

Jamestown S'Klallam Tribe  
Housing Solutions Study  
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A big thank you to all of you that participated in our key stakeholders meeting, focus groups, working groups, our housing marketplace, and/or provided statistical information. Names are from the sign-in sheets. Please forgive us if you participated and your name is not listed.

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# Executive Summary

## Study goal

Establish a well-defined criteria, strategy, and identification of opportunities and challenges for increasing the availability of affordable, safe, and sanitary housing for four target populations to be served by the Tribe including: 1) Elder (age 55+) disability, 2) affordable family housing, 3) workforce housing, and 4) emergency and transitional housing.

This Jamestown S’Klallam Tribe Housing Solutions Study determined the demand, need, preferences, housing products, alternative site capabilities and development concepts, and an action plan for these four target populations.

The process involved an extensive outreach of Tribal citizens, residents, employees, nonprofit agencies and advocates, and housing marketplace participants through a series of focus group sessions and workshops, a survey of citizens and employees, site field assessments, a marketplace assessment of innovative housing products, and open houses.

## Population

- **The local population** - of Tribal citizens consists of 207 enrolled citizens living inside the Tribe’s Designated Service Area of Clallam and Jefferson Counties 47.3% of which are 55 years or older qualifying them as “Elders.” Within the next 10 years, 20 additional citizens will advance to age 55 years old and older (See Appendix A for 2016 survey results).
- **The global population** - of Tribal citizens consists of 569 enrolled citizens living both inside and outside the Tribe’s designated Service Area 46.2% of which are “Elders.” Within the next ten years, 63 additional citizens will advance to age 55 years old and older.

## Housing solutions survey

Early in the study it was decided to conduct a housing solutions survey in order to determine Tribal citizen and workforce employees housing behaviors, preferences, and priorities. The Tribal Social & Community Services Department conducted the survey of 401 Tribal citizen heads of household and 700 workforce employees.

**Tribal Citizens** - 166 or 45% of the 369 respondents were Tribal citizens, descendants, or members of other Tribes. If survey respondents are typical or representative of all Tribal citizens, descendants, and citizens or members of other Tribes, their housing preferences will reflect:

- **A major desire to live in Sequim** - and/or in a location that is close to medical services, grocery, household shopping,
- **Tribal events and activities** in a house with culturally defined features and a physical conditioning facility
- **Age in place** - Americans with Disability Act (ADA) and universal design features with available home health care services in a single-family detached structure, light yard maintenance requirements, 2.49 bedrooms and 1.88 bathrooms

**7 Cedars Casino and Resort** - 157 or 43% of the 369 respondents were employed by the 7 Cedars Casino or Resort or 32% of the 485 employees Human Resources indicates are currently employed by the Casino and Resort. If survey respondents are typical or representative of all Casino and Resort employees, their housing preferences will reflect:

- **A major desire to live in Sequim** - and/or in a location that is close to a job, grocery, household shopping with a physical conditioning facility in a single-family detached house with minimum yard maintenance requirements

## Focus group workshops

Focus group workshops were held to elicit comments, suggestions, and priorities from the Elders and Tribal staff representatives from the Administration, Economic Development, Health, Human Resources, and Social & Community Services Departments.

### Elder workshop comments

- **Age appropriate housing** - presumes individuals will transition between different age appropriate housing and communities depending on their life cycle needs. Older, empty nester households will move from family-oriented housing and communities to elder or senior oriented housing and communities as they age and desire structures of a single story, lower or no maintenance, social and recreational facilities and services occupied by residents of similar age and interests. Elders question if this is desirable and if so is co-housing, for example, a prototype to consider?
- **Aging in place** - presumes residents will continue to live in current housing and social services, including nutrition, health, social, transportation, recreation, and other caretaker needs can be delivered to a dispersed population. Elders question if this is feasible or realistic and if so, who will provide the services?
- **Assisted Living** - is there a need or desire to have an assisted living facility within a 55+ community so that Elders can transition from independent living to assisted living within the same community?

### Tribal department staff representative comments

- **The Casino/Resort** - operation currently employs 480 staff consisting of 300 full-time and 180 part-time employees paid \$11.50 per hour on average. Of the total employees, 39 are Tribal Citizens.
- **Future workforce** - could expand by another 100 employees with the development of the first phase resort facilities as well as construction workers who would need to be housed on-site

for 3-6 months. Phase 2 of the Casino/Resort expansion could add another 300 employees. There is not available housing at any price in the surrounding area to meet current or projected employee requirements.

- **Workforce housing** - should ideally be located within walk-able or bus-able distance to the Casino and Resort to reduce transportation requirements and costs, and attract a ready labor supply.
- **Workforce housing amenities or services** - should include year-round childcare, health services including substance abuse management, education and job training, recreational services and facilities.

### Transitional housing workshop comments

- **The transitional housing program** - would be designed to bridge the gap between emergency shelter and permanent, affordable housing, allowing housing recipients to continue a path to self-sufficiency and independent living. Transitional housing would provide a safe haven for clients that are transitioning from treatment or clients that do not qualify for housing due to regulations in regard to drug use or past infractions. This would be a one-stop house for hope for both male and females (if one house - housed on separate levels or sides and/or individual cabins) and would provide a multitude of educational, job training and counseling services. This type of housing would provide additional housing opportunities for clients who do not qualify for the housing list or possibly on the waitlist and face homelessness meaning all family support has been exhausted. Treatment plans will include a plan to pay or work off past housing fines to allow them to access rental assistance and or get on the permanent housing list.
- **The Tribe's estimated transitional housing requirements are relatively small** - and may be resolved with 4-6 temporary dwellings for individuals or individuals with family members if located in Blyn. The Tribe's transitional housing could be provided in or around South Campus where services are available and transit bus service is accessible to Sequim and the surrounding area.

- **The Tribe's potential transitional housing requirements, however, could be considerably larger** - if housing is provided in Sequim where non-Tribal individuals could also be jointly treated with Tribal members on a countywide basis.
- **Emergency housing** - in partnership with Healthy Families of Clallam County (HFCC) the Jamestown S'Klallam Tribe recently built a satellite Child Advocacy Center (CAC) in the new Jamestown Public Safety and Justice Center. One of the services that HFCC provides is emergency housing to child victims of physical or sexual abuse and their non-offending family members. Once the CAC is fully operating, the need for future emergency housing to meet this need will need further evaluation.

### Estimated 5-year housing needs

The following itemized housing development targets were identified for each housing group during the focus group sessions, workshops, and by Tribal staff:

#### Jamestown S'Klallam Tribe additional housing units by 2025: 2019-2015

Elder individuals and households age 55+	65-107
Families	60-80
Workforce	100-300*
Transitional	4-6
Total number of 5-year near term unit needs	229-493

\*Includes Phase 2 of Resort Development, which may extend beyond 5 years.

- **However, the targets could be considerably underestimated** - for the Tribe's short and long-term needs depending on what type of housing is provided and where. Tribal housing projects could easily fill to capacity were the projects to attract Tribal Citizens living outside of the Clallam-Jefferson Counties service area and/or attract housing demand

from non-Tribal members living within the local Clallam-Jefferson County areas.

### Alternative site assessments

Twelve potential Jamestown S'Klallam Tribe properties were evaluated for this analysis ranging from sites at the original or historical purchase by the Tribe in Jamestown on the Strait of Juan de Fuca to properties in Sequim, in and around Blyn, and adjacent to Miller Peninsula State Park.

It is important to clarify that there are both fee simple and trust/reservation properties being evaluated. This affects jurisdictional requirements for development and zoning. The Tribe does intend to move all lands into Trust in the future, but depending on timing and development, some may be under county jurisdiction.

- **The most capable and feasible property sites for housing development** - were the Craft, Sequim Economic Opportunity Area (EOA), M&R, Galvin, Oldfield, and Old Blyn Plateau properties for the reasons described in Chapter 5.
- **The least suitable property sites for housing development** - were the Jamestown, Loop Road, South Campus, Old Blyn Highway, Knapp & Diamond Point Roads, and Cat Lake Road for the reasons described. South Campus is being considered for small, individual transitional housing units, but is not suitable for larger housing development.
- **Public sewer** - the City of Sequim and the Jamestown S'Klallam Tribe entered into an agreement in which wastewater from the Tribe's trust and reservation lands in Blyn will be transported via 8-inch pipe to the City of Sequim's wastewater treatment facility. The agreement allows for the Tribe's treatment capacity to be adjusted as the quantities of wastewater change though future development plans should not assume unlimited capacity.

## Housing preference assessment

A housing preference assessment was conducted during a workshop session with Tribal Elders, citizens, and staff that illustrated housing concepts that have been developed throughout Puget Sound for Tribal evaluation. Tribal Elders, citizens, and staff made the following assessments:

### Like

- Individual cottage style housing, particularly the pocket neighborhood concepts that cluster small housing units around a pocket park or common area with playground, picnic, and clubhouse amenities.
- The clustered concept reduces the amount of housing occupant maintenance and provides a sense of community.
- The cluster concept also preserves the surrounding environment including natural features, wildlife habitat, buffer areas, and viewpoints.
- Cottage housing designs appear to be more flexible than townhouse or apartments and allow a greater choice of floor plans for studios and multiple bedroom units including potential multigenerational household members in wings or accessory dwelling units over garages.
- Medium density courtyards were the preferred option for workforce housing.

### Dislike

- Consolidated, off-site parking lots as Tribal Elders in particular dislike having to carry groceries and other items down paths to their housing units.
- Multistory, non-ADA housing floor plans particularly by elders who have physical disabilities or age-related limitations.
- Large individual housing lots or site plans that require large maintenance requirements by occupant residents.
- Concerned that housing rental development will not be adequately maintained by residents or the Tribe if the improvements are overly developed or landscaped.

- Mixed-use development that appear to be too urban and culturally inappropriate for some of the Tribe's naturalistic site settings and culturally inappropriate designs.

## Housing marketplace

A housing marketplace was conducted based on the Tribe's projected housing requirements, the results of the housing preference workshop, and an assessment of alternative and innovative housing designers, builders, and developers in the immediate Puget Sound region that resulted in the following observations:

- **Cottage and/or small lot housing in pocket neighborhoods by Perfect Little House Company of Bainbridge Island** - construction costs are generally within and below the cost of most on-site stick-built products on the Peninsula due to the more efficient building and site designs involved in the smaller and more compact cottage house product as well as the possibility of reusing a portfolio of common designs. Square footage costs were quoted around \$200 for the complete building not including any site preparation or development requirements.
- **Modular multifamily housing by Blokable** - steel-framed stackable apartment units, fabricated at the company's factory are standardized 35 feet by 9 feet on the outside creating 260 square feet inside for a single module. Modular units are easy to truck to a site, stack, and connect to electrical and water grids. The resulting homes are much cheaper than traditional apartments — about \$125,000 a door instead of \$300,000 or \$350,000 for conventional stick-built.
- **Prefab module or storage container housing by Cargotecture** - are housing units created out of prefabricated steel modules or intermodal shipping containers of 8 foot wide by 20, 24, or 38 feet long on site or in factory-built facilities. Storage container housing range in size from 160 to 576 or more

square feet for costs of \$19,000 to \$119,500.

## Design and development concepts

Example design concepts were selected based on the results of the housing preference workshop and housing marketplace presentations.

- **Elder housing concepts** - are 1-story cottage houses with open floor plans, ADA, and universal design standards based on the elder workshop comments and on-line survey results. Some versions of the cottage housing designs can be expanded to provide bedrooms for Tribal Elders to age at home with partially assisted living arrangements. The possibility for an Elder housing development to include an assisted living type facility for Elders to transition into could be part of a long-range plan. Consideration for licensing and/or contracting for these services would need to be included in the planning.
- **Family housing concepts** - are 2-story cottage houses with multiple bedrooms including the option of accessory dwelling units over attached or detached garages or as wings to the main house structures for extended family members or other single individuals.
- **Workforce housing concepts** - are 1-story stacked modular studio/1-bedroom units for single individuals or childless couples or 2-story 2-bedroom modular townhouses for families.
- **Transitional housing concepts** - are 1-story studio, or 1-bedroom cabins/modular units with kitchenette and bathroom for single individuals or small families.
- **Pocket neighborhood concepts** - were developed for 1-story elder cottage housing, 2-story family cottage housing, and 2-story workforce studios or modular units to create possible site development concepts for the Tribal housing properties.
- **Bypass road network concepts** - were developed for an interior road from Oldfield to Loop/Sophus Road. The route would provide secure and safe access for commuting residents as an alternative to US-101 particularly during US-101 heavy and hazardous traffic periods. The concept would also extend Old

Blyn Highway west across Jimmycomelately Creek to access both ends of Loop/Sophus Road without using US-101. Roundabouts could be installed on US-101 at both ends of Loop/Sophus Road to slow traffic and provide direct and safe access for Tribal residents, employees, and tourists alike. (See map, page 48)

## Housing site capacity alternatives

Housing capacities were developed for each alternative site using the housing and pocket neighborhood concepts.

	Tribal			Worker		
	Elder	Family	ADU	Family	Single	Trans
Craft	36	36	36			
Sequim EOA	56	56	56			
Cavendar				26	52	
M&R A				58	108	
M&R B.2				87	174	
Galvin A		46	46			
Galvin B		105	105			
Oldfield				56	112	
Old Blyn Plteau	85		85			
South Campus						4
<b>Total</b>	<b>177</b>	<b>243</b>	<b>328</b>	<b>227</b>	<b>446</b>	<b>4</b>

Note - other than Sequim EOA that is subject to City of Sequim development regulations, all other properties are either in Tribal Trust or fee simple- soon to be Tribal Trust that would be governed by the Tribe's development regulations.

The analysis assumes each site is built to capacity for the housing type in each column. Actual site totals will depend on which housing type is selected for each site and the density desired by the Tribe for each site.

## Housing site development costs

Site infrastructure development, housing, and all indirect

design, permits, fees, and contingencies were estimated for each alternative site assuming each site was designated for a specific type of housing population.

Site	Units	Site cost/unit	Housing cost/unit	Total cost
Craft	36	\$144,230	\$239,050	<b>\$18,213,459</b>
Sequim EOA	56	\$49,795	\$237,264	<b>\$64,301,200</b>
Cavendar	52	\$51,114	\$135,461	<b>\$12,806,574</b>
M&R A	108	\$20,362	\$133,667	<b>\$21,958,306</b>
M&R B.2	174	\$43,100	\$133,379	<b>\$40,533,715</b>
Galvin A	92	\$85,621	\$236,184	<b>\$39,079,920</b>
Galvin B	210	\$62,615	\$234,718	<b>\$82,420,708</b>
Oldfield	112	\$50,988	\$133,607	<b>\$27,290,578</b>
Old Blyn Plateau	85	\$117,813	\$238,462	<b>\$39,974,065</b>
South Campus	4	\$61,725	\$72,500	<b>\$708,708</b>

**Note – the above costs are approximate and may vary from these estimates depending on final site and housing design particulars.**

- **The least expensive sites to develop infrastructure** – would be M&R A at \$20,362 per housing unit because the site can provide water and sewer services available in accordance with the inter-local agreement with the City of Sequim.
- **The most expensive site to develop infrastructure** – would be Craft at \$144,230 per housing unit because the site lacks sewer, water services, and an emergency access road system.
- **The lowest cost per housing unit** – would be South Campus Fell property at \$72,500 for small prefabricated container housing units for transitional households and Cavendar at \$135,461, M&R A at \$133,379, Oldfield at \$133,607, and M&R B.2 at \$133,667 per housing unit because the workforce 1-bedroom/studio housing units are smaller and have modular construction cost savings.
- **The highest cost per housing unit** – would be elder housing at the Craft property at \$239,050 per housing unit as well as all of the other sites with cottage housing because construction would be stick-built on-site.

- **The highest total cost per site** – which includes site, housing unit, design, permits, and contingencies would be Galvin B.2 at \$82,420,708 due to the large number of housing units and because the site lacks roads, water, and sewer, Sequim EOA at \$64,301,200 would also be high due to the large number of housing units, and urban development standards.

## Funding sources

There are a variety of funding sources that may be used to develop housing at the Tribe's sites including:

- **US Department of Housing and Urban Development (HUD)** - is a primary funding source for new housing on Indian reservations and in Indian communities through the Office of Native American Programs, Indian Housing Authorities (IHA's), and Tribally Designated Housing Entities (TDHE's).
- **Other federal housing resources** - are available through the US Department of Agriculture (USDA) Rural Housing Program and the US Department of Veterans Affairs (VA) Direct Home Loan Program.
- **Federal funds can also be leveraged** - with state, nonprofit, and private monies through innovative Economic Opportunity Zone (EOZ), Tax-Credit, and other programs.

