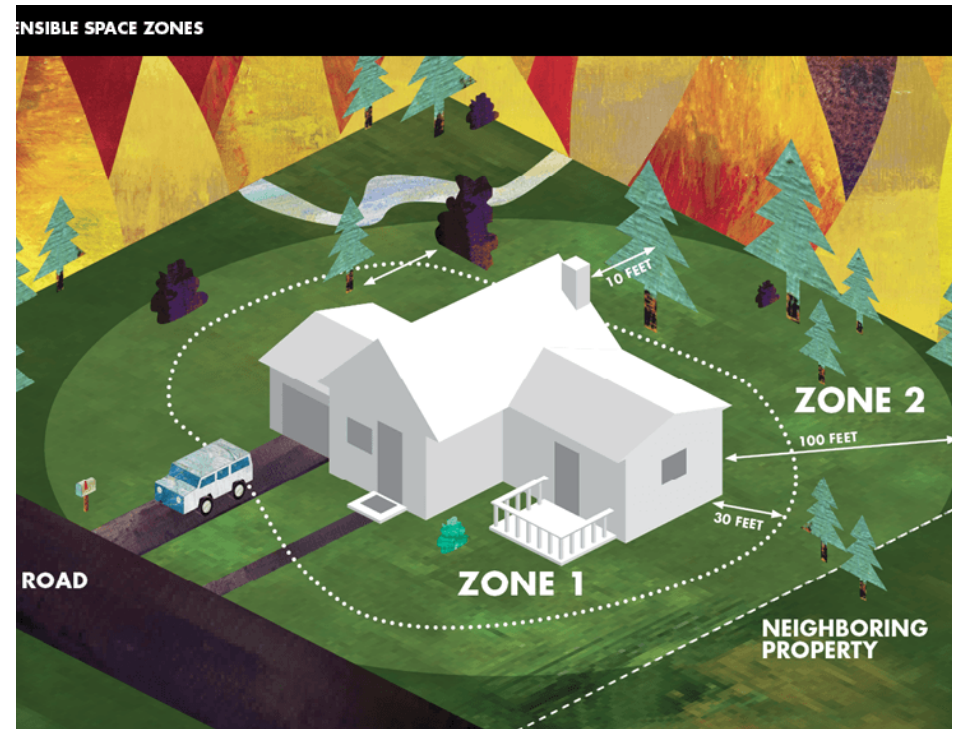


Figure 40. Defensible space keeps wildfires away from structures.

JUSTIFICATIONS

Ripple Planning suggested this action be taken to minimize fire risk and discovered the community has already been pursuing it through the summer beautification program. Ripple Planning suggests it be continued. The risk of wildfire grows with climate change, even in a rainforest.

7.6

Work with Jefferson County, Grays Harbor County, and the Washington State Military Department Emergency Management Division to ensure that warning sirens can be heard in Queets. The QIN should investigate whether Queets qualifies for an All Hazard Alert Broadcast (AHAB) siren.



Residents worry that they will not hear of a tsunami or other impending disaster until it is too late.



Early warning allows people more time to seek shelter. The AHAB system is a series of towers installed at popular beaches and seaside locations in Washington State. In the event of a tsunami, it sounds an alarm and flashes an intense blue light to warn people to evacuate the beach.



Figure 41. All Hazard Alert Broadcast siren and light tower.

JUSTIFICATIONS

Some Queets residents in the Lower Village stated that they were not able to hear emergency sirens during previous tsunami drills and alerts. A siren near Queets would alert residents immediately when a tsunami risk is detected. Connecting it to the Washington State networks would be more reliable than relying on QIN staff in Taholah to turn on the siren, according to community engagement interviewees.

7.7 Encourage Queets residents to subscribe to the Jefferson County Department of Emergency Management's Nixle mobile phone alert service.



Residents worry that they will not hear of a tsunami or other impending disaster until it is too late.



Early warning allows people more time to seek shelter. This free SMS text message alert service allows people with any kind of mobile phone to receive emergency alerts from the County, not just those with smartphones.

JUSTIFICATIONS

Some Queets residents stated that they were not able to hear emergency sirens during previous tsunami drills and alerts. The mobile phone alert service supplements emergency warning systems.

7.8 Supply NOAA Weather Radio (NWR) receivers to all public buildings in Queets and tune them to the local station. Investigate supplying NWR receivers or subsidizing the purchase of NWR receivers for use in homes. Help residents tune them to receive local bulletins, and help residents set them to "receiving but silent" mode. Receivers in this mode are silent until an emergency bulletin is sent. Then, they sound an alarm and provide information.



Many residents worry that they will not hear of a tsunami or other impending disaster until it is too late.



Early warning allows people more time to seek shelter. These special radio receivers are less expensive than siren towers. They are more reliable and may be less costly than smartphones.

JUSTIFICATIONS

Some Queets residents in the lower village stated that they were not able to hear emergency sirens during previous tsunami drills and alerts. NWR receivers supplement emergency warning systems.

7.9 Ensure that Queets will have uninterrupted emergency communications with the outside world in the aftermath of a disaster. Investigate amateur radio, satellite phones, the cellular telephone network, and other means.



Queets residents are concerned that their remote location means that help will come to them last after a disaster.



Uninterruptible communication can be used to call for help for injured people after a disaster.

JUSTIFICATIONS

One Queets resident said the community should purchase an amateur (ham) radio. Ham radio is expensive, and getting a license is difficult. However, the fundamental need is uninterrupted communication, which can be met in multiple ways, such as those listed in this action (Action 7.9).

7.10 Develop an emergency water source for use when disasters disrupt the domestic water supply. Investigate the Joyce Emergency Planning and Preparation Group's Emergency Water Treatment System, a low-cost water filtration system invented by the residents of Joyce in Clallam County, WA.

2

Queets residents are concerned that their remote location means that help will come to them last after a disaster.

3

A supply of clean water will allow Queets residents to stay in their homes for longer after a disaster that disrupts their water supply.



Figure 42. Case study: Joyce Emergency Planning and Preparation's Water Treatment System filters untreated water using chemical and physical water purification. See page 196 in the Appendix.

JUSTIFICATIONS

Ripple Planning proposes this solution to strengthen community resiliency. One community leader indicated that if it drew water from the Queets River, it would need to do so high enough upstream to avoid areas that have received saltwater inflow from the ocean waves.

7.11 Encourage Queets residents to keep emergency kits of nonperishable food, water, and other supplies in their homes. Provide guidance on these kits and investigate providing an emergency pantry and cache of medical supplies to stock an emergency shelter.