## Partnerships

The development cost estimates assume the Tribe would be the owner, developer, and managing entity (landlord) for all housing sites. In practice, however, the Tribe could generate assistance by subletting some Elder, family, workforce, or transitional housing units to other potential partners to provide housing and/or housing assistance services. Some possible partners include:

- **Peninsula Housing Authority (PHA)** - a special purpose government agency governed by a Board of Commissioners appointed by the Clallam and Jefferson County Commissioners



providing long-term rental housing, tenant based rental subsidies and a home ownership program in Clallam and Jefferson Counties. PHA provides affordable housing opportunities for low-income disabled, low-income elderly, and general low-income households. PHA does not provide temporary shelter or emergency housing.

- **Olympic Community Action Programs (OlyCAP)** - operates dozens of housing and social assistance programs throughout Clallam and Jefferson Counties including emergency seasonal and year-round shelter, and permanent supportive housing for homeless individuals, families, and the elderly.
- **Serenity House of Clallam County** - provides emergency shelter, transitional housing, and supportive services to homeless individuals and families.

## Findings and implications

- The Tribe has more sites with more housing capacity than the Tribe may ever need for Elders, families, workforce employees, and transitional housing.
- Some sites are more favorable to develop for **workforce housing** where the site's topography best adapts to modular apartment/townhouse development - such as **M&R and Oldfield**.
- Some sites are more feasible to develop for **Elder and/or family housing** where the sites are relatively flat and provide enough capacity to support cottage pocket neighborhood concepts - such as **Sequim EOA, Galvin, and Old Blyn Plateau**.
- Most of the Tribe's sites, other than the Sequim EOA site, are located in rural areas that lack the commercial and community services Tribal Citizens and workforce employees indicate to be of most interest.
- The Tribe can create residential communities of sufficient capacity to support commercial and community services if the Tribe focuses development on sites with sufficient capacity - such as Galvin or Old Blyn Plateau.
- And/or, the Tribe will need to acquire properties already located in Sequim where these commercial and community

services are already located - such as Sequim EOA. It may be more difficult, if this is an objective, however, to retain a Tribal community if Sequim sites are available to non-Tribal residents.

## Action plan

The following 4 strategic actions will be required to implement the recommendations of this Housing Solutions Study.

	Year	1	2	3	4	5
<b>1. Develop Tribal master plan</b>						
a. Create a geospatial land database						
b. Complete Tribal Trust transfers						
c. Develop a Tribal properties master plan						
d. Resolve public sewer capacity						
<b>2. Select/develop housing sites</b>						
a. Prioritize development sites						
b. Fund site/housing development						
c. Initiate housing design/development						
d. Provide housing assistance						
<b>3. Develop Blyn transportation system</b>						
a. Resolve access to M&R properties						
b. Develop looped road network						
c. Install US-101 roundabouts						
<b>4. Monitor housing solutions progress</b>						
a. Assess housing solutions performance						

As shown, most of these strategic actions can be accomplished concurrently and, in fact, are interdependent if the proposals in this Housing Solutions study are to be successfully implemented.

## Summary

Through the course of this study, the specific needs for immediate and longer-range housing numbers, types and potential locations were identified. But the study also uncovered many other issues that are intrinsically related to

housing, such as services, transportation, infrastructure, community, and culture. The solution for housing needs to be considered in a holistic manner with these and other planning aspects, which is why the recommendation is to work on several action items concurrently.

A large factor for moving forward is the consideration of where to develop, whether in urban or rural areas or both, and what that means to the tribal citizen and community. Once that direction is confirmed by tribal leadership, master planning for infrastructure and services to support those developments will allow for efficient, economical and culturally appropriate development to follow.



# Introduction

## Study goal

Establish a well-defined criteria, opportunities, challenges, and strategies for increasing the availability of affordable, safe, and sanitary housing for four target populations to be served by the Tribe including: 1) Elder (age 55+) disability, 2) family affordable housing, 3) workforce housing, and 4) emergency and transitional housing.

## Approach

The approach of this housing solutions study was to:

- Determine the magnitude of the demands and needs for each of these housing segments along with each group's preferences and opinions.
- Evaluate existing and potential Tribal fee simple and Tribal Trust properties for housing development for each and all of these housing segments.
- Assess potential housing marketplace products including innovative and cost-effective solutions involving cottage, modular, and container housing for appropriateness as well as cost savings.
- Create prototypical designs and development concepts for the most promising sites including example site plans and development requirements.
- Draft an implementation program for initiating, funding, and realizing development of the Tribe's preferred solutions and projects.

## Public outreach

This housing solutions study involved an extensive outreach of Tribal citizens, residents, employees, nonprofit agencies and

advocates, and housing marketplace participants including:

- Focus group sessions and workshops with Tribal elders, staff, and representatives of Clallam County/Olympic Peninsula nonprofit housing agencies and advocates concerning the housing needs, priorities, and other particulars for each housing segment, housing products, and potential development sites.
- A housing solutions survey involving Tribal citizens and residents, workforce employees, and other interested parties.
- Site field assessments and evaluations with Tribal staff, EDA representatives, and consultants.
- A housing marketplace of public presentations provided by leading designers and developers of cottage, modular, and container housing concepts for interested Tribal citizens, staff, and participants from Port Angeles, Sequim, Port Townsend, and nonprofit housing advocate agencies from the Peninsula.
- Meetings and open houses on the progress, findings, and proposals that emerged from this housing solutions study.

## This document

The findings of this housing solutions study are organized within 5 chapters and appendices including:

- Chapter 1: Jamestown S'Klallam Tribe's history, member census statistics, on-line survey results, focus group/workshop comments, and housing need projections.
- Chapter 2: Alternative housing site assessments completed for 12 Tribal Trust and fee simple properties including restrictions due to environmental characteristics and fee simple property rural zoning.
- Chapter 3: Housing marketplace products, examples, and cost considerations introduced by cottage, modular, and container housing designers and developers.

- Chapter 4: Design and development concepts created for the 6 most promising Tribal properties for elder, family, workforce, and transitional housing groups.
- Chapter 5: Implementation program ranking the possible projects, estimating costs and funding sources including alternative methods of design and development.

# 1. Jamestown S’Klallam Tribe

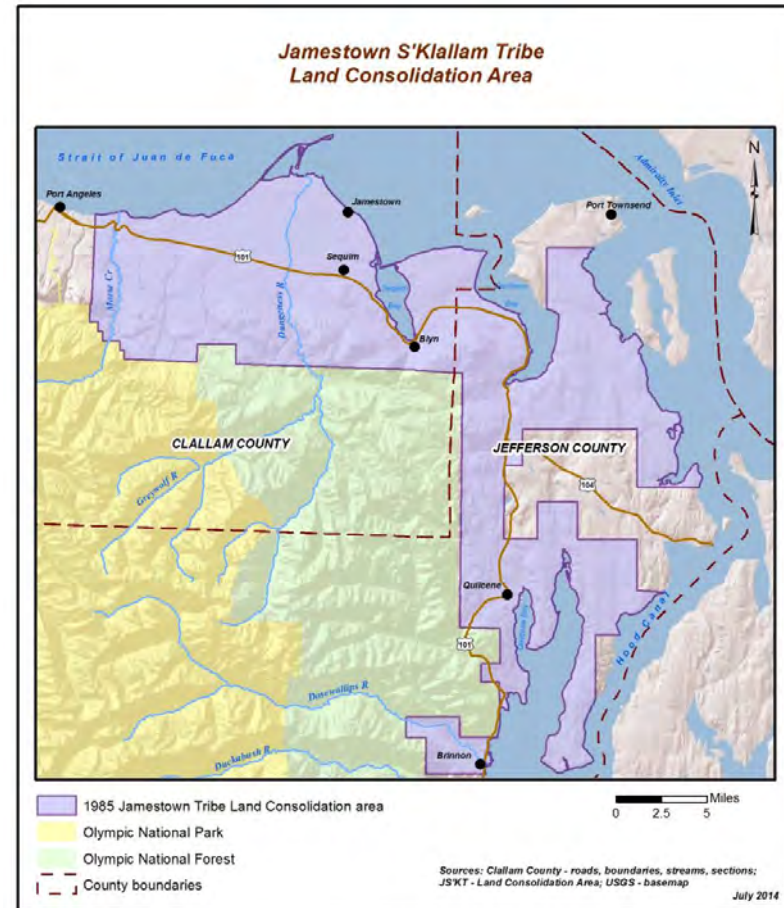
## Tribal government

The Jamestown S’Klallam Tribe received federal recognition in February of 1981. Since then, the Tribe has pursued land acquisition and economic development, while also providing health care, social services and educational benefits to its citizens. (A Tribal history is provided in Appendix A.)

A five member Tribal Council elected to four-year terms on a staggered basis governs the Jamestown S’Klallam Tribe. All enrolled Tribal citizens over 18 years are eligible to vote and those who live within the Tribal service area are eligible to run for office. The Tribal constitution was drafted and adopted in 1975. Tribal governmental programs receive overall direction from the Tribal Council through the Chief Executive Officer (CEO). The Council sets policy, considers community input, and relies upon the administrative staff to effectively carry out its policies.

Tribal programs and staff are organized into 13 departments including:

- Administration & Operations
- Economic Development
- Finance Department
- Foods & Culture
- Health Department
- Human Resources Department
- JST Information Systems
- Natural Resources
- Office of CEO
- Public Safety
- Self-Governance
- Social & Community Services
- Tribal Gaming Authority



## Service area

**Tribal Contract Health Delivery Service Area** - as defined by the Indian Health Service, is the area in which the Tribe is mandated to provide services and programs to all Native Americans and includes all of Clallam and East Jefferson Counties.

**Tribal Land Consolidation Area** - Unlike many reservation based Tribes, the Jamestown S’Klallam Tribe has been actively reacquiring its ancestral homelands since first receiving federal recognition, due primarily to the very limited original reservation allotment (13.5 acres). When appropriate, the Tribe applies for these lands to be transferred in to Trust status, giving the Tribe jurisdictional authority and the ability to practice self-governance and promote self-determination. Land consolidation is an attempt to consolidate fractional interests and ownership into cohesive parcels for the Tribe in a manner that enhances Tribal sovereignty and helps reverse the effects of historically challenging allotment policies.

The Jamestown S’Klallam Tribe’s land consolidation area spans across two counties, approximately 32 miles east-to-west, 36 miles north-to-south and covers 363 square miles of land. Any effort to restore the Tribe’s ancestral homelands requires willing sellers, sufficient financial resources, and competent leadership to facilitate acquisition.

Once under Tribal ownership, the fee-to-trust process is still heavily dependent on external variables. The resulting land base is a constantly evolving checkerboard of ownership and jurisdictional authority that can create challenges for the Tribal government and city/county governments alike.

## Population

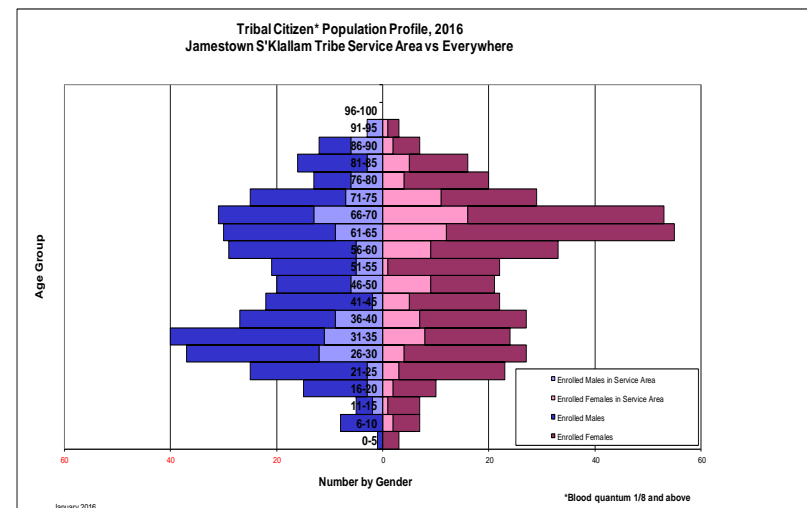
The Jamestown S’Klallam Tribal population includes Tribal Citizens, who qualify with 1/8th of Jamestown blood quantum, Descendants, members of other Tribes, and non-native household members (see Appendix B for Census results.)

As of January 2016, the Jamestown S’Klallam Tribe had 569 enrolled citizens in 434 households. Because the Tribe never had a traditional reservation, Tribal citizens and their families live within the communities of Clallam and Jefferson Counties,

throughout Washington State, as well as in many other states across the nation.

Depending upon where citizens live, some benefits of Tribal citizenship may not be available; the Tribe is limited to providing certain federally funded benefits only to those residing within the Tribal Service Area. Based on 2017 data:

The local population of Tribal citizens - consists of 207 enrolled citizens living inside the Tribe’s designation Service Area. There are 105 males and 102 females. Currently, 47.3% of the population is 55 years or older, thus qualifying them as “Elders.” Within the next ten years, 20 additional citizens will advance to age 55 years.



The global population of Tribal members - consists of 569 enrolled citizens living both inside and outside the Tribe’s designated Service Area. There are 269 males and 300 females. Currently, 46.2% of the population is 55 years or older, thus qualifying them as “Elders.” Within the next ten years, 63 additional citizens will advance to age 55 years old and older.

## Housing

**Current Housing Placement Priorities** - The Tribe's current priorities for housing are for:

- 1) Tribal Citizen
- 2) Tribal Workforce (open to anyone that works for the Tribe)
- 3) Descendants
- 4) Non-Tribal Community

As shown, due to the lack of housing in Clallam and Jefferson County, upon expanding the Tribe's housing inventory, the 4th priority would be provided to the community at-large.

### **NAHASDA**

The Tribe receives funding from HUD under the Native American Housing and Self-Determination Act (NAHASDA) program that is focused on the following types of assistance:

- **Down Payment Assistance**: one-time grant assistance that can be applied toward securing a conventional mortgage loan for a home.
- **Matched Savings Assistance**: one-time 5:1 matching funds for saving up to \$8,000 [\$40,000 maximum] in a dedicated savings account that can be applied toward securing a conventional mortgage loan for a home.
- **Emergency Assistance Loan of \$1000**: for small home repairs of an emergent nature (such as a new water heater, furnace repair, etc.).
- **Elders with Special Needs**: with certain qualifying medical situations to move closer to the Tribe and the Tribal clinic so that their health needs can be met.
- **Rental Assistance**: can be offered to income eligible Citizens where rents are capped at 30% of an applicant's income. The Tribe currently has 52 rental units 25 of which are NAHASDA rental units.

- **"Journey Home" Classes**: Part I - Financial Literacy that focuses on preparing Tribal Citizens for the responsibility of owning a home; and, Part II - Home Maintenance - hands on preventative maintenance classes to teach homeowners about small projects they can do themselves. These classes are required for all applicants who are seeking homeownership opportunities through the NAHASDA Program but are open to all Tribal Citizens and their families.

### **Housing Improvement Program (HIP)**

The Tribe has received funding from the BIA for the Housing Improvement Program (HIP) since 1983. There are six categories of assistance that can be approved by the Tribe:

#### **Category A: Repairs to housing that will remain substandard** -

Financial assistance for income-eligible Tribal citizens residing in the service area may be granted for repairs and additions to existing sub-standard housing needing replacement so that it is safe, more sanitary, and livable until such time as standard housing is available. This funding is limited to a lifetime maximum of \$5,000. Examples of assistance under this category are wheel chair ramps or bathroom handrails.

#### **Category B: Repairs to Housing that will become standard** -

Financial assistance may be granted for repairs, renovation and/or enlargement of existing, structurally sound, but deteriorated, dwellings that can be economically upgraded to a standard condition. This category also includes HIP houses that were built prior to 1990 needing repairs or upgrades due to faulty construction. This category is limited to a \$35,000 lifetime maximum. Examples of assistance under this category are replace failing windows or replace failing heat sources.

**Category C: New Housing** - The HIP may provide a one-time grant for financing the construction of a limited amount of new standard housing within the service area. It must be established that there is no reasonable financing prospect for standard housing other than the HIP. The occupant will be responsible for

all maintenance of the completed dwelling, adequate fire insurance, all utility fees, deposits or costs required for service. All contractor-built houses must carry a one-year warranty against defects, materials, and workmanship. The applicant must provide the land on which the house will be built.

**Category D: Elders Annual Home Maintenance** - This funding is available to income-eligible Tribal Elders (age 55 and older) owning and residing in their primary residence needing help with limited home maintenance chores related to the safety of the home. Such annual home maintenance includes, but is not limited to, chimney and rain gutter cleaning, and is limited to \$500 annually. Category D is also available to Citizens residing outside the Tribal service area.

**Category E: 50/50 Split** - Financial assistance may be granted for repairs or renovations on structurally sound, but deteriorated, dwellings that can be economically upgraded to a standard condition. The applicant must own and reside in their primary residence within the service area to access this assistance. The applicant must have 3 bids for the requested repairs and be able to provide half of the cost up front to be able to access this assistance. The income eligibility for this assistance has a higher limit to allow the HIP to assist families who need help with large projects but do not qualify for HIP Category B assistance. Participation in the Journey Home Part 2 Classes is required for this assistance.

**Category F: Elders Emergency Assistance** - This assistance is available to all Tribal Elders (age 55 and older) owning and residing in their primary residence within the Tribal service area. When the Tribal Elder makes the request for assistance an inspection is done to assess whether the issue appears to be an emergency. If it does not appear to be an emergency a planned appointment will be scheduled. This category of assistance covers up to two visits per year for minor maintenance issues valued at under \$500.00.

Some assistance requires attendance and completion of the Journey Home Series of classes for Part 1: Financial and Part 2: Home Maintenance.

- **The Indian Health Service (IHS)** - provides funding for installation of drinking water and wastewater systems for enrolled Tribal citizens. There are no income thresholds but there is a cost cap per project. This program can pay for well drilling, connections to public water systems, municipal sewer connections, and on-site septic systems.

### **Tribal census survey statistics 2017**

The Tribe conducted a formal survey of Tribal citizens in early 2017 working with a committee of citizens to develop survey questions. The Social & Community Services (SCS) and Planning Departments mailed the survey to 514 Tribal Citizen head of households and received 352 surveys back for 68% of all citizen households.

Following are some of the summary findings from the 2017 Community Assessment Report survey and outlined in the subsequent 2018 Report to Tribal Citizens (detailed census results are provided in Appendix B).

#### **All survey respondents**

- **61% of the survey respondents lived outside of the Clallam-Jefferson Counties service area**
- 53% were female
- 47% were over 55
- 27% had a college degree
- 20% live alone
- 50% prefer to live in a single-family house
- 13% in an elders-only development
- 5% with assisted/senior living
- 68% would like to own
- 13% have difficulties finding housing, 10% of affordable housing



- 62% don't need home repairs
- 25% have cost, 10% don't know how to repair, 8% would need physical assistance
- 13% are unable to work because of childcare or education
- 6% are challenged to obtain employment due to mental health issues, lack training or education, or don't know how
- 11% have transportation challenges to Tribal events, 8% to childcare, 6% to social services, and 6% to school facilities
- 5% depend on financial assistance always, another 18% sometimes
- 49% of households earn more than the median household income (MHI) for Clallam County compared with 20% in Jefferson County

#### **Elder respondent statistics**

- 31% of elders (over 55) live alone
- 18% live with adult children
- 10% need assistance for personal care
- 33% need assistance for routine needs

#### **Hiring statistics**

- 6% of all Tribal employment applicants are Tribal citizens, descendants, or other Tribe members compared with 38% of hires
- 7% of all 7 Cedars/Resort employment applicants are Tribal citizens, descendants, or other Tribe members compared with 12% of hires
- 67% of all Casino workforce employees are paid under \$15 per hour or \$30,160 per year
- 72% of all Casino workforce employees are single

### **Survey results**

A housing solutions survey of housing behaviors, preferences, and priorities was conducted by the Tribal Social & Community Services Department during 2019 of 514 Tribal Citizen heads of household and 700 workforce employees. The SCS Department

promoted the survey to Tribal citizens, descendants, residents, and other interested parties through email and mail outreach, and to workforce employees at open houses along with a \$250 lottery drawing incentive from among those that completed a survey.

Survey respondents reflect the characteristics and opinions of interested parties and are not a statistical reflection of the characteristics and opinions of all possible Tribal parties. For example, the survey sample should not be considered a representative sample of the workforce. Due to the recruitment strategies used for the survey and the voluntary nature of the surveys, the workforce samples are likely biased towards individuals who are higher earners in managerial roles. They are also more likely to be Tribal Citizens, and more likely to own their home.

However, survey respondent statistics are likely representative of persons and households who will be most interested in Tribal housing opportunities and should be considered accordingly. Following is a summary of major findings for the selected sample subgroups (see Appendix C for detailed survey results):

#### **Tribal Citizen, descendants, other Tribe members**

166 or 45% of the 369 respondents were Tribal citizens, descendants, or members of other Tribes.

- 65% are female
- 68% are over age 55
- 43% are single
- 2.52 persons is average household size
- 32% live in Sequim, 44% elsewhere in the service area
- 51% of workers are employed by the Tribe, 49% elsewhere
- 86% commute by car
- 48% earn less than \$40,000 a year
- 66% own a mobile, modular, house, townhouse, or condo
- 7% do not have their own housing or live in an RV or tiny home

- 16% live in Tribal housing, 10% are on the waiting list
- 33% are paying more than \$1,001 per month for rent (mortgage) and utilities

#### **Tribal Citizen, descendants, other Tribe members housing implications**

If survey respondents are typical or representative of all Tribal citizens, descendants, and citizens or members of other Tribes, their housing needs will reflect:

- Elder females age 55+ of numbers equally single and married who nonetheless have other persons living in the household and reside in Sequim or other Clallam County areas of numbers equally employed by the Tribe or retired that are dependent on private cars for transportation
  - With 48% in households making less than \$40,000 a year and 24% making more than \$75,000 a year possibly due to more household working members
  - Of which 67% currently own their residence meaning 33% or 45 households are currently available to rent in a Tribal development

#### **Tribal Citizen, descendants, other Tribe members preferences and priorities**

- 70% would like to live in Sequim, 24% in Blyn, 20% in Port Angeles when given multiple choice options
- 3.68-3.50 average weighted priorities are to live close to Tribal medical services, grocery, household shopping, events and activities
- 3.51-3.50 weighted average priorities are to have house features that reflect Tribal cultural design and with an exercise or physical conditioning facility
- 3.55-3.54 weighted average priorities are to age in place with at home health care and in a single-family detached house
- 3.15 moderate weighted average would maintain entry yard
- 2.49 average number of preferred bedrooms, 1.88 average number of bathrooms
- 3.61 weighted average priority would be to rent to own from

the Tribe if available

#### **Tribal Citizen, descendants, other Tribe members housing implications**

If survey respondents are typical or representative of all Tribal citizens, descendants, and citizens or members of other Tribes, their housing preferences will reflect:

- A major desire to live in Sequim and/or in a location that is close to medical services, grocery, household shopping, Tribal events and activities in a house with culturally defined features and a physical conditioning facility
- Age in place with available home health care services in a single-family detached structure with light yard maintenance requirements and 2.49 bedrooms and 1.88 bathrooms
- Renting to own from the Tribe if available.

#### **Tribal Citizen, descendants, other Tribe members qualifications**

Survey respondent preferences are abstract and not based on any project or housing specifics. Respondent priorities will likely remain as stated if a specific housing project is able to provide the features the respondent's desires. Respondent priorities may vary, however, if presented with specific housing project choices that may not perfectly fit the abstract priorities indicated in the survey results.

A real market choice, for example, could be a house that has all the features the survey respondents indicate are important but is not located in the area the respondent prefers compared to a house that is located in the preferred area but without all of the housing features that are desired. The survey does not indicate which tradeoffs the respondents would make under such choices since the study had not progressed to the point where real market choices could be identified in the survey.

#### **Casino/Resort Employees**

157 or 43% of the 369 respondents were employed by the Tribal



Casino or Resort or 32% of the 485 employees Human Resources indicates are currently employed by the Casino and Resort (detailed survey results are provided in Appendix C).

:

- 65% of the 26 or 17% of the respondents are a citizen or member of another Tribe
- 59% are female
- 36% are over age 55
- 44% are single, 42% are married, 15% co-habitat
- 2.71 is the average number of persons per household
- 61% live in Sequim, 21% live in Port Angeles
- 49% are employed elsewhere than the Tribe in Sequim, 43% in Blyn
- 94% commute by car to work, school, shop
- 22% earn less than \$30,000 a year
- 41% own, 29% rent a single-family house
- 6% do not have a house or live in an RV, tiny home
- 4% live in Tribal housing, 3% are on waiting list
- 36% are paying more than \$1,001 per month in rent and utilities

#### **Casino/Resort Employees housing implications**

If survey respondents are typical or representative of all Casino and Resort employees, their housing needs will reflect:

- Females age 55+ of numbers equally single and married with an average of 2.71 other persons residing in the household who currently primarily live in Sequim with a small number who are also employed themselves or other household members in equal numbers in Blyn and Sequim who commute primarily by car
- 43% of households earn less than \$40,000 a year though 23% of households also make more than \$75,000 as a result of working additional jobs or from the combined earnings of other working members of the household
- 50% own their residence meaning 50% or 74 households are currently available to rent housing from a Tribal development.

#### **Casino/Resort Employees preferences and priorities**

- 79% want to live in Sequim, 28% in Blyn, 24% in Port Angeles when given multiple choice options
- 4.01-3.69 weighted average priority want to live close to a job, grocery, household shopping
- 3.46 weighted average priority would like a physical conditioning facility included in the housing development
- 3.56 weighted average priority would like to live in a single-family detached house
- 3.29 weighted average priority would maintain an entry yard
- 2.53 average number of bedrooms, 1.90 average number of bathrooms
- 3.51 weighted average priority would prefer to rent to own from the Tribe if available

#### **Casino/Resort Employees housing implications**

If survey respondents are typical or representative of all Casino and Resort employees, their housing preferences will reflect:

- A major desire to live in Sequim and/or in a location that is close to a job, grocery, household shopping with a physical conditioning facility in a single-family detached house with minimum yard maintenance requirements
- With 2.53 bedrooms and 1.90 bathrooms renting to own from the Tribe if available.

#### **Casino/Resort Employees qualifications**

Survey respondent preferences are abstract and not based on any project or housing specifics. Respondent priorities will likely remain as stated if a specific housing project is able to provide the features the respondent's desires. Respondent priorities may vary, however, if presented with specific housing project choices that may not perfectly fit the abstract priorities indicated in the survey results.

A real market choice, for example, could be an apartment that has all the features the survey respondents indicate are important but is not located in the area the respondent prefers compared to an apartment that is located in the preferred area

but without all of the housing features that are desired. The survey does not indicate which tradeoffs the respondents would make under such choices since the study had not progressed to the point where real market choices could be identified in the survey.

### Focus group workshops

Focus group workshops were held with the Elders group and Tribal staff representatives from the Administration, Economic Development, Health, Human Resources, Planning, and Social & Community Services Departments to elicit comments, suggestions, and priorities on housing solutions.

Like survey respondents, workshop participants reflect the characteristics and opinions of interested parties and are not a statistical reflection of the characteristics and opinions of all possible Tribal parties. However, workshop participants are likely representative of persons and households who will be most interested in Tribal housing opportunities and should be considered accordingly.

#### Elder workshop

- **Age appropriate housing** – presumes individuals will transition between different age appropriate housing and communities depending on their life cycle needs. Older, empty nester households will move from family-oriented housing and communities to elder or senior oriented housing and communities as they age and desire structures of a single story, lower or no maintenance, social and recreational facilities and services occupied by residents of similar age and interests. Elders question if this is desirable and if so, is co-housing, for example, a prototype to consider?
- **Aging in place** – presumes residents will continue to live in current housing and social services, including nutrition, health, social, transportation, recreation, and other caretaker needs can be delivered to a dispersed population. Elders question if this is feasible or realistic and if so, who will provide the services?

- **Universal design features** – should be incorporated into elder housing structures including ADA access and furnishing dimensions and standards as well as oxygen, monitoring, emergency contact procedures, and wifi.
- **Walkability** – is a significant social and design issue. Elder households, regardless of how housed, should be able to walk to medical, stores, transit stops, and other daily convenience services as well as social and recreational facilities. This is a particularly important goal especially for individuals who may choose to age in place so that they do not become invisible and isolated from the community.
- **Caretakers** – need to be housed on-site, if serving an age appropriate housing community, or housed close enough to elder communities to be able to respond to daily as well as emergency needs.
- **Daycare facilities** – could be incorporated or sited jointly with elder communities to maintain social contacts between the age groups.
- **Multigenerational** – households reside within the Tribal community and this necessity as well as preferences for this option need to be addressed in housing solutions. Mother-in-law or accessory dwelling units (ADUs) could be incorporated into family housing to provide for this interest and need in addition to or in lieu of separate elder communities.
- **Transitional housing** – solutions need to address age and gender differences. Solutions also need to resolve how to separate recovering individuals from enabling environments or individuals who may also be housed in transitional communities. The Tribe should consider approaches that have been tried by other Tribes and agencies.
- **Elder housing demand** – could be much larger than is evident from a survey of local residents as Tribal eligible citizens and spouses seek to move back to the community for social reasons as well as rising housing costs in the surrounding regional private housing market.
- **Elderly incomes** – decline with age, particularly if based on Social Security and other assistance programs, and needs to be

accounted for in determining rents and income assistance policies.

- **Grandparents** - are raising kids affected by parent drug and alcohol problems. Elders question where such families should reside - in elder or family housing communities.
- **Animals** - including service and social pets should be provided for in elder housing communities.
- **Maximum occupant capacities** - should be monitored and enforced that match the number of people living in a structure with the number of bedrooms and bathrooms appropriate to household size.
- **Non-Tribal Citizens** - should be allowed to remain residents of housing structures and communities in the event a Tribal Citizen spouse dies. This may affect whether NAHASDA funds and lands or other funding and land sources are used to develop housing communities. If evicted, non-Tribal Citizens risk homelessness.
- **Tribal housing utilization** - may need to allow possibly even encourage non-Tribal Citizens to rent and occupy tribal housing in the event there are not enough Tribal Citizens available, able, or interested in renting or owning Tribal houses or communities in order to be economically feasible to develop and/or operate.
- **Income eligibility** - should include utilities, transportation, and all other housing occupancy costs when considering income eligibility and rental subsidies.
- **Drug addiction** - is a concern in Tribal housing that has a clean and sober requirement. Elders question how best to buffer residents from persons who have drug addictions and other behavioral problems. Addiction is an issue that needs to be addressed by management policies for elder, low-income, and transitional households.
- **Vandalism and security** - are concerns in Tribal housing communities particularly for vulnerable elders.

#### **Tribal staff representatives workshop**

- **The Casino/Resort** - operation currently employs 480 staff consisting of 300 full-time and 180 part-time employees paid

\$11.50 per hour on average. Approximately 39 of all employees are Tribal Citizens.

- **Future workforce** - could expand by another 100 employees with the development of the first phase resort facilities as well as construction workers who would need to be housed on-site for 3-6 months. Phase 2 of the Casino/Resort expansion could add another 200 employees. There is not available housing at any price in the surrounding area to meet current or projected employee requirements.
- **Workforce recruitment** - is accomplished through job fairs conducted by Tribal Government Human Resources. Existing and potential employees include all types of households from single millennial individuals to low-income families with 1-2 working adults that will need a variety of housing solutions. Employees include all skills levels for a variety of service and custodial jobs. Overqualified employees tend to stay until they secure positions that better match their skill level resulting in high turnover. Employees also can bring a variety of other residual issues including drug and alcohol addition, as well as bad behaviors.
- **Workforce housing** - should ideally be located within walkable or bus-able distance to the Casino and Resort to reduce transportation requirements and costs, and attract a ready labor supply.
- **Workforce housing amenities or services** - should include year-round childcare, health services including substance abuse management, education and job training, recreational services and facilities.
- **Housing concerns** - are not unique to the Tribe, and include housing needs for faculty and professional staff such as at Peninsula College, Olympic Medical Center, and a number of assisted living facilities in Sequim. Immediate needs are for temporary or transitional quarters for new employees migrating into the area to take positions with these other agencies. Long-term needs are for quality but cost-effective housing for entry-level faculty and staff who can't afford Sequim's increasingly expensive single-family housing.

- **Housing enterprise opportunities** - could include development of Tribal or Tribal/market rate housing projects as well as manufacturing of innovative housing products including modular homes.