Queets residents are concerned that their remote location means that help will come to them last after a disaster.



Stocks of food and supplies will allow people to stay safe in their homes for longer after a disaster.

JUSTIFICATIONS

Several residents, including some elders from the Lower Village, voiced concern about the status of emergency preparations for a tsunami. One community leader indicated that there was a training in recent years on how residents can prepare emergency kits, but many residents are not sufficiently prepared. There is a cache of food currently stored in the food bank in the Lower Village and there are other emergency food stores in the Upper Village. It is expected that food stores may be placed and secured in a shipping container next to the planned childcare and senior center building. This should be well-stocked to prepare Queets for the potentiality of being disconnected from the outside world for an extended period in case of a natural disaster, and there should be multiple sets of keys and means of access to these supplies. QIN staff have indicated that Queets would likely be one of the last communities served by state emergency response officials in the event of a disaster, given its relatively small population and geographic isolation, compared to larger urban centers.

APPENDIX

A1. INTRODUCTION

TEXT SOURCES

None in this chapter

IMAGE SOURCES

None in this chapter

A2. QUEETS BACKGROUND

TEXT SOURCES

¹ Wray, J. (October, 2014). River Near the Sea: An Ethnohistory of the Queets River Valley. Olympic National Park.

² Personal communication with QIN Planning. May 28, 2018.

³ Wray, J. (October, 2014). River Near the Sea: An Ethnohistory of the Queets River Valley. Olympic National Park.

⁴ "People of the Quinault", <http://www.quinaultindiannation.com/index.htm>

⁵ Storm, J.M. (1990). Land of the Quinault. Quinault Indian Nation. Taholah, Washington.

⁶ Storm, J.M. (1990). Land of the Quinault. Quinault Indian Nation. Taholah, Washington.

⁷ Wray, J, editor. (2002). Native Peoples of the Olympic Peninsula: Who We Are. Olympic Peninsula Intertribal Cultural Advisory Committee. University of Oklahoma Press.

⁸ Amberson, S. (2013). "The Heartbeat of Our People": How Blueback Sockeye Salmon Influences Tribal Well-being. Masters Thesis. University of Washington.

⁹ U.S. Forest Service. Olympic National Forest Climate Information. Webpage. Last Accessed May 2018: https://www.fs.usda.gov/detail/olympic/about-forest/?cid=fsbdev3_049559

¹⁰ Quinault Indian Nation. (1978). Portrait of our Land: a Quinault Tribal Forestry Perspective. Taholah, Washington.

¹¹ Quinault Indian Nation. (1978). Portrait of our Land: a Quinault Tribal Forestry Perspective. Taholah, Washington.

¹² Landry, A. (February 2017). Native History: Dawes Act Signed Into Law to 'Civilize' Indians. Indian Country Today. Retrieved May 2018 from: <https://indiancountrymedianetwork.com/history/events/native-history-dawes-act-signed-into-law-to-civilize-indians/>

¹³ Quinault Division of Natural Resources. Quinault Timber Harvest and Trust Forestry Program. Web page. Retrieved May 2018 from: <http://qlandandwater.org/departments/forestry/harvest/>

¹⁴ Stumpff, LM. (2007). The Last Stand: the Quinault Indian Nation's Path to Sovereignty and the Case of Tribal Forestry.

¹⁵ Stumpff, LM. (2007). The Last Stand: the Quinault Indian Nation's Path to Sovereignty and the Case of Tribal Forestry.

¹⁶ Stumpff, LM. (2007). The Last Stand: the Quinault Indian Nation's Path to Sovereignty and the Case of Tribal Forestry.

¹⁷ Quinault Indian Nation. (1978). Portrait of our Land: a Quinault Tribal Forestry Perspective. Taholah, Washington.

¹⁸ Capoeman, P.K. (1990). Land of the Quinault. Quinault Indian Nation. Taholah, Washington.

¹⁹ Stumpff, LM. (2007). The Last Stand: the Quinault Indian Nation's Path to Sovereignty and the Case of Tribal Forestry.

²⁰ Quinault Indian Nation. (1978). Portrait of our Land: a Quinault Tribal Forestry Perspective. Taholah, Washington.

²¹ Landry, Alysa. (February 2017). Native History: Dawes Act Signed Into Law to 'Civilize' Indians. Indian Country Today. Retrieved May 2018 from: <https://indiancountrymedianetwork.com/history/events/native-history-dawes-act-signed-into-law-to-civilize-indians/>

²² Capoeman, P.K. (1990). Land of the Quinault. Quinault Indian Nation. Taholah, Washington.

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³⁰ C. Tweed. Personal communication. May 21st 2018.

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³¹ Quinault Indian Nation. (2016). The State of Our Watersheds Report



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³³ Wray, J, editor. (2002). Native Peoples of the Olympic Peninsula: Who We Are. Olympic Peninsula Intertribal Cultural Advisory Committee. University of Oklahoma Press.

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⁴⁰ Quinault Indian Nation. Tribal Operations: Queets Administrative Office (2016). Queets Community Needs Assessment.

⁴¹ Quinault Indian Nation. Tribal Operations: Queets Administrative Office (2016). Queets Community Needs Assessment

⁴² Quinault Indian Nation. Quinault Housing Authority (2016). Community Housing Needs Assessment.

⁴³ Quinault Indian Nation. Quinault Indian Nation Planning Department (2012). Quinault Indian Nation 2012 Strategic Plan.

⁴⁴ IFC International. (August 2016). Quinault Indian Reservation 2016 Tribal Hazards Mitigation Plan Update. FEMA Review. Seattle, Washington. Prepared for the Quinault Indian Reservation.

⁴⁵ United States Government Accountability Office. (2009). Alaska Native Villages: Limited Progress Has Been Made on Relocating Villages Threatened by Flooding and Erosion. Report to Congressional Requesters.

⁴⁶ Bronen, R. (January 2013). Climate-Induced Displacement of Alaska Native Communities. Alaskan Immigration Justice Project.

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⁵⁰ Isle de Jean Charles band of Biloxi-Chitimacha-Choctaw. About the Project. From coastalresettlement.org. Retrieved May 2018 from: <http://www.coastalresettlement.org/about-the-project.html>

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IMAGE SOURCES

Figure 1 (aerial photo): QIN Planning Department

Figure 2: Ripple Planning

Figure 3: Ripple Planning

Figure 4 (Queets Inn): Jones Photo Historical Collection, via QIN Planning Department

Figure 5 (Queets TP women with baskets): Quinault Historical

Collection via Land of the Quinault

Figure 6 (New Highway 101 location): QIN Planning Department

Figure 7 (fishing boats): Ripple Planning

Figure 8. Poster from the Dawes Act era. Wikimedia commons via Indian Country Today. <https://indiancountrymedianetwork.com/history/events/native-history-dawes-act-signed-into-law-to-civilize-indians/>.