#### **Transitional housing workshop**

- **The transitional housing program** - would be designed to bridge the gap between emergency shelter and permanent, affordable housing, allowing housing recipients to continue a path to self-sufficiency and independent living. Transitional housing would provide a safe haven for clients that are transitioning from treatment or clients that do not qualify for housing due to regulations in regard to drug use or past infractions. This would be a one-stop house for hope for both male and females (if one house - housed on separate levels or sides and/or individual cabins) and would provide a multitude of educational, job training and counseling services. This type of housing would provide additional housing opportunities for clients who do not qualify for the housing list or possibly on the waitlist and face homelessness meaning all family support has been exhausted. Treatment plans will include a plan to pay or work off past housing fines to allow them to access rental assistance and or get on the permanent housing list.
- **The Tribe's estimated transitional housing requirements are relatively small** - and may be resolved with 4-6 temporary dwellings for individuals or individuals with family members if located in Blyn. The Tribe's transitional housing could be provided in or around South Campus where services are available and transit bus service is accessible to Sequim and the surrounding area.
- **The Tribe's potential transitional housing requirements, however, could be considerably larger** - if housing is provided in Sequim where non-Tribal individuals could also be jointly treated with Tribal members on a countywide basis.
- **Emergency housing** - in partnership with Healthy Families of Clallam County (HFCC) the Jamestown S'Klallam Tribe recently built a satellite Child Advocacy Center (CAC) in the new Jamestown Public Safety and Justice Center. One of the services

that HFCC provides is emergency housing to child victims of physical or sexual abuse and their non-offending family members. Once the CAC is fully operating, the need for future emergency housing to meet this need will need further evaluation.

#### **Estimated 5-year near term housing needs**

The following itemized housing development targets were identified for each housing group during the focus group sessions, workshops, and by Tribal staff:

#### **Jamestown S'Klallam Tribe additional housing units by 2025:**

Elder individuals and households age 55+	65-107
Families	60-80
Workforce	100-300*
Transitional	4-6
Total number of 5-year near term unit needs	229-493

\*Includes Phase 2 of Resort Development, which may extend beyond 5 years

However, the targets could be considerably underestimated for the Tribe's short and long-term needs. For example:

- **Elders** - 45 survey responding Elder households are currently renting housing in the area that could potentially convert in a short time to a Tribal housing project according to the housing solutions survey results. Presumably, some portion of the existing elder household who own are in housing that they conceivably would like to move out of in favor of a Tribal elder community that has the features they desire more.

The Tribe's Comprehensive Plan projects the elder community in the service area will increase by another 20 households and the global community by another 63 elder households by the year 2025. The Tribe's potential elder housing requirement,

therefore, could easily be 65-107 dwelling units in the foreseeable future.

- **Families** - 45 survey responding Tribal Citizen, Descendant, and other Tribe member families are currently renting housing in the area that could potentially convert in a short time to a Tribal family housing project according to the on-line survey results. Like elders, some portion of the existing family households who own are in housing that they conceivably would like to move out of in favor of a Tribal family housing community that has the features they desire more.

If Tribal family housing developments allow or encourage workforce families to live in Tribal family communities the demand could be much larger than the estimated 60-80 family housing projection.

- **Workforce** - 74 survey responding workforce households are currently renting housing in the area that could potentially convert in a short time to a Tribal workforce housing project according to the on-line survey results. According to the housing solutions survey results, employee's highest priority is to live close to a job. The Tribe plans to increase the 7 Cedars Resort/Casino work force by another 100 employees for phase 1 in the immediate future as well as house construction workers for 3-6 months during development, and another 200 employees for phase II.

Workforce housing requirements depend on what type of employee is interested in Tribal housing – single individuals and childless couples or families. Family households could be accommodated along with Tribal families in single-family community oriented developments and provide a backstop to any potential shortfall in demand by Tribal families.

Single individuals and childless couples, however, may be better accommodated in attached housing developments that are

oriented more to the interests and activities of adults rather than households with children.

- **Non-Tribal households** - quality Tribal housing projects could also attract non-Tribal households if Tribal housing provides the features, housing types, amenities, and affordable rents of interest to households in the surrounding area. Non-Tribal households could provide the market interest and occupancies to support initial development of some of the Tribe's key properties.

As shown below, the potential additional housing needs include 870 single-family in Sequim and 1,121 single-family in Port Angeles, 383 attached family in Sequim and 439 attached family in Port Angeles, and 675 additional affordable multifamily in Jefferson County or 3,488 total housing units by 2025.

Tribal single-family housing projects could easily fill to capacity were the projects to attract any portion of this potential Clallam-Jefferson Counties service area housing demand.

#### City of Sequim additional unit needs by 2025

Additional single-family	870
Additional attached family (2-9 units/structure)	383
Additional multifamily (10+ units/structure)	433
Total additional units needed by 2025	1,687

Source: Sequim 2019 Housing Action Plan

#### City of Port Angeles additional unit needs by 2025

Additional single-family	1,121
Additional attached family (2-9 units/structure)	439
Additional multifamily (10+ units/structure)	497
Total additional units needed by 2025	2,941

Source: Port Angeles 2019 Housing Action Plan

**OlyCAP's Jefferson County immediate needs**

Affordable multifamily	675
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Total additional units needed	675
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Source: OlyCAP Fact Sheet

## 2. Alternative site assessments

As shown on the following page, 13 potential Jamestown S'Klallam Tribe properties were evaluated for this analysis ranging from sites at the original or historical purchase by the Tribe in Jamestown on the Strait of Juan de Fuca to properties in Sequim, in and around Blyn, and adjacent to Miller Peninsula State Park. Following is a brief summary of the findings.

### Jamestown Road Properties

- The Jamestown Road Tribal Trust properties are long, linear parcels located in Jamestown across Jamestown Road from the beach on the Strait of Juan de Fuca. The parcels are some of the original properties acquired by the Tribe when establishing the Jamestown S'Klallam settlement. The Tribal Cemetery is located on Jake Hall Road just west of the properties.
- Mary Feathers Way access road extends along the eastern boundary of the western most property with access to Jamestown Road on the north and Woodcock Road on the south.
- A 0.78-acre parcel is located at the northern end of the linear properties on Jamestown Road. 2.05-acre and 2.30-acre parcels are located in the middle of the linear property with access from Mary Feathers Way.
- Water services are available on site but sewer services are not.
- Tribal canoe journeys are staged here.
- The sites may contain buried cultural resources and artifacts.

### Jamestown issues/opportunities

- The properties are flat treeless sites currently vulnerable to high tides and storm events and subject in the future to rising sea level due to climate change as well as tsunami risk events. For these reasons, **the sites are suitable for cultural facilities**

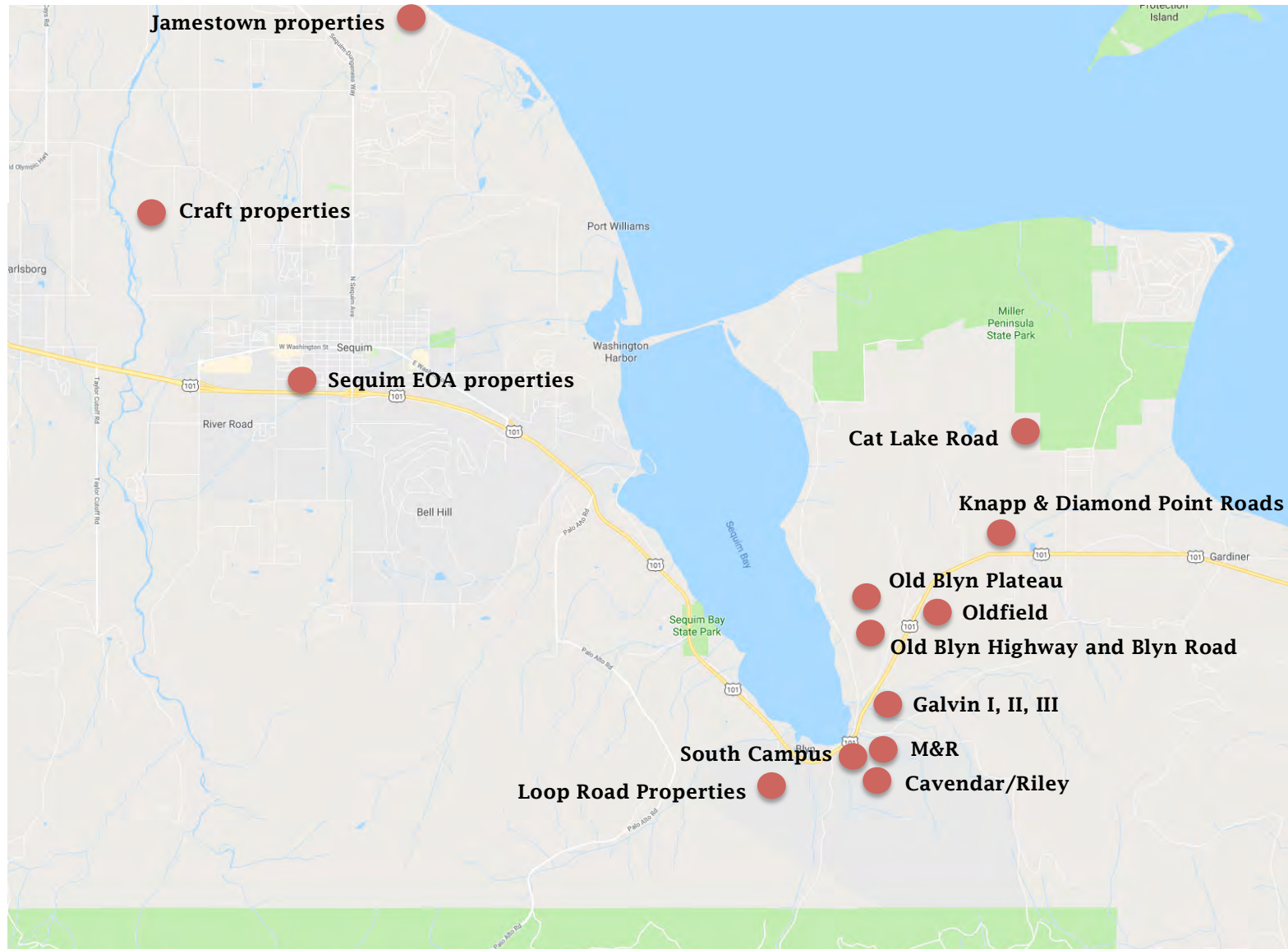
**and events but not for permanent, substantial housing development investment.**

### Craft Properties

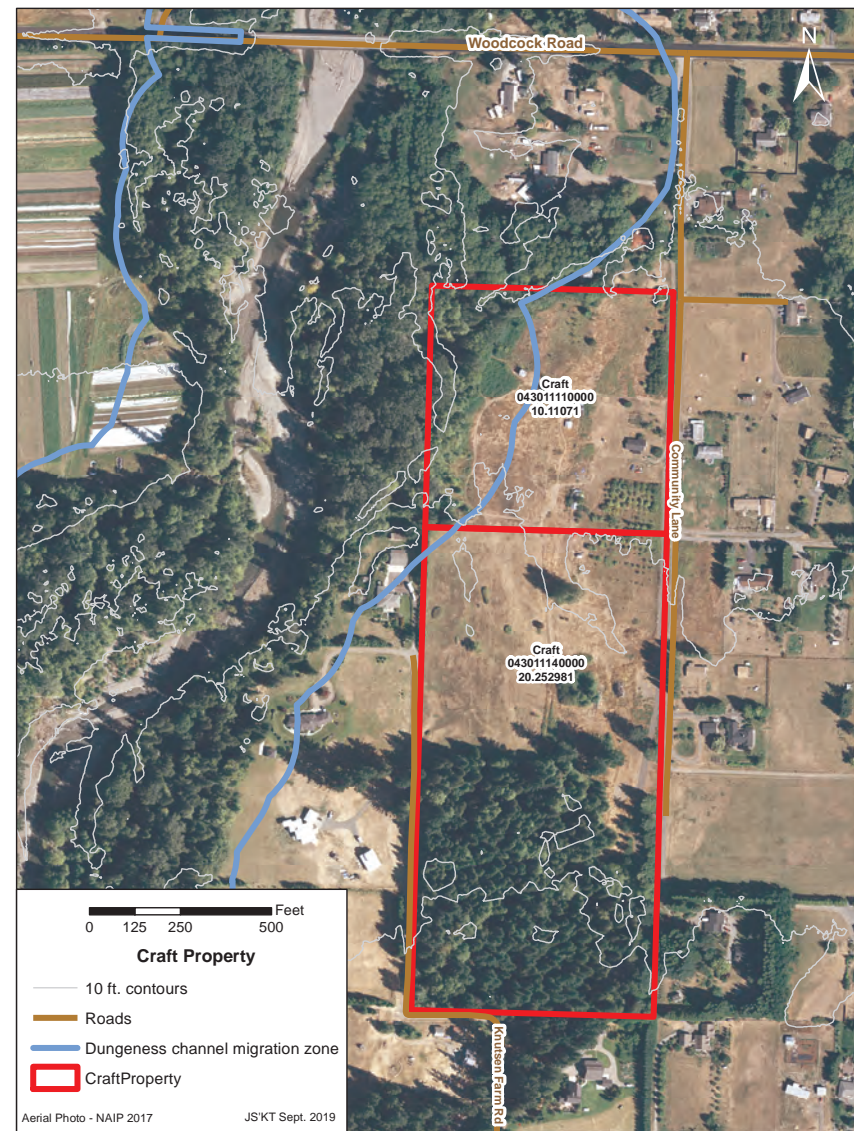
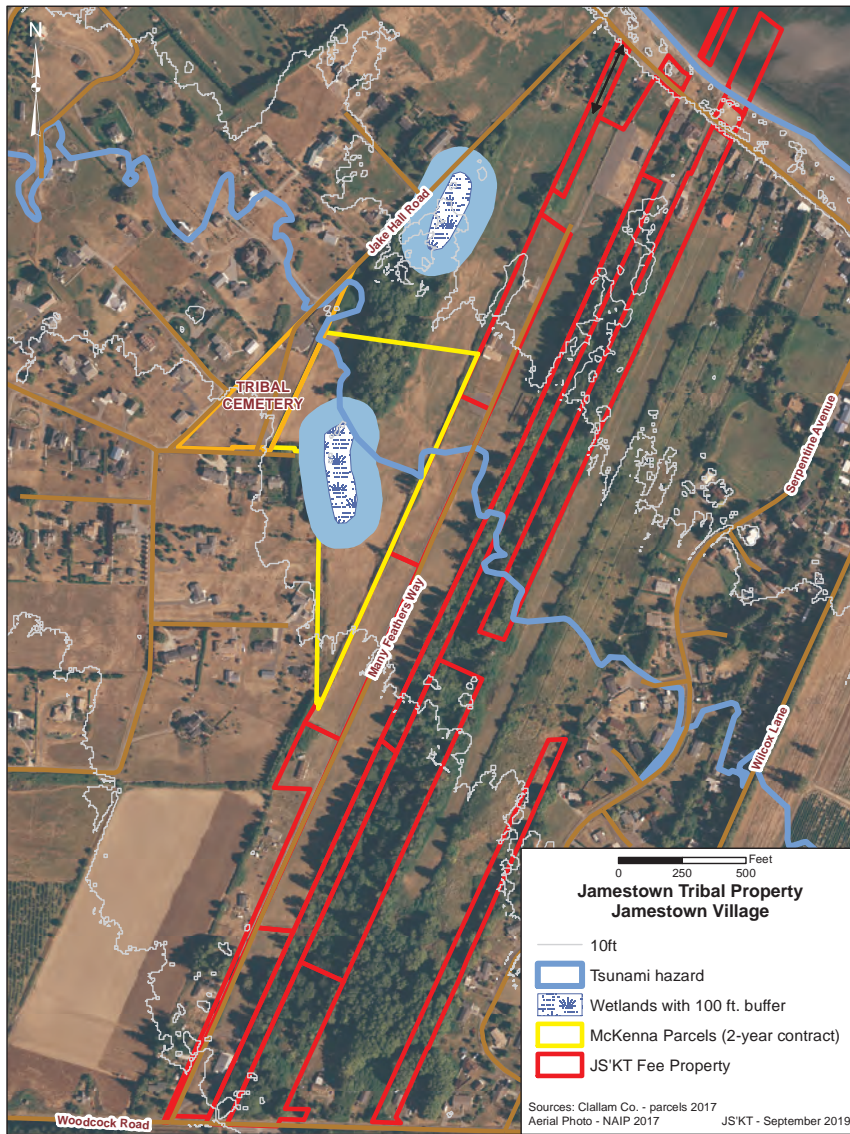
- The Tribal Trust properties are located in north Sequim off Woodcock Road and include two parcels of approximately 30 acres in total.
- The 10-acre property to the north is designated Native American Housing & Self-Determination Act (NAHASDA) restricted to occupancy for Tribal Citizens only - meaning a surviving non-Tribal spouse would have to vacate if the Tribal Citizen spouse or partner died.
- An existing caretaker manufactured house is located on the site adjacent to a healthy apple and pear orchard. The mature orchard separates the two parcels and could be maintained as an open space amenity.
- A wooded area of large, mature trees is located on the south end of the 20-acre portion of the site.
- A few single-family houses are located along the east boundary of the Craft properties with access from Community Lane - the private access road maintained by the homeowners association. The Craft property is provided access under easement from a separate but parallel road to Community Lane.
- A tributary drainage corridor is located across the northwest corner of the site that extends into the Dungeness River. Except for the tributary drainage corridor, the site is relatively flat with a slight depression on the northwest portion where the Dungeness River may have migrated in the past.
- The Dungeness River has been known to flood and the river channel is also subject to migration. Clallam County established a channel migration zone (CMZ) that reflects possible river alterations along with a 100-foot buffer zone across the northwest portion of the properties.