Figure 9. Ripple Planning

Figure 10. (Trucks haul away old-growth trees from QIN land) Portrait of Our Land, Quinault Tribe

Figure 11. Portrait of Our Land, Quinault Tribe

Figure 12. Dale Northrup via Jacilee Wray's

Figure 13. Ripple Planning

Figure 14. Portrait of Our Land, Quinault Tribe

Figure 15. (Blueback salmon): Larry Workman, via Wild Salmon Center <https://www.wildsalmoncenter.org/2010/09/05/bringing-back-blueback/>

Figure 16. Courtesy Joseph DeLaCruz, Dale Northrup, photographer; via Land of the Quinault [photo and caption source].



Figure 17. Cathy Shumack via Jacilee Wray's Queets River Valley Ethnohistory

Figure 18. Ripple Planning

Figure 19. Ripple Planning

Figure 20. The Lady Washington Sails in the background. Photo by Larry Workman via Native People of the Olympic Peninsula.

Figure 21. Pendleton Woolen Mills, <https://blog.pendleton-usa.com/2013/08/30/the-paddle-to-quinault-journey/>.

A3. PROPOSED SITE

TEXT SOURCES

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⁵⁵ Capoeman, P.K. (1990). Land of the Quinault. Quinault Indian Nation. Taholah, Washington.

⁵⁶ The HUD buffer requirements for housing near highways is 120'. In any case, housing should not be considered near Highway 101 given noise impacts.

⁵⁷ USFWS and NODE data had conflicting wetland boundaries. This plan is based on the combining the wetlands mapped by each source. A biological survey will determine the actual boundaries.

⁵⁸ United States Fish and Wildlife Service. Wetlands Polygon Data. <https://www.fws.gov/wetlands/data/state-downloads.html>

⁵⁹ United States Fish and Wildlife Service. National Wetlands Inventory. Via Northwest Open Data Exchange. <https://opendata.imspx.org/dataset?q=wetland>

IMAGE SOURCES

None in this chapter.

B4. COMMUNITY ENGAGEMENT TAKEAWAYS

TEXT SOURCES

⁶⁰ In contrast to most other sections of the larger report, this section is written from the first-person perspective of the team, in order to assume ownership for our actions and more effectively share reflections on the process.

IMAGE SOURCES

All images courtesy of Ripple Planning

B5. DESIGN STRATEGY

TEXT SOURCES

⁶¹ The assumption that 30% of an area would be dedicated for roads and other inefficiencies, and 20% for parks and open space comes from a yield mix guideline: <https://www.dilgp.qld.gov.au/resources/guideline/pda/practice-note-05-lot-mix-yield.pdf>

⁶² The mix of lot size ratios comes from our best guess interpreting the expressed housing desires of residents as illuminated in the various community engagement events

⁶³ Sensitive social services for users requesting privacy and anonymity, such as with drug rehabilitation centers, may either be multi-purpose spaces not specifically advertised for that sensitive purpose alone,

or could be located in a way that accommodates users' desire for privacy.

IMAGE SOURCES

Figures 1 - 8: Google Earth Satellite Imagery

Figures 9 - 15: Ripple Planning

B6. GOALS + ACTIONS

TEXT SOURCES

None in this chapter

IMAGE SOURCES

None in this chapter



C7. STORIES FROM COMMUNITY ENGAGEMENT

ADDITIONAL COMMUNITY FEEDBACK

WHAT WE HEARD | FEBRUARY PHONE INTERVIEWS WITH QIN STAFF AND LEADERS

Key Needs

- Housing, jobs, and child care are the top three community needs. Overcrowding is a significant issue in many homes. There has been a recent increase in the population of infants and toddlers.
- Fishing is central to the community's culture and a source of livelihood for about 40 people.
- Replacement of the aged sewer system, located beside the river, is a critical infrastructure and safety priority of QIN.
- Many Queets community and government facilities are not up to building code and are beyond their lifespan.

Projects

- The two Queets seats on the QIN Business Committee were assumed by new leadership in the recent past.
- There are ongoing projects to develop a cemetery, as well as a multi-purpose building serving programs for seniors, infants and toddlers, and children in Head Start.
- Queets residents like to see tangible action to believe a relocation project is real.

WHAT WE HEARD | CONVERSATIONS WITH THE COMMUNITY - PHASE 2

People of Queets expressed comments and opinions that yielded many observations:

Strong Community Cohesion

- The Queets community is close-knit, inclusive, and forgiving. It is "accepting," and "like [a] family." Young people who leave the community after high school often return a few years later.
- Several activities and events bring the community together: sports and recreation, the Tribal Canoe Journey, and the annual Queets Days festivities.

Deep Attachment to Place

- Many Lower Village residents, particularly elders, are strongly attached to their homes. It is not likely they will move up the hill, if given the choice. For some residents, the mere act of discussing relocation is difficult.

A Concern for Village Safety

- Generally, people are aware of the tsunami threat, concerned about the community's safety, and acknowledge the importance of the relocation project.
- Residents are worried about significant gaps in Queets' emergency preparedness.
- Drivers often speed on Queets roads, causing safety concerns.

Livelihoods and Culture are Intertwined

- Many families are barely making ends meet.
- Queets residents have many ideas for economic development

related to tourism.

- Fishing grounds are highly valued and Queets River salmon are of superior quality.
- Preserving and transferring Queets culture between generations is an important need and challenge. A few tangible expressions of Queets culture include hunting, fishing, basket-weaving, paddle- and drum-making, and more.

Discontent with Governance

- Some residents believe Queets has not received sufficient support from the QIN tribal government, especially regarding services, infrastructure investment, and building maintenance.

WHAT WE HEARD | CONVERSATIONS WITH THE COMMUNITY - PHASE 3

The visit gave us in-depth, textured information about the needs, desires, values and priorities of the Queets community, which, combined with previous conversations and interviews, would be the central source of our goals, recommended actions, and community design concepts.

Some themes expressed by Queets community members include:

Housing

- There is a general preference for low density development, single-family homes with yards, and storage enclosures. Yards and fencing would be helpful for animal control.
- It is common for family to live near family.
- Accessory-Dwelling Units (ADUs) and tiny homes are possible housing types for single individuals, couples, or small families.
- Cottage clusters that are one-story tall may be an option for

elder housing.

- Many residents do not qualify for low-income housing, but also do not have the resources to build their own new home in a new village. Some have invested in home improvements in the Lower Village. These are serious barriers to contemplating relocation.
- There is a mismatch between the size of families and the homes they are in, leading to both overcrowding and to inefficiencies.
- Community supervision and looking out for neighbors' children is highly valued.

Quality of Life

- Getting healthcare at the local clinic is difficult if you "get sick at the wrong time," according to one senior resident. The health clinic needs need more temporary housing for healthcare staff.
- Petty theft and crime are perceived to have risen in recent years.
- Children enjoy participating in recreational activities, like swimming and sports. Queets playgrounds are in poor condition.
- The woods, trails, and the river are recreation sites for children and adults.
- Parents and guardians expressed that children's safety is a high priority.

Transportation

- There are many concerns about children crossing Highway 101.
- Some residents use wheelchairs and depend on public transit to run basic errands in nearby cities.



Economic Opportunity

- Entrepreneurs indicated they needed more business assistance support and training.
- There is openness to attracting tourists to Queets to support economic development, but separating tourist-serving uses from more inward community-serving uses.

Culture & History

- The Tribal Canoe Journey is a powerful experience for youth to develop leadership skills, learn cultural traditions, and be in an alcohol- and drug-free space.
- There is interest in buildings and spaces that perpetuate Queets cultural traditions.
- There are multiple burial sites within the vicinity of Queets and Allotment 100.
- There is a small but strongly committed group of residents affiliated with the local Shaker Church and Seventh Day Adventist Church.

Emergency Preparedness

- Emergency response services can often take 45-90 minutes to arrive in Queets.
- Queets often experiences wind gusts and storms that topple trees, and drivers sometimes have to “zig-zag” on the roads to avoid fallen trees in the region, according to one resident.
- The term “relocation” is a non-starter for some residents and elders.

WHAT WE HEARD | EXCERPT OF SURVEY RESULTS

Nineteen people completed our printed survey. Fourteen of the people said they currently live in Queets and five people said they do not. Here are some of the highlighted responses from the survey:

- A Youth Center and a Daycare Center were tied for first as projects people are most interested in seeing completed.
- Among the provided choices for projects, speed bumps came in last and were mostly unmarked by people who responded as not currently living in Queets.
- After single-family homes, cottage clusters and apartments were the top choices for housing types.
- People expressed a desire to either live with more or the same amount of people with whom they currently live.

WHAT WE HEARD | INTERVIEWS WITH FORMER QUEETS RESIDENTS AND QUILEUTE LEADERS IN LA PUSH

We conducted three brief in-person interviews, two with former Queets residents, and one with a prominent leader of the Quileute Tribe involved in their relocation. They shared several insights we found useful for the Queets relocation plan:

- The Shaker Church in the Queets Lower Village is considered highly sacred by those who follow its religious beliefs. There is a regional network of Shaker Church members, including from the Queets, Quileute and Hoh River communities, who are fundraising to build a new Shaker Church building in Queets. There is a small but strongly committed group of residents affiliated with the local Shaker Church and Seventh Day Adventist Church in Queets.

- Tourism in La Push is a significant source of income for the Quileute Tribe, but they have also encountered problems with some tourists who have been disrespectful of their land and culture. While they acknowledge it is impossible to prevent all such problems, the Tribe has rules of etiquette tourists are asked to follow.
- Similar to the challenges confronting Queets, La Push faces serious problems in financing new housing for many residents with their relocation effort, because federal HUD housing funding requires qualifying residents to stay below a low income threshold.
- The Quileute Tribe pursues cultural preservation in many ways: empowering youth leaders in their local tribal school to pursue cultural activities, organizing weekly drumming, dancing and singing circles, organizing large community gatherings, making shared food a central part of gatherings, creating community display cases, incorporating culture into public art and building design, and more.
- The Quileute Tribe seeks to be inclusive of all religious traditions, including in the blessing of development processes related to relocation.

WHAT WE HEARD | PHONE INTERVIEW WITH FORMER QUEETS RESIDENT ABOUT QUEETS IN THE 1960s-1980s

Our extended phone interview with a longtime community member of Queets who was raised in the village revealed many important insights about Queets' history during the 1960s-1980s. These insights about history and past development practices should not be overlooked amidst future development decisions.

- Many new homes were built by the BIA in the Lower Village in the 1960s.
- The Queets Upper Village, also known as Jackson Heights, was developed recently in the 1980s. This created employment opportunities for Queets residents in construction work.
- Queets previously received more visitor traffic when Highway 101 bisected the Lower Village. Generally, Queets residents were not opposed to having visitors in town as long as they behaved respectfully.
- Speeding vehicles on Highway 101 were a constant threat to the safety of children and dogs. The crosswalk was regularly ignored. Adults looked out for each other's kids.
- Shaker Church gatherings and dinners were a center of social and religious activities.
- Residents commonly hosted village-wide gatherings in their yards for fun and celebrations.
- Families commonly encouraged their children to offer their free time assisting elders with various needs, such as chopping wood or helping around the house.
- To this day, a home in Queets has many artifacts and historical objects from past decades.

WHAT WE HEARD | CONVERSATIONS WITH THE COMMUNITY - PHASE 4

The open house on May 7 confirmed general support for the overall trajectory of Ripple Planning's recommendations. Some modifications and additions were suggested. Below are key themes.

Housing



Confirmation of community interest

- Housing developments that are not segregated by tenancy or type, and promote “eyes on the street”

Modifications or new input

- Hesitancy about sharing yards with neighbors, out of uncertainty over how well neighbors would treat the yard space.
- Single-story duplexes are preferable to dense apartment buildings.

Economic Opportunity

Confirmation of community interest

- Activities and uses that attract tourists.
- A forest buffer that separates areas heavily serving visitors and areas serving the community.

Modifications or new input

- Tourism activities should require protections related to childhood safety, community privacy, and waste management. RV Parks may require special restrictions.
- Tourism-based businesses and programs should consider the seasonality of tourism and capitalize on beautiful views of the ocean and Destruction Island.
- Entrepreneurs would benefit from having secure consignment shelves in stores or vendor locations, but some choose not to if there is a commission or fee from the store.

Transportation

Confirmation of community interest

- Two-tiered street networks with main and access streets

- Making transportation accessible to users of all ages and abilities

Modifications or new input

- Speed control mechanisms for any pedestrian crossings on Highway 101.