## Jamestown S’Klallam Properties







### Craft issues/opportunities

- The site should have two means of access for emergencies.
- Community Lane could be converted into a boulevard in cooperation with the adjacent homeowners association or the existing private access road could be improved for two-way traffic and extended through the site to connect with Knutsen Farm Road and the Old Olympic Highway.
- An existing serviceable well is located on the north portion of the property adjacent to the orchard and caretaker house. A productive test well has been drilled in the southeast corner of the site. Both wells have 100-foot buffer zone requirements preventing structures, septic, storm, or other possible intrusions.
- Parametrix conducted an engineering feasibility study of the property in 2014. The study evaluated alternative water and sewer service options that determined the site is not a feasible candidate for public water and sewer services due to the distance from existing public water and sewer utility sources. The study determined the site could utilize the two well sources for potable water and develop community drain fields for septic treatment for up to 44 single-family houses.
- **The site would seem a likely candidate for elder and/or family housing** given the site's relatively direct access to health, social, and shopping facilities in Sequim subject, however, to NAHASDA restrictions on Citizen occupants.

### Sequim Economic Opportunity Area (EOA) Properties

- The fee-simple properties are located in Sequim's Economic Opportunity Area (EOA) between US-101 and West Washington Street, and South 9th and 7th Avenues.
- The flat, treeless 25.15-acre properties are bisected north to south by irrigation ditches aligned with South Shaw Lane. The ditches drain small streams that flows north from the foothills through the site and city towards the Salish Sea.
- A small 16-lot single-family development is located between the properties and South 7th Avenue on the east edge of the property. The lots have been built out with moderate priced

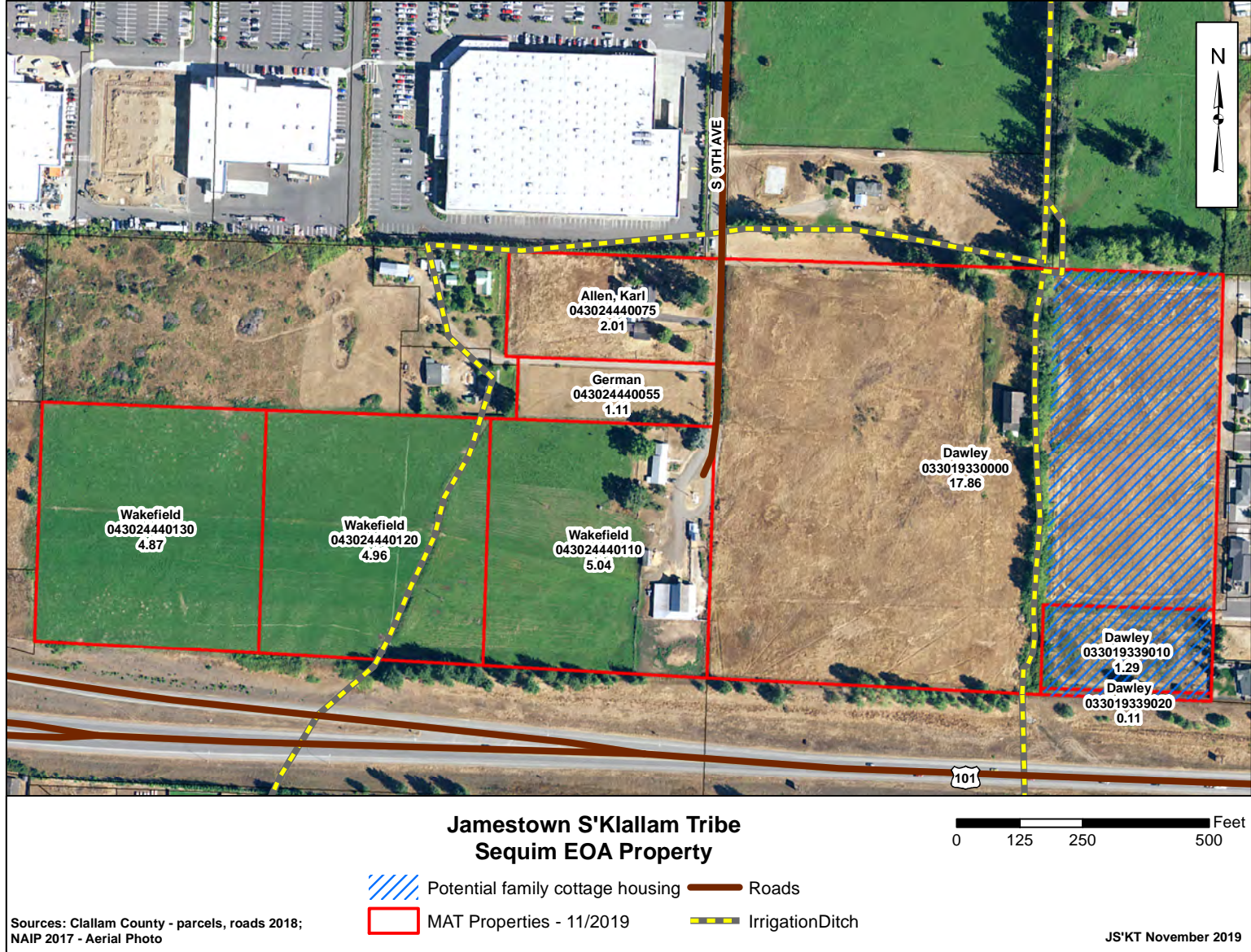
single-family houses that face inward or away from the MAT properties.

- Access to the properties is possible on the west side from South 9th Avenue that has been improved with a roundabout with West Washington Street in front of Costco.
- Access from the east side is possible from South 7th Avenue by way of West Hammond Street on the north side of the single-family subdivision, directly through the subdivision on West Hemlock Street, and on a loop road through the subdivision on West Pine Cone Court. South 7th Avenue has been improved with a signalized intersection with West Washington Street.
- The properties are within walking distance of Costco, supermarkets, drug stores, and other conveniences as well as bus service on West Washington Street. The Sequim Health Center and other medical facilities are located north on 7th Street from the site.

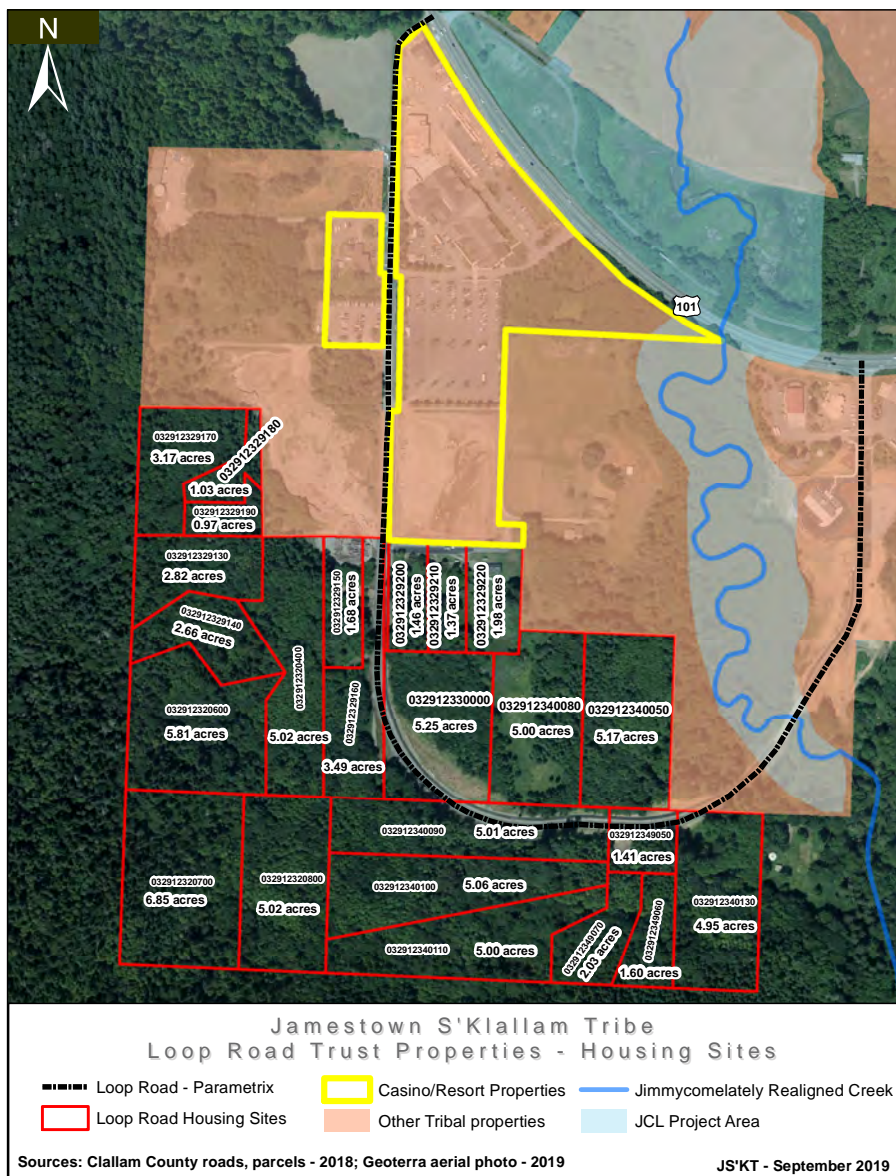
### Sequim EOA issues/opportunities

- The properties are zoned Economic Opportunity Area (EOA) that allows mixed-use or planned development. The city repealed general development standards for the EOA zone meaning the properties will be subject to the Sequim City Council's development and approval of a master planned development agreement.
- The Tribe, in partnership with Clallam County, OlyCAP, Compass, and a number of other public and nonprofit agencies, propose to develop a substance abuse treatment facility on the western portion of the property behind Costco. The facility will provide counseling and other supporting services for daytime drop-in patients from the surrounding Clallam-Jefferson County service area.
- **The eastern portion of the properties that abuts the existing single-family subdivision, however, is a prime candidate for elder and/or family housing development due to the site's easy access to services and transit, and to provide a buffer with the rest of the Sequim EOA properties.**









## Loop Road Properties

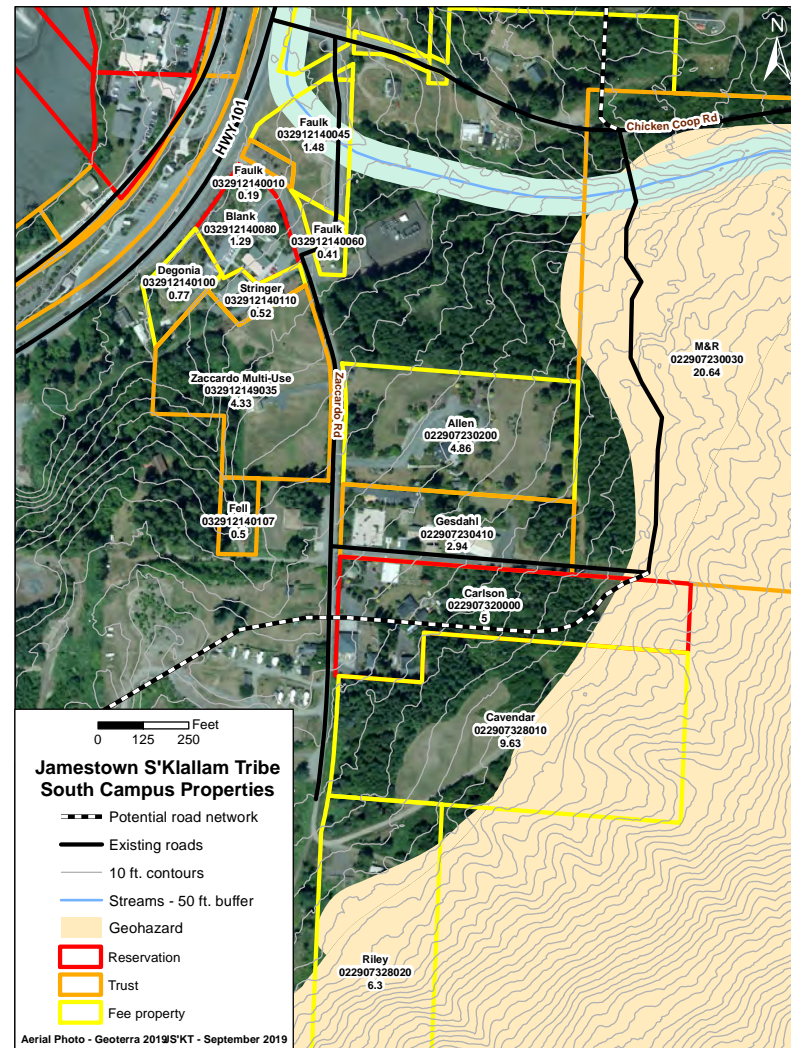
- The Tribe's 7 Cedars Casino is located off US-101 on Corriea Road. A resort hotel is being constructed directly adjacent to the Casino and the Tribe's vision for the site proposes to build two additional resort facilities on the properties.
- The Tribe's Longhouse Market and Deli and Chevron gas station are located to the east off US-101 on Sophus Road.
- The Tribe's vision for the properties extended Corriea Road to Sophus Road to create a Looped Road access network connecting the two facilities. The Looped Road construction was recently completed along with a restoration of Jimmycomelately Creek and its drainage into Sequim Bay.
- The Tribe owns 25 separate Tribal Trust parcels on both sides of the Looped Road south of 7 Cedars Casino to the Jimmycomelately Creek drainage area totaling 83.81 acres.
- A large privately owned parcel, however, is located in the middle of the interior of Looped Road adjoining Jimmycomelately Creek. The partially wooded private property is improved with a residence and outbuildings.
- Most of the properties on the southwest of Looped Road are located on a steep wooded hillside rising 200 feet above the elevation of the property inside Looped Road that is subject to geologic risk due to slope and erosion.
- Properties immediately adjacent to Looped Road on the northwest and inside Looped Road are relatively flat on a plateau above Jimmycomelately Creek and Sophus Road though portions are subject to wetland delineations and wetland buffer zone requirements.
- The Tribe has excavated a small gravel borrow pit between the northwest portion of the parcels and 7 Cedars Casino.
- The site is provided water from Tribal well resources and storage tanks located south in Blyn. The site is provided with public sewer from an 8-inch line recently constructed in US-101 right-of-way from the City of Sequim under and inter-local agreement with Sequim.

### Loop Road issues/opportunities

- The Tribe proposes to develop the usable Loop Road properties for resort-oriented rental cabins or other revenue generating uses.
- After studying workforce housing at other Casino and resort facilities, **the Tribe decided that workforce housing to accommodate single individual or married couple employees should be located at sites that are not adjacent to the 7 Cedars Resort/Casino and resort operations on the Loop Road properties.**

### South Campus Properties

- The north side of US-101 in Blyn contains the Tribe's administrative offices, natural resources permits and license offices, community center (Red Cedar Hall), galleries, maintenance shop, library, fitness center, dental clinic, veteran's memorial, and children's playground.
- The south side of US-101 in Blyn contains the Tribe's social and community services, Children's/Youth Center, playground, amphitheater, and a basketball court off Chicken Coop Road/Zaccardo Road. Like Old Blyn Highway, access to Chicken Coop Road is by way of center left turn lanes subject to traffic delays and hazards.
- A pedestrian tunnel under US-101 connects the two sites and access to Clallam County transit stops on both sides of the highway. The tunnel also links a scenic pullout on the north side of US-101 as well as the Olympic Discovery Trail conversion of the historic railroad alignment that extends west to Sequim and east to Port Townsend.
- US-101 center left turning lanes are provided for the Blyn village north of US-101 to access Old Blyn Highway north of Neal Lane, at an intersection at Spotted Owl Lane, and at an intersection west of the Blyn administrative complex at Woods Road. Center left turning lanes are provided to access the South Campus properties on the south of US-101 at Chicken Coop Road/Zaccardo Road. US-101 is heavily trafficked by trucks,



buses, RVs, and other vehicles year-round and particularly during the summer months. While US-101 has been improved with these center left turn lanes, access onto US-101 from these intersecting roads can be time consuming and hazardous especially during summer season months.