Culture and History

Confirmation of community interest

- A cultural center to teach cultural activities and custom fabrication
- Programs to preserve Queets history that connect youth and elders through projects like oral histories
- Spaces for communal gatherings
- Incorporating culture into building design and architecture

Modifications or new input

- Covered areas with picnic tables would be a great space for community gatherings and celebrations such as Queets Days.

Quality of Life

Confirmation of community interest

- A recycling system and more frequent dumpster service
- Veteran’s memorial park
- Community gardening spaces

Modifications or new input

- Youth recreation: a swimming pool, new gym and safe play-grounds are the most popular amenities.

- Alternative energy equipment is good if out of the reach of vandalism.

CHALLENGES IN THE COMMUNITY ENGAGEMENT PROCESS

As is the case in any planning effort, there were noteworthy challenges in our process which are important to outline. The following limitations were encountered throughout all phases of our engagement process:

- **A conversation about relocation was a non-starter for some residents.** Some residents were put off by even discussing the idea of not living in their home anymore, which thus limited their engagement and input. Instead, conversations needed to be centered around understanding what Queets residents cherished about their current living situation and how those same principles would apply to future development
- **Balancing the needs of vocal and non-vocal residents.** Some residents were not interested in speaking with us. This is especially the case with some of the elders. And while there are a relatively limited number of vocal leaders in the community, their opinions are well known. Therefore, silence or robust feedback on an issue had to be filtered through this reality.
- **Difficulty convening plenary discussions.** Queets gym has significant difficulties with acoustics, which made a large collective discussion nearly impossible.
- **Inaccess to all available communication channels.** Since we were not members of the community, our team was not given direct access to Queets community social media channels, even though many people in Queets regularly use them.
- **Time and distance.** Our ability and availability to travel to

Queets was constrained by the competing schedules of six student team members. This meant having to travel at times that worked for our schedules but not always for the community. Because of this, we missed opportunities to attend community and cultural events (drumming practice, sports games, other gatherings).

- **Working within a budget.** Although we were provided a budget, it put certain limitations on the frequency and length of visits. This limitation came with a silver lining because we chose to save lodging costs by sleeping in the community gym. This created opportunities to connect with members of the community.
- **Planned activities vs. story-telling and informal conversations.** We had measured success engaging community members with public outreach activities like flip charts, drawing on maps, or writing input on Post-It notes. On the whole, most people were more amenable to simply conversing rather than participating in “hands-on” engagement activities.
- **Unable to reach all potential stakeholders.** Our outreach efforts primarily focused on residents currently living in Queets. However, we made earnest efforts to try to gain insight and input from former Queets residents and others with connections to Queets who might choose to move back to Queets if provided the chance. Despite these efforts, we received limited input from people living outside of Queets. In addition, we had only moderate success in engaging young adults and late teens.



TEXT SOURCES

None in this chapter.

IMAGE SOURCES

All images courtesy of Ripple Planning.

MEETING #1 | HANDOUT

FRONT

QUEETS VILLAGE RELOCATION - VISION PLAN -



RIPPLE PLANNING

The **Queets Village Relocation Vision Plan** project is a partnership between the Quinalt Indian Nation and our graduate student team from Portland State University's Master of Urban and Regional Planning program. Our team, known as Ripple Planning, will develop a community-informed vision plan for the relocation of the lower village of Queets out of the tsunami and sea-level rise inundation zones.

We are all excited to get to know you and are eager to help the Queets community pursue this important work!

WHAT YOU CAN EXPECT FROM US:

- We see our team role as facilitating, listening, and offering ideas. We will listen to what residents of Queets would like to see in a new relocated village, and compile that into a vision. This **Queets Village Relocation Vision Plan** will be grounded in the core needs, desires, values, and priorities of the Queets community.
- We plan to conduct interviews, lead discussion circles, and do at least one additional visioning event with the community at the end of March to learn in greater depth about what you would like to see in the new village.
- By mid-June, we plan to produce a final document that will be a tool for future community decision-making and presented to leadership within the Quinalt Indian Nation.

WHAT WE HOPE TO LEARN FROM YOU:

We see the following questions as key prompts to identifying what matters most to the community members of Queets. Your responses will be important guideposts throughout this process. We invite your feedback to the following questions:

- What do you cherish about Queets? What are your favorite aspects and places in Queets?
- Do you have any special memories or stories you might like to share about related to Queets?
- What would you like to change about Queets?
- What do you see as important to have in a new, relocated Queets village?
- Is there anything you are afraid of or worried about related to the relocation of Queets?

BACK

Meet the Team



SACHI ARAKAWA

Hometown: Portland, Oregon

Fun fact: I almost went to veterinary school instead of going into planning.

What I'm looking forward to in this project: I'm looking forward to spending time with the people of Queets and hearing what you love about the place you live.

Contact info: sachi@pdx.edu



AYANO HEALY

Hometown: Fairfield, California

Fun fact: I once paddled above a pod of gray whales during an outrigger race in Monterey Bay.

What I'm looking forward to in this project: Learning from and spending time with the people of Queets.

Contact info: ayano@pdx.edu or 707.718.4921



STEVE ROSEN

Hometown: San Jose, California

Fun fact: I like to connect history to the present and future. Putting things into context helps me understand them.

What I'm looking forward to in this project: To figure how the people of Queets can build a village where their great-grandchildren can have a securely prosperous future.

Contact info: srosen@pdx.edu



THOMAS SCHARFF

Hometown: Portland, Oregon

Fun fact: I enjoy sports, and once coached a children's soccer and basketball class for two years in the coastal desert town of Tacna, Peru.

What I'm looking forward to in this project: Listening to stories, learning from the people of Queets, and helping you preserve for future generations what you love about Queets.

Contact info: tscharff@pdx.edu or 971.235.3322



VICTOR TRAN

Hometown: Calgary, Canada

Fun fact: My grandpa has the same birthday as me - November 17th, I love him a lot.

What I'm looking forward to in this project: Hearing people's stories, and creating art together.

Contact info: rvictor@pdx.edu or 310.341.9485



NATE WHITE

Hometown: Tualatin, Oregon

Fun fact: I love big trees! From the Redwoods to the giant trees of the Olympic Peninsula, I've visited many and savor them all.

What I'm looking forward to in this project: I am excited to learn more about the Queets culture and spending time in the rainforest.

Contact info: white33@pdx.edu



MEETING #2 | FLYER

QUEETS RELOCATION VISIONING

MEETING #2



Portland State University students will be working with QIN on creating a visioning plan for the relocation of the village located above the tsunami zone. Join the students and Planning Department to share with us your needs, desires, and priorities to protect the long-term interests of Queets.