- The 14.38-acre Tribal Trust South Campus properties slope upwards from US-101 with woodland stands on the west parcels and a septic community drain field on the east parcels. The community drain field was abandoned when Blyn was recently hooked up to the City of Sequim's sewer treatment plant and the site is available for redevelopment.
- The southeast corner of the South Campus properties abut the privately owned Little Brown Church at Zaccardo Road as well as Tribal Chairman W Ron Allen's former house across Zaccardo Road that is being retrofit for the Tribe's Human Resources offices, and Hummingbird Hall and Children's/Youth Center facilities, playground, and basketball court across Zaccardo Road from the Little Brown Church. The Tribe's maintenance facilities and shops are located on Zaccardo Road south of the Children's/Youth Center facilities.
- Tribal vision for the South Campus properties proposes to develop a recreational center or similar facilities to support continued development of youth oriented programs and services.

#### South Campus issues/opportunities

- These properties have considerable capacity, particularly the former septic drain field as well as the private owned RV Park and other properties located further south up the hillside. Depending on the resolution of master planning for all Tribal properties some portions of these properties **could be considered for Elder, family, and/or transitional housing** due to direct and easy access to the elder services at the Community Services facility and transit services accordingly.

#### **South Campus Properties – Cavendar/Riley**

- The 9.63-acre Cavendar and 6.3-acre Riley fee simple properties are located south of South Campus at the end of Zaccardo Road.

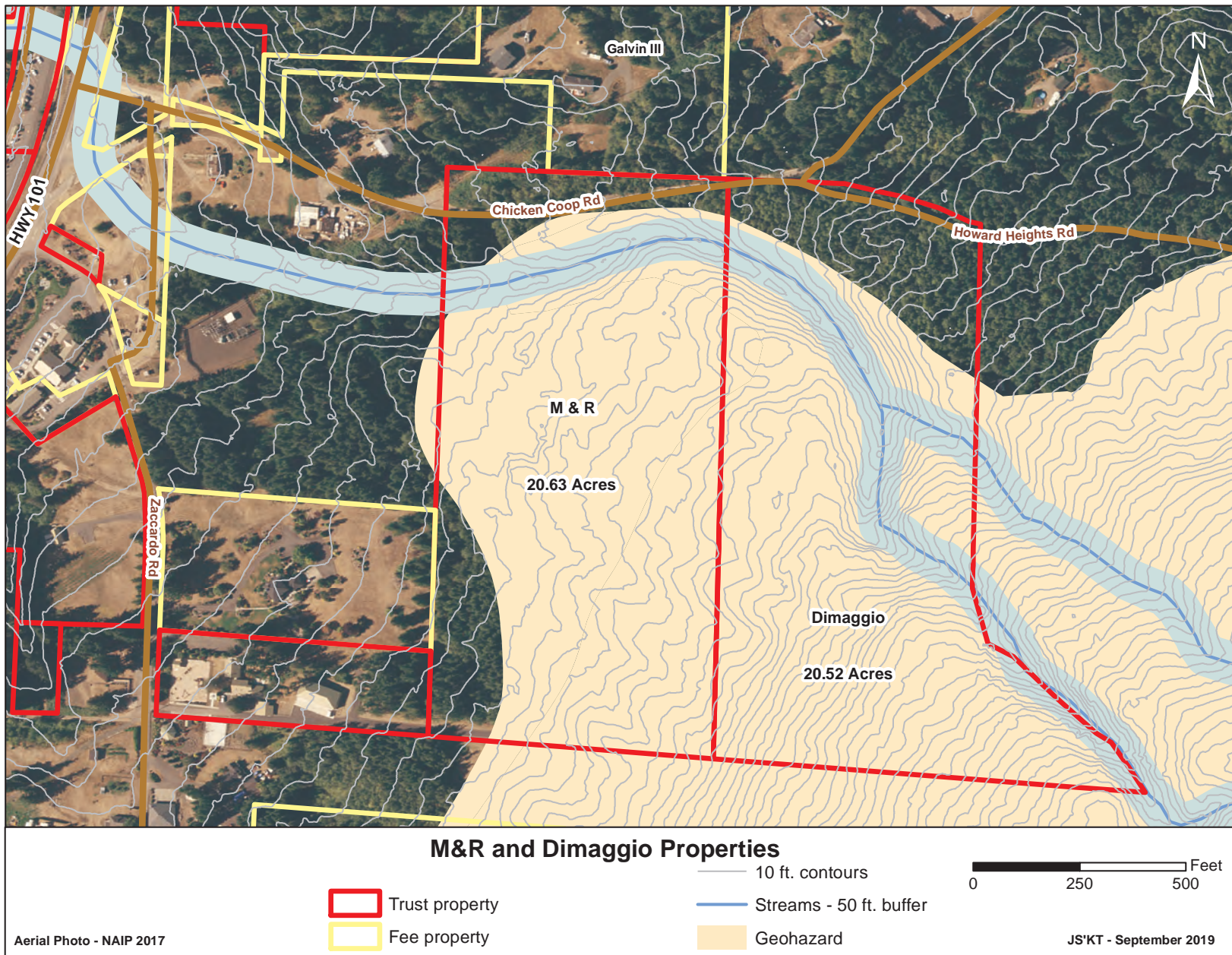
- The western half of the Cavendar property is slightly sloped upwards while the east half is very steep and subject to geological hazards. The northwest corner of the Riley property is also slightly sloped upwards but most of the remaining property is steeply sloped and subject to geological hazards.
- Both properties could be provided water from the storage tanks located next to the M&R parcel and sewer from an upgrade to the existing 3-inch line on Zaccardo Road.

#### South Campus/Cavendar issues/opportunities

- The western portion of the Cavendar property has significant potential given the site's existing access to water and sewer services as well as ready access to the improved portions of Zaccardo Road and US-101. The site could be **considered for workforce or Elder or family housing** given the site's proximity to the Children's Youth Center, Social & Community Services, and the proposed Recreation Center.

#### **M&R Property**

- The M&R Tribal Trust property is located south of South Campus between Chicken Coop Road and Zaccardo Road above the Tribe's social and community services, children's/Youth Center, playground, amphitheater, and basketball court.
- The steeply wooded 20-acre site has an elevation change of 200 or more feet from the west to east boundary line and is bisected by a stream in a deep ravine that drains into Sequim Bay. Except for portions of the site directly adjacent to the water storage tanks and up a slight draw, the bulk of the site is considered hazardous due to the steep slopes and resulting erosion and landslide risks.
- An access road extends north from Zaccardo Road through the Children's/Youth Center and water storage tanks and across the ravine to Chicken Coop Road.





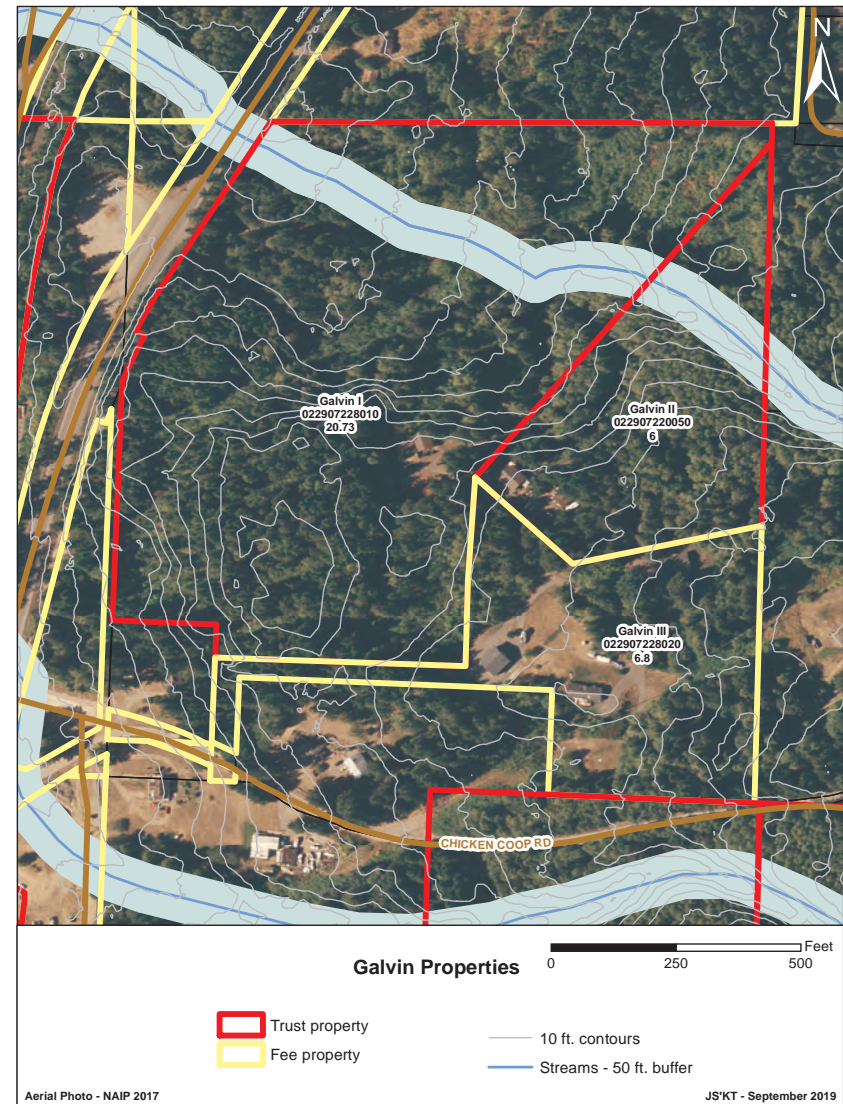
- Water service to the two developable sites could be pumped from the existing water storage tanks. Sewer service could be provided to the M&R site adjacent to the water storage tanks from an upgrade of the existing 3-inch sewer line to the service lines recently installed from the City of Sequim. The site located in the slight draw midway down the access road, however, would require a community septic drain field. Storm water could be collected in cisterns located under parking lots for irrigation purposes. Storm water from storm events, however, would need to be collected and dispersed in trench drainage lines.

#### M&R issues/opportunities

- The M&R property is part of a larger conservation effort involving adjacent private property owners. The site has a Covenant Condition Restriction (CCR) that prohibits medium density development unless waived by owners of 75% of the properties. The Tribe currently owns 70% of the land meaning the Tribe alone cannot waive the CCR development limits.
- The steep hillside, ravine, and lack of services could make the sites expensive to develop particularly for medium density housing with surface parking requirements.
- The site is suitable for workforce housing** though the site could require commuting and/or a shuttle transit to the 7 Cedars Casino and Resort.

### Galvin I, II, and III Properties

- The Galvin 1 and II Tribal Trust properties are located north of the M&R property on US-101. Galvin III is a fee simple property that the Tribe owns between Galvin I and II and Chicken Coop Road.
- Galvin I and II is undeveloped except for a gravel access road that extends from US-101 through the sites to provide access to a cell tower located on the hilltop on Galvin II. The gravel access road on Galvin I from US-101 located at the south end of the site is sight impaired and dangerous if it is retained as the site's principal access.





Galvin I is relatively flat and bordered on the north by a deep ravine that drains into Sequim Bay. Galvin II and III include a relatively flat plateau overlooking Galvin I defined by steeply wooded hillsides below and above the plateau.

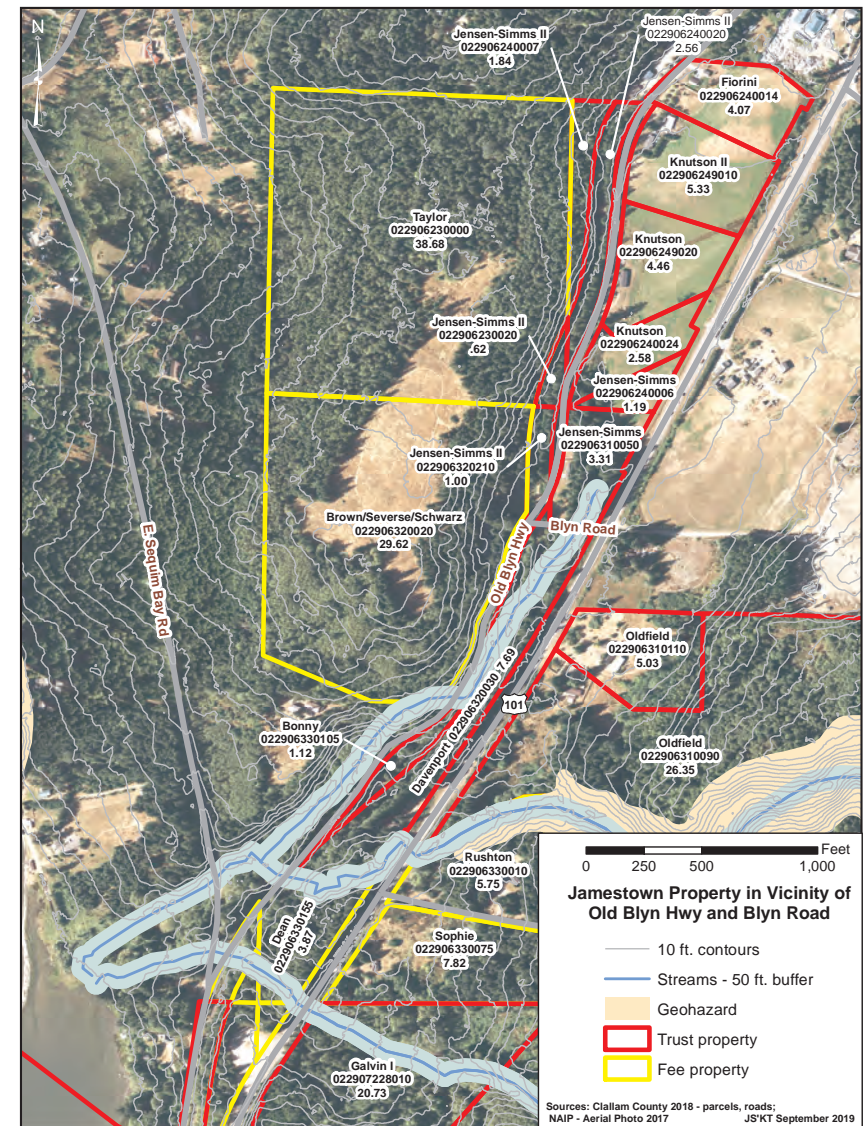
- Galvin II and III 20-25 acre sites have some scattered single-family houses and outbuildings but are largely undeveloped. An access road extends from Chicken Coop Road north to the single-family residences but is not improved into Galvin I other than the cell tower gravel access road.
- Wells would need to be drilled to provide water services to the site along with water storage tanks for potable water and fire protection. Community drain fields would need to be installed to provide septic treatment. Storm water could be collected in cisterns located under permeable paved parking lots for irrigation and other gray water uses. Major storm events, however, would require collection and dispersion in a system of bio-filtrated trench drain lines.

### Galvin issues/opportunities

- Development potentials are limited so long as Galvin III remains fee simple property subject to Clallam County rural zoning restrictions of 1 house per 5 acres. Galvin III cannot be used for access to Galvin I so long as they remain subject to rural zoning restrictions. Galvin III have to be transferred into Tribal Trust status if all three parcels are to be developed to potential.
- An access road would need to be developed through the site from a sight suitable access to US-101 to Chicken Coop Road to provide safe, alternative routings.
- **The sites are suitable for family housing** given the sizable amount of relatively level land in Galvin I and on the plateau in Galvin II and III.

### Old Blyn Highway Properties

- The Old Blyn Highway includes 14 small Native American Housing & Self-Determination Act (NAHASDA), Tribal Trust, and



- fee simple properties located between Old Blyn Highway and US-101. The parcels include an extensive amount of wetlands

and wetland buffer areas extending across open fields from Old Blyn Highway to US-101.

- The remaining developable sites are narrow with some limited frontage level with the Old Blyn Highway grade. A few single-family houses are located directly fronting onto Old Blyn Highway on the north parcels.
- Two properties (Jensen-Simms) along Old Blyn Highway on the north are designated NAHASDA restricted to occupancy for Tribal Citizens only – meaning a surviving spouse would have to vacate if the Tribal Citizen spouse or partner died.
- The Old Blyn Highway properties are within walking and biking distance of the Tribal facilities in Blyn and the 7 Cedars Casino from the Olympic Discovery Trail located adjacent to Old Blyn Highway.
- Wells provide water service and individual drain fields provide septic service to the houses on the frontage properties. Storm water drains into the wetlands located along US-101.

#### **Old Blyn Highway issues/opportunities**

- Some portions of the sites located between Old Blyn Highway and US-101 on the north could be developed for individual single-family housing depending on the extent of the wetness of the portions of the parcels that extend to US-101.
- These sites would be visible from the highway and subject to highway noise and vehicle lights.
- In general, however, **there are more suitable sites to consider for elder, family, and workforce housing development than these properties.**

#### **Oldfield Property**

- The two Oldfield Tribal Trust parcels are located east of the Galvin properties and across US-101 from the Old Blyn Highway parcels. The smallest parcel is 4.96 acres and the largest 26.23 acres or 31.15 acres in total.

- A large wetland and 100-foot wetland buffer defines the site on the south, followed by a steep ravine with a stream that drains into Sequim Bay, and by steep hillsides subject to geologic risk for landslide hazard.
- The portion of the property fronting on US-101 is level and improved with two houses and outbuildings. Each house is provided service by a well and septic drain field. The houses share a common access directly onto US-101 that has good sight distance in both directions.

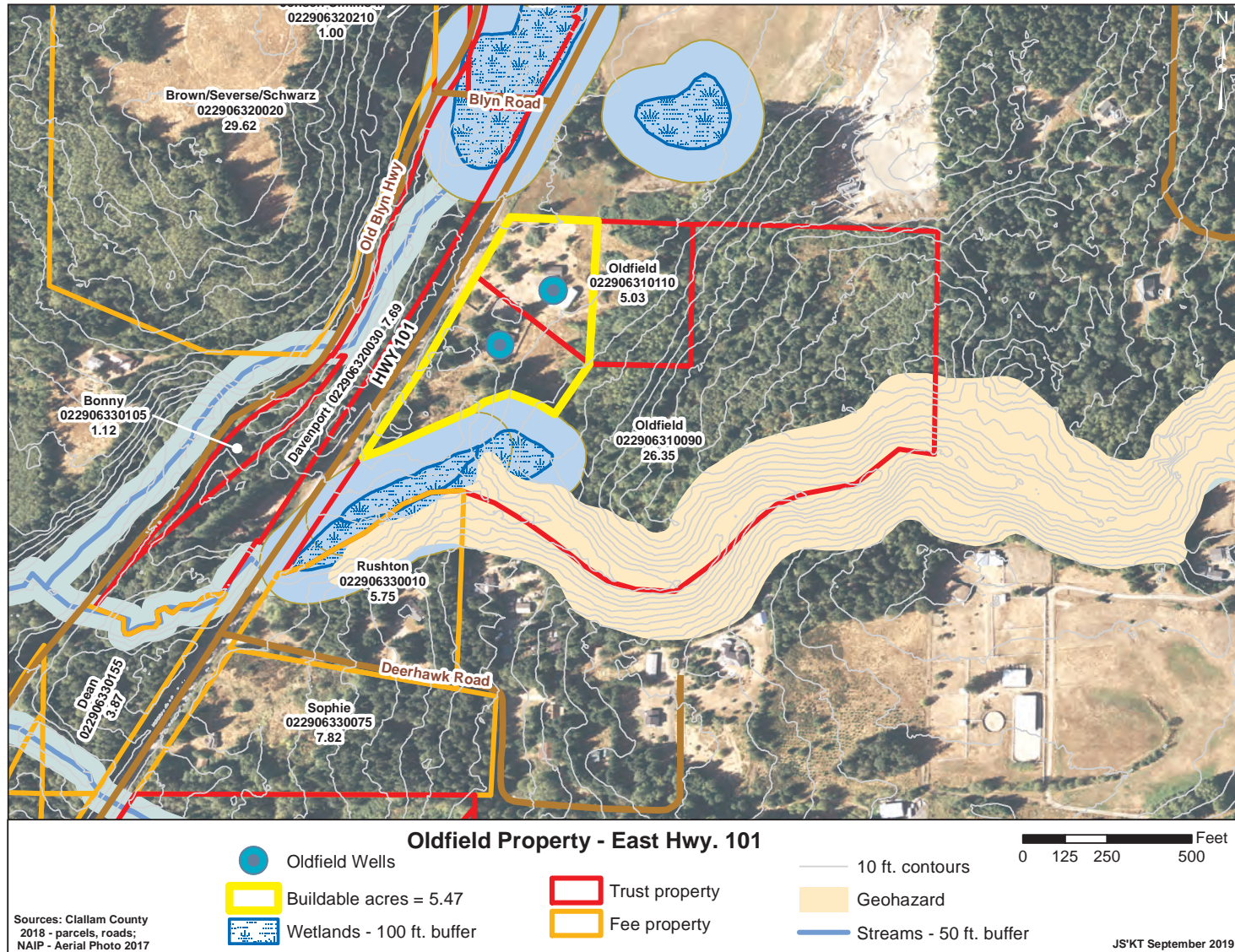
#### **Oldfield issues/opportunities**

- This site will be visible from the highway and subject to highway noise and vehicle lights unless buffered by new tree cover and set back to the edge of the hillside and outside the wetland buffer zone. US-101 would need to be provided with a turn lane to improve access into and out of the property.
- A community drain field or public sewer would need to be installed in the level ground adjacent to US-101 to serve any significant housing development. The existing wells would need to be decommissioned and capped as a result and a new well and water storage tank would need to be developed on the hillside away from the drain field.
- Subject to the above, the portion of the Oldfield parcels that faces US-101 could be **developed for moderate density workforce housing.**

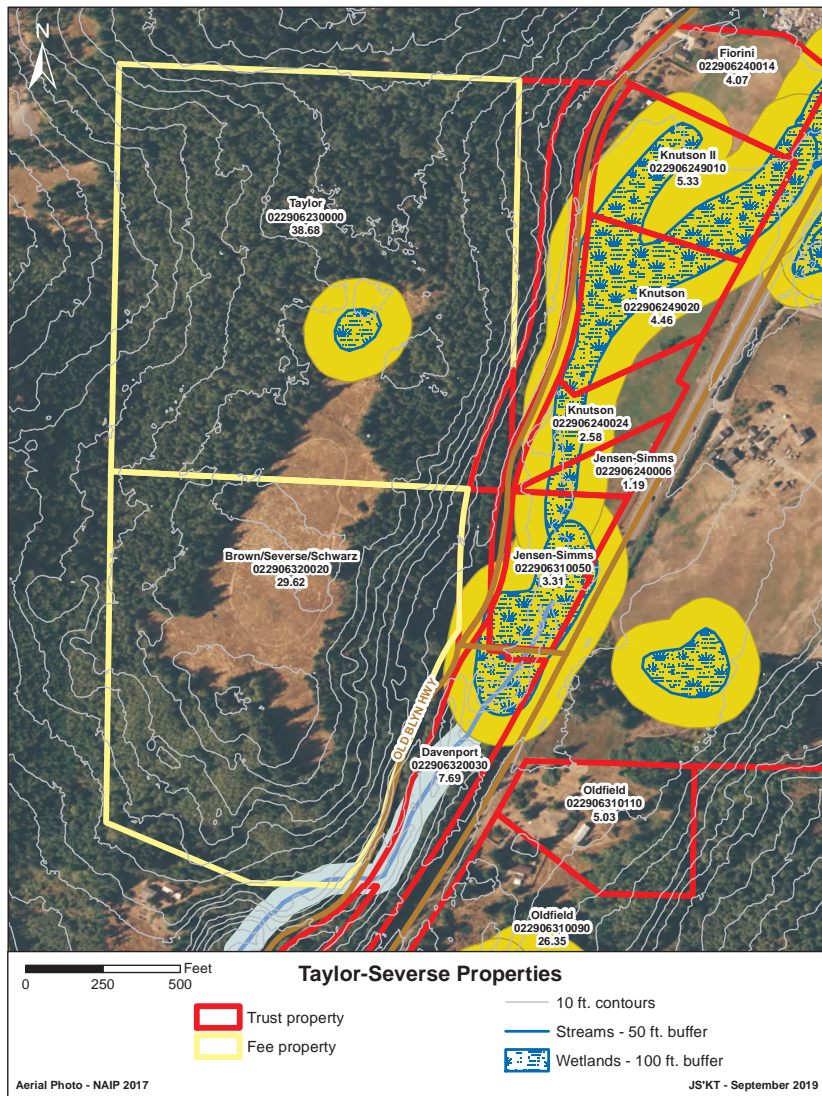
#### **Old Blyn Plateau Properties**

- Two large fee simple properties (Taylor and Brown-Severse-Schwartz) totaling 68.30 acres are located on the hilltop plateau above Old Blyn Highway and Sequim Bay. The plateau is defined by steep wooded hillsides, particularly on the east edge adjoining Old Blyn Highway. A large open grass meadow extends on the top of the plateau across both properties that includes a small pond or wetland on the north end.
- A single-family house is located on the southern Brown-Severse-Schwartz property with an access road from Old Blyn









- Highway. A rough access for ATVs has been developed from

the house to the top of the plateau with a circular ATV trail around the open meadow.

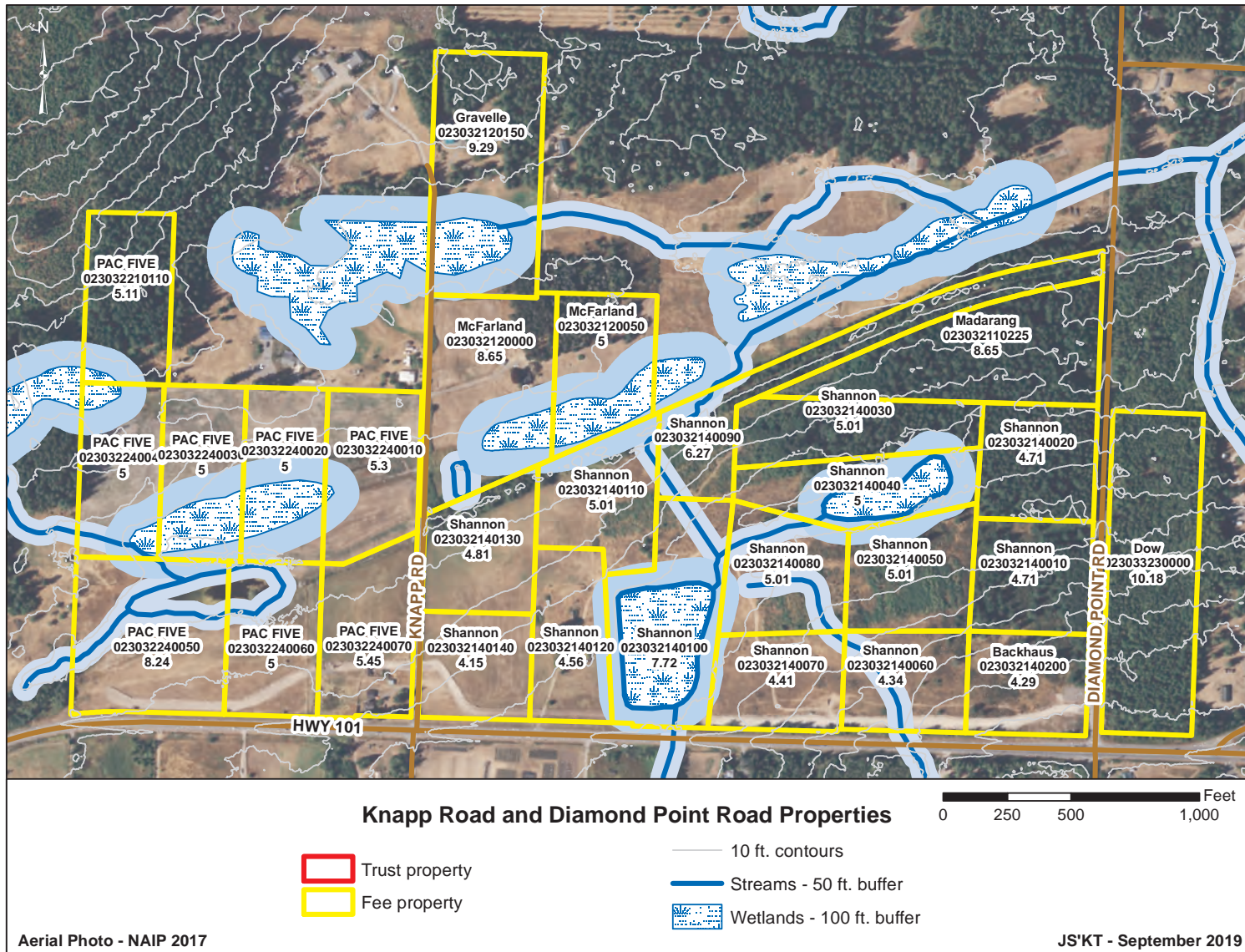
- The house is provided service by a well and septic drain field. No public water or sewer utilities are currently available to the property.
- US-101 traffic noise is audible on the east edge of the plateau where tree cover is slight. The plateau has the potential to provide dramatic views of Blyn and Sequim Bay depending on how the site is developed and tree cover is managed.

#### Old Blyn Plateau issues/opportunities

- Access roads suitable for emergency vehicles would need to be developed at both ends of the property that connect to Old Blyn Highway and US-101. A well and water storage tanks would also have to be developed for the properties along with a community drain field if the property is to be developed for housing and/or any potential Tribal ceremonial activities.
- Additional tree cover should be planted along the east edge of the plateau to muffle US-101 traffic noise.
- The plateau could be **developed for a significant amount of elder and/or family housing** at the south end of the site focused on the open meadow and the potential views of Blyn and Sequim Bay.
- The plateau could also host Tribal ceremonial activities and structures given its aesthetic characteristics and significance.

#### Knapp-Diamond Point Roads Properties

- The site includes 8 fee simple properties located west of Knapp Road, 17 fee simple properties located east between Knapp and Diamond Point Roads, and 1 property located east of Diamond Point Road.
- The site is bisected by Eagle Creek that originates in a large pond located next to US-101 and another pond located in the drainage corridor east of the larger pond and east of Knapp Road. Eagle Creek drains east into Discovery Bay. The pond





- located on the properties west of Knapp Road drains westward into Sequim Bay.
- The site is also bisected by the original railroad grade of the Spruce Railroad, built in 1918 and abandoned in 1951. The railroad corridor has been converted in places for the 134-mile Olympic Discovery Trail that will extend from the Salish Sea in Port Townsend to the Pacific Ocean in La Push. The trail section through the Tribe's property, however, has been located along the right-of-way of US-101 rather than on the historic railroad grade with a trailhead located on the southwest corner of US-101 and Diamond Point Road that was built by the Tribe.
- A single-family house is located on the southwest corner of US-101 and Knapp Road between the highway and the Olympic Discovery Trail.
- The gently contoured properties slope inward and down to the railroad grade that is located in the center of the Knapp properties and the north edge of the Diamond Point properties. The northern most parcel of the Knapp Road properties is heavily wooded while the rest of the properties are open fields. The eastern most parcels of the Diamond Point Road properties are heavily wooded while the western parcels are open fields.
- Extensive amounts of low, wet, and wetland areas and wetland buffers restrict development opportunities for the center sections of the Knapp Road properties and the north edge of the Diamond Point Road properties.
- The parcels located along US-101 are visible from the highway and subject to highway noise and nighttime vehicle lights.
- The southeast parcels in the Diamond Point Road properties have been tentatively proposed to be developed for an RV Park to service 7 Cedars Resort/Casino users and possibly daytime hikers and wildlife observers in the Miller Peninsula State Park located north on Diamond Point Road.
- The properties are within biking distance of Tribal facilities in Blyn and 7 Cedars Resort/Casino from the Olympic Discovery Trail and Old Blyn Highway. A transit shuttle could also provide access from US-101 and then Old Blyn Highway.
- The properties do not have water or sewer services.