MEETING #3 | FACEBOOK POST

Queets Relocation Vision Plan **Discussion Groups**

We invite you to attend one of the upcoming discussion groups that will be held at the Queets Tribal Administration Office:

Tuesday, March 27, at 2pm
Wednesday, March 28, at 10:30am
Wednesday, March 28, at 1:30pm

DOOR PRIZES + LIGHT REFRESHMENTS WILL BE PROVIDED

**THESE DISCUSSION GROUPS ARE YOUR CHANCE TO
TELL US WHAT SHOULD BE IN THE FUTURE QUEETS.**

**THE COMMUNITY DINNER ON THURS 3/29 IS YOUR
CHANCE TO TAKE WHAT YOU TAUGHT US AND
DESIGN HOW IT ALL FITS TOGETHER.**



RIPPLE PLANNING

MEETING #4 | FACEBOOK POST

QUEETS RELOCATION VISIONING

COMMUNITY EDITING SESSION + CEMETERY PRESENTATION



**MONDAY, MAY 7TH
5:30 PM AT QUEETS GYM
DINNER + DOOR PRIZES**

Portland State University students are working with QIN Planning Department on creating a visioning plan for the relocation of the village located above the tsunami zone.

Since the last visit, the student team has created a **few different planning scenarios showing the potential future of Queets** that will help guide the QIN Planning Department in making important decisions. We would like your input to check if the plans and designs we created accurately represent your needs, interests, and desires.

Come talk to us to tell us what we got right, and what we got wrong.



MEETING #5 | FLYER



QUEETS VISION PLAN CELEBRATION

**SUNDAY, JUNE 10TH
5:30 AT QUEETS GYM
DINNER WILL BE SERVED**

Come join the Portland State University students and QIN Planning Department to view the **Queets Village Relocation Vision Plan**.

This plan for a future Queets was only possible because of your contributions.

Our team would like to thank you for all of your help through this process with a celebration over dinner!



ONLINE/PAPER SURVEY

QUEETS COMMUNITY SURVEY

We invite you to participate in a short survey about your needs, interests, and desires for the future of Queets. We are a team of students from Portland State University working with the QIN Planning Department to create a visioning strategy for relocating the village to higher ground. Your input to this survey is important - your feedback will inform the creation of a vision plan that will be presented to the community at a work session in April, and will be used to inform the Queets relocation plan. This survey is open to current and prospective Queets residents as well as Queets community members currently residing outside of Queets. All questions on this survey are optional, and your personal information will be kept confidential. The survey will take approximately 15 - 20 minutes.

Please return the survey by either:

- 1) Giving it to us at the community dinner event on the night of Thursday, March 29th at the Queets Gym (you get an extra raffle ticket for the event), OR
- 2) Leave the survey with John Gonzales at the Queets Administrative Building

Thank you very much for participating!

What is your name?

Do you currently live in Queets?

☐ Yes (If yes, please skip to Question #6)

☐ No

3. Do you want to move to Queets?

☐ No

☐ Yes (If yes, skip to Question #5)

☐ Maybe (If maybe, skip to Question #5)

4. What is your connection to Queets?

☐ Family

☐ Friends

☐ Work

☐ I am a former resident

☐ Other: _____

Please skip to Question #20

5. What would allow you to move back to Queets? [Mark all that apply]

☐ More housing

☐ Availability of work in the community

☐ Presence of family members

☐ Other: _____

6. In a typical week, where do you go (eg. work, school, visit family in other places, etc.)? _____

7. In a typical week, what places do you visit? [Mark all the apply]

☐ Taholah

- ☐ Lake Quinault
- ☐ Aberdeen
- ☐ Hoquiam
- ☐ Forks
- ☐ Other _____

8. How do you get around? [MARK ALL THAT APPLY]

- ☐ Drive
- ☐ Walk
- ☐ Bike
- ☐ ATV
- ☐ Bus
- ☐ Sharing a car ride
- ☐ Other: _____

9. Here's a list of facilities projects Queets residents have expressed interest in. Please check (☐) the ones you think are important to have. What would you add? [MARK ALL THAT APPLY]

- ☐ Completed fish house
- ☐ Cemetery
- ☐ Daycare center
- ☐ Expanded health clinic
- ☐ New sewer system
- ☐ Youth center
- ☐ Speed bumps
- ☐ Other: _____

10. What housing type(s) do you prefer to live in? [MARK ALL THAT APPLY]

- ☐ Single family house
- ☐ Mobile home

- ☐ Duplex
- ☐ Cottage cluster
- ☐ Apartment
- ☐ Additional dwelling unit
- ☐ Assisted living or elder care

11. How many people currently live with you? _____

12. In your current housing situation, would you want to live with more or fewer people?

- ☐ More
- ☐ Less
- ☐ Same

13. Do you have enough room in your house to fulfill your needs?

14. If you are a current homeowner, how was financing secured to purchase your home?

15. What financial resources would you need to secure your ideal housing in the new village (eg. downpayment assistance, subsidies, rental assistance, credit counselling, access to banks, etc)?

16. Do you currently work?

- ☐ Yes
- ☐ No (If no, please skip to Question #20)

17. Please describe what you currently do for work.

18. Where do you work?



- ☐ Queets
- ☐ Taholah
- ☐ Lake Quinault
- ☐ Aberdeen
- ☐ Hoquiam
- ☐ Forks
- ☐ Other _____

19. Please describe your ideal way to make a livelihood.

20. The survey is complete, please use the space below for any additional comments or thoughts you have about the future of Queets

C8. GOALS + ACTIONS JUSTIFICATION

TABLE OF ACTIONS (RANKED)

Action Number	Goal	Action Description	Origin of the Problem?	Origin of the Solution?	Community Interest	Positive Impact
1.1	Connected to Nature	Connect the Village to the river.	Community	Ripple	3	3
2.1	Design for Community	Build community buildings around a village core.	Community	Ripple	3	3
2.3	Design for Community	Design to minimize crossing Highway 101.	Community	Community	3	3
2.4	Design for Community	Separate community areas and visitor-serving areas.	Community	Ripple	3	3
2.6	Design for Community	Maintain and remove trees for safety.	Community	Community	3	3
2.8	Design for Community	Include intergenerational education spaces.	Community	Community	3	3

Action Number	Goal	Action Description	Origin of the Problem?	Origin of the Solution?	Community Interest	Positive Impact
2.13	Design for Community	Start a village oral history project.	Community	Ripple	3	3
2.15	Design for Community	Plan for lifetime infrastructure costs.	Community	Ripple	3	3
3.1	Quality Housing for All	Build a mix of housing types.	Community	Community	3	3
3.2	Quality Housing for All	Integrate housing by tenancy and type.	Community	Ripple	3	3
3.4	Quality Housing for All	Build appropriate elder housing.	Community	Community	3	3
4.1	Economic Opportunity	Provide child care and preschool.	Community	Community	3	3
4.2	Economic Opportunity	Evaluate investing in tourism.	Community	Community	3	3
4.4	Economic Opportunity	Evaluate food processing and food retail.	Community	Community	3	3
4.8	Economic Opportunity	Employ Queets residents in development projects.	Community	Community	3	3
5.8	Transportation Network	Reduce speeds on Highway 101.	Community	Ripple	3	3
6.3	Quality of Life	Consult the community to rank recreation amenities.	Community	Community	3	3

Action Number	Goal	Action Description	Origin of the Problem?	Origin of the Solution?	Community Interest	Positive Impact
6.6	Quality of Life	Provide mental health and addiction services.	Community	Ripple	3	3
6.12	Quality of Life	Increase the frequency of bulk trash removal.	Community	Community	3	3
6.13	Quality of Life	Provide broadband internet.	Community	Community	3	3
7.6	Emergency Preparedness	Install an All Hazard Alert Broadcast siren.	Community	Ripple	3	3
7.7	Emergency Preparedness	Promote County mobile telephone text alert service.	Community	Ripple	3	3
2.2	Design for Community	Design for "eyes on the street."	Community	Ripple	2	3
2.5	Design for Community	Preserve trees for privacy and windbreaks.	Community	Community	3	2
2.14	Design for Community	Coordinate relocation with other plans.	Community	Community	2	3
3.3	Quality Housing for All	Integrate single-family lots of different sizes.	Community	Ripple	3	2
3.6	Quality Housing for All	Provide housing with enclosed storage.	Community	Community	3	2
3.7	Quality Housing for All	Provide housing with private yards.	Community	Community	3	2
3.8	Quality Housing for All	Build temporary housing for public servants	Community	Community	2	3

Action Number	Goal	Action Description	Origin of the Problem?	Origin of the Solution?	Community Interest	Positive Impact
3.10	Quality Housing for All	Inspect and maintain tribal housing.	Ripple	Ripple	2	3
4.3	Economic Opportunity	Promote Queets tourism.	Community	Community	2	3
4.5	Economic Opportunity	Build and obtain permits for a commercial kitchen.	Community	Community	2	3
4.6	Economic Opportunity	Expand and promote Taala Fund programs.	Community	Ripple	2	3
5.2	Transportation Network	Use supplemental traffic calming, but no speed bumps.	Community	Ripple	2	3
5.7	Transportation Network	Promote and label tsunami evacuation routes.	Community	Ripple	2	3
5.9	Transportation Network	Maintain Jefferson Transit service as a scheduled-stop.	Community	Community	2	3
5.10	Transportation Network	Maintain school bus service.	Community	Community	2	3
6.1	Quality of Life	Request a larger wastewater treatment plant.	Ripple	Ripple	2	3
6.4	Quality of Life	Build flexible educational spaces.	Community	Ripple	2	3



Action Number	Goal	Action Description	Origin of the Problem?	Origin of the Solution?	Community Interest	Positive Impact
6.5	Quality of Life	Provide culturally-specific health programming.	Community	Ripple	2	3
6.7	Quality of Life	Provide nutrition and diabetes prevention classes.	Community	Ripple	2	3
6.9	Quality of Life	Provide youth leadership and development programs.	Community	Community	2	3
6.11	Quality of Life	Evaluate adding recycling service.	Community	Community	3	2
7.1	Emergency Preparedness	Design buildings to serve as disaster shelters.	Community	Ripple	2	3
7.4	Emergency Preparedness	Install fire hose cabinets at fire hydrants.	Community	Ripple	2	3
7.5	Emergency Preparedness	Maintain defensible space and reduce fire fuel.	Ripple	Ripple	2	3
7.8	Emergency Preparedness	Promote or provide NOAA Weather Radio receivers.	Community	Ripple	2	3
7.9	Emergency Preparedness	Ensure uninterrupted emergency communications.	Community	Ripple	2	3
7.10	Emergency Preparedness	Develop an emergency back-up water source.	Community	Ripple	2	3

Action Number	Goal	Action Description	Origin of the Problem?	Origin of the Solution?	Community Interest	Positive Impact
7.11	Emergency Preparedness	Maintain a stock of food and medical supplies.	Community	Ripple	2	3
1.2	Connected to Nature	Provide space for village agriculture and wild foods.	Community	Community	2	2
1.4	Connected to Nature	Analyze the potential for renewable energy.	Community	Community	2	2
2.7	Design for Community	Consult religious leaders when planning buildings.	Community	Community	2	2
2.9	Design for Community	Incorporate culture into architecture.	Community	Ripple	2	2
2.10	Design for Community	Create a veterans memorial park.	Community	Community	2	2
2.12	Design for Community	Designate space for culturally significant displays.	Community	Ripple	2	2
3.5	Quality Housing for All	Design housing to be energy-efficient.	Community	Ripple	1	3
5.1	Transportation Network	Build a two-tier, low-speed street network.	Community	Ripple	2	2
6.2	Quality of Life	Consider Dark-Sky-compliant outdoor lighting.	Ripple	Ripple	2	2
6.10	Quality of Life	Provide office space for tribal police officers.	Community	Ripple	2	2



Action Number	Goal	Action Description	Origin of the Problem?	Origin of the Solution?	Community Interest	Positive Impact
7.3	Emergency Preparedness	Plan a garage for the Queets emergency vehicles.	Community	Community	2	2
1.3	Connected to Nature	Reduce stormwater runoff volume and velocity.	Community	Ripple	2	1
2.11	Design for Community	Build communal smokehouses and baking pits.	Community	Community	2	1
3.9	Quality Housing for All	Consider "half a house" for tribal housing.	Community	Ripple	1	2
4.7	Economic Opportunity	Improve banking access.	Community	Community	1	2
5.3	Transportation Network	Expand the trail network.	Community	Community	2	1
5.5	Transportation Network	Maintain trails for long-term sustainability.	Community	Community	1	2
6.8	Quality of Life	Evaluate telemedicine potential.	Community	Community	1	2
6.14	Quality of Life	Petition USPS to recognize Queets and open postal retail.	Community	Ripple	2	1
7.2	Emergency Preparedness	Support a volunteer fire department.	Community	Community	1	2
5.4	Transportation Network	Build a two-tier trail network.	Community	Ripple	1	1
5.6	Transportation Network	Improve wayfinding signage.	Community	Community	1	1

TEXT SOURCES

Kah San Chako Haws Case Study:

The Kah San Chako Haws apartment building in Portland is a nationally prominent example of energy-efficient construction in Indian Country. Kah San Chako Haws, which means “East House” in Chinook Jargon, is a LEED Gold-Certified building project that features nine-units of modern housing in studio (375 square feet), one-bedroom (675 square feet), and two-bedroom (835 square feet) configurations. The modular buildings are mostly finished before being transported to the site and assembled rapidly, which can hold costs down and reduces the time from design to move-in to 14 months (four months sooner than site-built construction). Energy-efficient technology used includes high levels of insulation, energy-efficient ductless heat pumps, and high-efficiency water fixtures. Emmons Design.

United States Department of Housing and Urban Development. (October 2014). Sustainable Construction in Indian Country: Native American Youth and Family Center. Accessed May 2018 from:

https://www.huduser.gov/portal/Publications/pdf/CaseStudy_Naya_scinic.pdf

Villa Verde Social Housing Case Study:

These Chilean social housing projects are designed to quickly and inexpensively get families into houses that they own by providing only “half a house.” The Chilean developers only built the parts of each house that are expensive and difficult to build--the kitchen and bathroom--and one additional room. Then, the developers sold the units to the residents. As the residents accumulated wealth, they added

additional living rooms and bedrooms to the core of the housing unit. The Chilean projects are attached townhouses, but the concept also applies to single-family houses on individual lots.

Quileute Nation Etiquette Rules Case Study:

Case study: An example of a tourist policy that respects culture is the Quileute Nation’s response to the boom in tourism brought by the “Twilight” books and movies. See the end notes for details and links. The Quileute Nation protects its community and its cultural and natural resources by requiring guests at its Quileute Oceanside Resort to obey its Indian Country Etiquette rules and its photography policy. The Indian Country Etiquette rules can be found at:

<https://quileutenation.org/indian-country-etiquette/>

The photography policy can be found at:

https://quileuteoceanside.com/wp-content/uploads/2017/05/photo_policy_2016.pdf

ONABEN and First Nations Development Case Study:

Links: <http://www.onaben.org/>

<https://firstnations.org/knowledge-center/financial-education/ida>

Mixed Traffic Yield Roadway Case Study:

The following is a list of resources supporting the use of shared space streets in low-traffic routes. They show that shared spaces increase safety by reducing speeds and increasing interaction between transportation modes. They help demonstrate that separation does not



protect vulnerable road users from cars. These resources include design manuals, advocacy white papers, government promotional materials, and academic research.

<http://ruraldesignguide.com/mixed-traffic/yield-roadway>

<https://www.portlandoregon.gov/transportation/article/666852>

<https://nacto.org/publication/urban-street-design-guide/streets/residential-shared-street/>

Reduced Speed Limit Pavement Marking Case Study:

Hallmark, S. L., Peterson, E., Fitzsimmons, E. J., Hawkins, N. R., Resler, J., & Welch, T. (2007). Evaluation of gateway and low-cost traffic-calming treatments for major routes in small rural communities.

The Relational Worldview Model Case Study:

The video series, "The Relational Worldview: A Tribal and Cultural Framework for Improving Child Welfare Outcomes" may be a useful resource to explore related to community development, human services, and culturally-specific health promotion efforts. The Native American Youth and Family Center in Portland, Oregon draws upon the relational worldview model in its programs and services. The relational worldview model was developed by the National Indian Child Welfare Association (NICWA) in the 1980's. The links below provide more detail.

<https://cascw.umn.edu/portfolio-items/rww-videos/>

<http://nayapdx.org/wp-content/uploads/2013/10/>

Relational-Worldview-Model.docx

Joyce Portable Water System Case Study:

The Joyce portable water system filters untreated water using chemical and physical water purification. The system works as follows: First, untreated water is pumped into a 270-gallon food grade tote. For maximum effectiveness, the source water needs to be as clear as possible to prevent sediment from clogging the filters. Then, water in the tote is treated with 1/4 ounces of a chlorine-based chemical (Poolife TURBOSHOCK 78% calcium hypochlorite) and allowed to sit for 60 minutes to allow time for the chlorine to disinfect the water and for silt to settle to the bottom. Next, the operator uses a hand-powered pump to send treated water from the tote through a 10-micron filter, a 1-micron filter, and an activated charcoal filter. This physical filtration removes any remaining contaminants. Finally, the water is ready to drink or store for distribution later. See below for the brochure link:

<http://www.clallam.net/emergencymanagement/documents/waterfilterbrochure.pdf>

IMAGE SOURCES

Figure 1. Quinault Indian Nation 2008 Strategic Plan.

Figure 2. Ripple Planning.

Figure 3. Ripple Planning.

Figure 4. Auburn Hills, Michigan, Community Development Department.

Figure 5. USGS.

Figure 6. Ripple Planning.

Figure 7. Fallen tree on road. shutterstock.com

Figure 8. Ripple Planning.

Figure 9. QIN Planning Department.

Figure 10. Northwest Indian College.

Figure 11. Ripple Planning.

Figure 12. Ripple Planning.

Figure 13. Emmons Design.

Figure 14. NyttRom.no

Figure 15. buykcproperty.com

Figure 16. Ripple Planning.

Figure 17. Blue Spruce RV Park.

Figure 18. Ripple Planning.

Figure 19. Source the Station.

Figure 20. Image source: ONABEN Facebook.

Figure 21. pinterest.com

Figure 22. Small Town and Rural Design Guide.

Figure 23. Project for Public Spaces.

Figure 24. trailchick.com

Figure 25. Ripple Planning.

Figure 26. Federal Highway Administration.

Figure 27. Ripple Planning.

Figure 28. Ripple Planning.

Figure 29. Ripple Planning.

Figure 30. Ripple Planning.

Figure 31. snaicc.org.au

Figure 32. Ripple Planning.

Figure 33. Ripple Planning.

Figure 34. QIN Police Department.



Figure 35. Ripple Planning.

Figure 36. People's Partner for Community Development.

Figure 37. GSA Signs.

Figure 38. Town of Guttenberg Community Emergency Response Team.

Figure 39. Perlang Kapan Hydrant Equipment

Figure 40. Cal Fire.

Figure 41. forewarned.info

Figure 42. Peninsula Daily News.

THANK YOU FOR PARTICIPATING!

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AND MANY MORE!