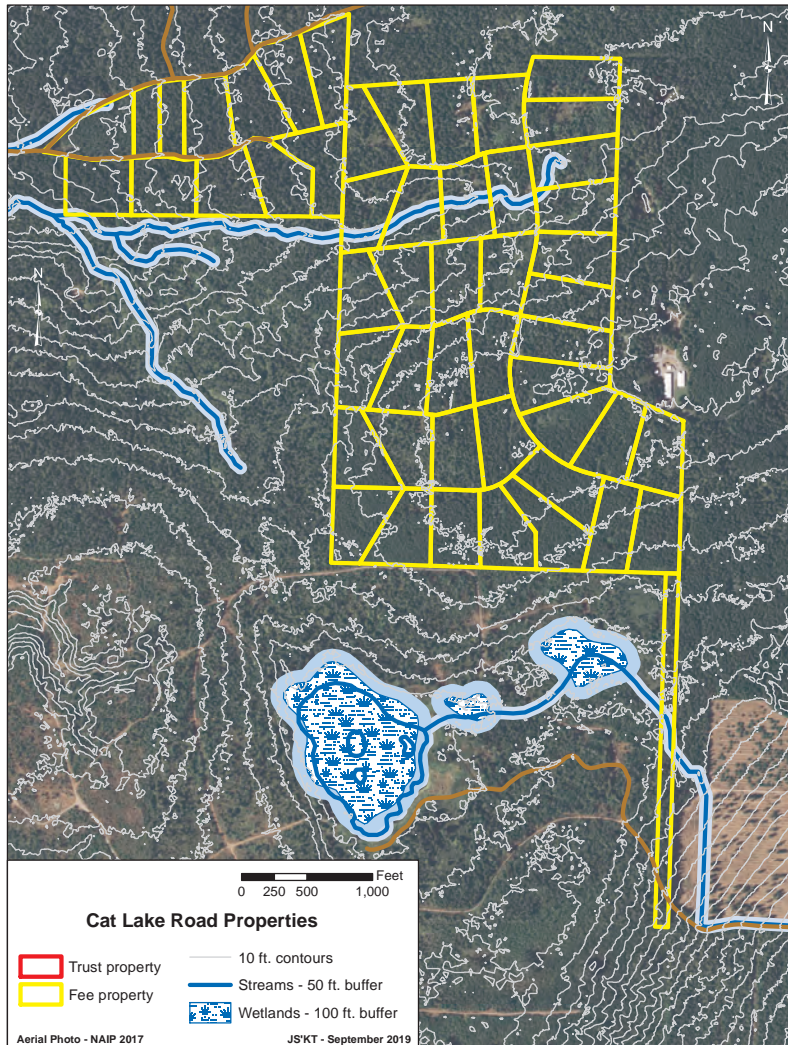
### Issues/opportunities

- As fee simple properties and not Tribal Trust, the properties can only be developed for rural housing of 1 house per 5 acres. The properties would need to be transferred into Tribal Trust status to be developable for any significant housing or other urban activities.
- New wells and water storage tanks would have to be drilled to provide potable water and emergency fire sources. Community drain fields would need to be installed to treat housing septic wastewater. Septic and storm water drainage would need to be installed so as not to pollute the extensive wetlands located on the properties.
- Some portions of the northern most Knapp Road properties could be **developed for some limited family housing** focused southward on the lowland meadow and wetlands.
- Some portions of the southern Diamond Point Road wooded properties could also be **developed for some limited family housing** focused northward on the lowland meadow and wetlands.

### Cat Lake Road Property

- The 2,800-acre Miller Peninsula State Park Property is located on Diamond Point Road north of the Tribe's Diamond Point Road properties. The park property is primarily upland forest with over 3 miles of shoreline on the Strait of Juan de Fuca and Discovery Bay. Due to past land use, the existing trail system includes a network of two track roads and trails.
- In 2005, an extensive public planning process was undertaken to help develop a vision for future development of the new park property. These efforts were placed on hold due to the economic downturn.
- In 2014 Washington State Parks approved a finalized Interim Trail Plan. The planning effort was a follow up to the Miller Peninsula State Park Property Initial Trail Identification and Designation. A Trail Advisory Group (TAG) representing hiking,





biking, and equestrian trail users and neighbors advised State Parks on the trails planning efforts.

- State Parks has begun a process to determine which of their undeveloped properties should be the next new state park. They

have narrowed it down to three contenders: Miller Peninsula, Fisk Property near Spokane, and Westport Light State Park in Westport. Their decision will be largely determined by which of the three communities is most supportive of their site being developed, and which might be able to partner with State Parks to improve the park. Within the next several months, they intend to reach out to the three communities to begin to gauge interest.

- The Tribe owns a fee simple property on Cat Lake Road on the southwest edge of Miller Peninsula State Park that is a short drive or walk from the trailhead into the park on Diamond Point Road. While the site looks to be remnants of a former tree farm, it directly abuts the heavily wooded park.
- The Tribal property does not have water or sewer services.

#### Cat Lake issues/opportunities

- A well and water storage tank would need to be drilled on the site and a community drain field installed to provide septic service.
- If the property were transferred into Tribal Trust, **the Cat Lake Road property could be developed for an RV park, tent campground, and 'glamping' (glamour camping) facility** with rental mini-cabins serving visitors to the Miller Peninsula State Park particularly since State Parks does not plan on providing this type of opportunity within the park site.

#### Blyn sewer treatment considerations

The City of Sequim and the Jamestown S'Klallam Tribe have entered into an agreement in which wastewater from the Tribe's trust and reservation lands in Blyn will be transported via 8-inch pipe to the City of Sequim's wastewater treatment facility.

The system has capacity built in for future development. However, several constraints should still be recognized. The initial capacity reservation agreement is for 94,786 gallons per day (gpd) (see the Interlocal Agreement for details). This

allocation satisfies present needs as well as future needs to an extent. The agreement also allows for this number to be adjusted as the quantities of wastewater change.

The primary existing wastewater capacity constraint for housing developments on trust/reservation land in Blyn is the existing 3-inch pipe extending from the eastern most portion of the system that connects to the 8-inch section. There are a variety of options to overcome this potential constraint such as replacing the 3-inch with a 4-inch pipe, adding a separate pump station, holding tank, etc.).

Future development plans should not assume unlimited capacity. Information on actual usage and capacity will become more accurate once the system is operational.

### Site assessment summary

Based on the site assessments, the following sites are considered suitable for the following housing subgroups. The analysis assumes each site is for the housing type in each column. Actual site development, however, will depend on which housing type is selected for each site and the density desired by the Tribe for each site.

	<b>Tribal Elder</b>	<b>Family</b>	<b>ADU</b>	<b>Worker Family</b>	<b>Single</b>	<b>Trans</b>
Craft	X	X	X			
Sequim EOA	X	X	X			
South Campus						X
Cavendar	X	X	X	X	X	
M&R				X	X	
Galvin I, II, III	X	X	X			
Oldfield				X	X	
Old Blyn Plateau	X	X	X			

**Note - other than Sequim EOA that is subject to City of Sequim development regulations, all other properties are Tribal Trust or fee simple soon to be Tribal Trust that will be governed by the Tribe's development regulations.**

### 3. Housing marketplace products

#### Housing preference assessments

A housing preference was conducted during a workshop session with Tribal elders, members, and staff. The preference materials illustrated the following housing concepts that have been developed throughout Puget Sound for Tribal evaluation (see Appendix D for the housing preference survey):

- **Rural village** – a clustered development of single-family housing units that preserves adjacent farmland. Parking is provided in a consolidated development parking lot with paths leading to individual housing units.
- **Cluster housing** – a cluster of small single-family housing units that preserves adjacent wetlands and open space with a commons area providing a playground, picnic shelter, and laundry room. Parking is provided in a consolidated development parking lot with paths leading to individual housing units.
- **Cottage housing** – cottage style single-family housing units clustered in compact patterns around formal pocket neighborhoods and parks that preserve an open space buffer and include pocket parks or commons with trails, playgrounds, and a community clubhouse. Parking is provided to each housing unit garage or carport.
- **Cottage housing compact** – a very compact clustered development of small single-family cottage housing units with minimal open space, paths, and a small common plaza. Parking is provided in a consolidated development parking lot with paths leading to individual housing units.
- **Courtyard** – a 1-story complex of modular attached single-family housing units focused on a central courtyard with perimeter parking.
- **Small lot single-family** – a single city block of a very compact urban single-family mix of studios, 1-bedroom with lot,

and 2-bedroom 2-story units focused on a small entry landscape feature in Portland. Parking is provided to each housing unit garage.

- **Cohousing** – a compact cluster of small single-family units focused on a central shared community facility that provides kitchen, meeting rooms, and other activities. Parking is provided in a consolidated development parking lot with paths leading to individual housing units.
- **Tiny homes** – a Quixote development of very tiny homes that range from 64 to 160 square feet for homeless individuals, families, and veteran households. The tiny homes are organized around a central courtyard or park furnished with a playground, picnic tables, and other amenities.
- **Courtyard low-density urban** – a 3-story mixed-use complex that provides studios 179-208 square feet and 1-bedroom units 411-705 square feet with a communal kitchen and ground floor retail for low-income residents.
- **Courtyard medium density** – a 5-story rental building with 18 studios of 500-500 square feet and 1-2 bedroom units of 674-1,500 square feet includes pea patch gardens, an urban farm, habitat conservation, and rainwater collection and reuse.

#### Assessments and implications

Tribal elders, members, and staff made the following assessments:

#### Like

- Individual cottage style housing, particularly the pocket neighborhood concepts that cluster small housing units around a pocket park or common area with playground, picnic, and clubhouse amenities.
- The clustered concept reduces the amount of housing resident maintenance involved and provides a sense of community.

- The cluster concept also preserves the surrounding environment including natural features, wildlife habitat, buffer areas, and viewpoints.
- Cottage housing designs appear to be more flexible than townhouse or apartments and allow a greater choice of floor plans for studios and multiple bedroom units including potential multigenerational household members in wings or accessory dwelling units over garages.
- Medium density courtyards were the preferred option for workforce housing.

Housing type	Elder	Family	Workforce	Transitional
Rural village	3	7	4	4
Cluster housing	4	7	7	0
Cottage housing	7	6	6	0
Cottage housing compact	7	5	5	1
Courtyard	6	5	5	2
Small lot	3	4	5	0
Cohousing	2	4	4	3
Tiny homes	3	3	3	6
Courtyard low density	0	1	5	2
Courtyard medium density	0	3	7	2

Source: Housing preference workshop

#### Dislike

- Consolidated, off-site parking lots as elders in particular dislike having to carry groceries and other items down paths to their housing units.
- Multistory, non-ADA housing floor plans particularly by elders who have physical disabilities or age-related limitations.
- Large individual housing lots or site plans that require large maintenance requirements by occupant residents. Tribal

housing developments will be rental and members are concerned projects will not be adequately maintained by residents or the Tribe if the improvements are overly developed or landscaped.

- Mixed-use development that appears to be too urban and culturally inappropriate for some of the Tribe's naturalistic site settings and culturally inappropriate designs.

### Housing marketplace

Local contractors on the Olympic Peninsula have traditionally built on-site "stick-built" wood single-family housing for middle and upper income households. However, the Tribe and Olympic Peninsula have an immediate need for more affordable and market rate housing for all types of households that could involve housing designs and products other than the stick-built single-family products that are being built.

Therefore, the Tribe decided to review other design and construction options that are available in the marketplace and how they could be applied to the Tribe's housing requirements. The purpose of the Housing Marketplace was to consider alternative and innovative design and construction methods of providing the Tribe's housing requirements in more cost effective and thus affordable as well as market rate housing. A Housing Marketplace objective was to invite and involve designers, builders, and developers of these innovative housing products to a workshop where the Tribe and other Peninsula housing sponsors could meet and discuss how their products could satisfy local housing needs and how these niche developers can participate.

The Housing Marketplace conducted a recruitment effort based on the Tribe's projected housing requirements, the results of the housing preference workshop, and an assessment of alternative and innovative housing designers, builders, and developers in the immediate Puget Sound region for:



- Cottage and/or small lot housing in pocket neighborhoods
- Modular multifamily housing
- Prefab module or storage container housing

### Marketplace format


Each marketplace participant responded to the following questions in their presentation:

- **Company history** - including internal or associated design, manufacturing, fabrication, construction, and site installation team members.
- **Housing product** - and what types of households it most satisfactorily housed.
- **Cost considerations and savings** - possible from the housing product compared to stick-built or conventional development processes.
- **Any downsides** - to using the product on the Olympia Peninsula such as available specialized labor force or subcontractor requirements, transportation, and/or site installation costs, etc.
- **Minimum numbers of units required** - in a startup project in order to achieve a cost savings and elicit interest in participating in a local project.
- **Life cycle of the product** - compared to stick-built on-site construction.
- **Warranty** - limitations involved in the workmanship, materials, appliances, HVAC, or other equipment.
- **Example projects** - within the surrounding region that can be visited and inspected.
- **Aesthetic particulars** - particularly the Tribe's cultural aesthetic in the choice of materials, colors, artworks, landscaping, and other features.

Following is a brief summary of the major findings of each marketplace participant:

## Perfect Little House Company of Bainbridge Island

Perfect Little House Company of Bainbridge Island designs cottage housing and pocket neighborhoods including Accessory Dwelling Units (ADUs) or mother-in-law studios to large family single-family houses with extended or attached units for other relatives or even caretakers.



**THE CHESTNUT**

THE PERFECT SET-APART CABIN FOR A FAMILY'S SECOND HOME OR A STARTER COTTAGE FOR A YOUNG FAMILY. THE CHESTNUT HAS A GENEROUS DECK FOR VIEWS AND LARGE SCHOOL HOUSE WINDOWS FOR SMALL TOWN CHARM. THE DINING NOOK MAKES GOOD USE OF SPACE IN A SMALL HOUSE.

MAIN LEVEL	751 SF
DECK	174 SF
BEDROOMS	2
BATHROOMS	1

LIVING	12'-0" X 14'-5"
DINING	8'-8" X 7'-8"
KITCHEN	12'-5" X 7'-1"
DECK	17'-0" X 10'-3"
M. BEDROOM	15'-0" X 15'-0"
BATH	8'-6" X 5'-6"
BEDROOM	8'-6" X 10'-6"

FRONT PERSPECTIVE

The company has designed a large portfolio of available cottage house plans including a 1-story 751 square foot open floor plan to a 2-story house with adjoining accessory unit of 1,500 square foot in total space that resulted from previous developments. The company can also design custom floor plans to fit any new or unique housing requirements within a 5-6 weeks schedule.

The complete construction documents include the information needed by a qualified contractor to build the house such as foundation plan, floor plans, framing plans, building sections, wall sections, details, exterior elevations, lighting plans, outline specifications, window, and door schedules. Perfect Little House



#### THE CHERRY TWO

THE CHERRY TWO IS A VARIATION ON THE ALDER COTTAGES. THE CHERRY TWO IS COMPOSED OF A MAIN BUILDING WITH A GABLE DORMER PRESENTED TO THE FRONT AND REAR YARDS. THE HOUSE ALSO INCLUDES A MASTER BEDROOM WING LOCATED ON THE MAIN FLOOR SEPARATED BY A SHORT LIBRARY OR UTILITY "LINK". THE OUTDOOR SPACE CREATED BY THE "LINK" PROVIDES UNIQUE OPPORTUNITIES FOR COURTYARDS WHICH ARE MORE PRIVATE THAN THE FRONT PORCH. THE ANGLE OF THE WING MAY BE ADJUSTED TO ACCOMMODATE THE BEST SOLAR EXPOSURE OR TO SHIELD FROM UNPLEASANT WINDS. THE UPPER FLOOR REMAINS THE SAME AS THE ALDER COTTAGES INCLUDING A TWO BEDROOM SPACE WITH LOFT ABOVE THE BATHROOM CEILING.

MAIN LEVEL	481 + 562 = 1043 SF
UPPER LEVEL	469 SF
	1500 SF
COVERED PORCH	66 SF
DECK	237 SF
BEDROOMS	3
BATHROOMS	2 1/2
LIVING ROOM	11'-8" X 14'-0"
DINING AREA	11'-8" X 9'-6"
KITCHEN	11'-8" X 8'-0"
BEDROOM 1	11'-8" X 13'-8"
BATH	7'-8" X 8'-6"
BEDROOM 2	11'-8" X 10'-6"
LOFT	8'-0" X 6'-7"
M. BEDROOM	13'-0" X 11'-4"
M. BATH	13'-0" X 9'-0"
CLOSET HALL	13'-0" X 7'-0"

Company designs are based on the principles of sustainability including the use of smaller architectural spaces of duality of purpose and efficiency as well as tight thermal envelopes, energy efficient heating and cooling systems, Energy Star appliances and lighting, and eco materials. An extended outline specification with the construction documents defines product specific items that may be integrated to enhance the overall sustainability of the plans.

The company's construction documents are not stamped and approved for specific site and permit requirements and require a structural engineer review the drawings to make sure the documents comply with local building codes and conditions relevant to a particular site, including height restrictions, CCRs, setbacks, as well as local zoning and building code structural requirements such as snow loads, seismic and wind resistance.

Construction costs for Perfect Little House Company designs are generally within and below the cost of most on-site stick-built products on the Peninsula due to the more efficient building and site designs involved in the smaller and more compact cottage house product as well as the possibility of reusing a

portfolio of common designs. Square footage costs were quoted around \$200 for the complete building not including any site preparation or development requirements.

## Blokable

The Blokable Building System (BBS) is a comprehensive building system designed, engineered, and manufactured to consistently produce high-quality, low-cost, connected housing. Each Blok in the system is a standardized, modular housing component assembled entirely in a manufacturing facility and designed to be stacked, combined, and connected to create a variety of housing communities.

By vertically integrating the entire prefabricated building stack under a factory roof, the process drastically cuts overall project

time, slashes project costs, and delivers lower operating costs over time. The modular approach can typically produce a higher quality finished housing product for 15-20% less than an on-site stick-built product.



Blokable's steel-framed stackable apartments, fabricated at the company's factory are standardized 35 feet by 9 feet on the outside creating 260 square feet inside. Blokable units are easy





to truck to a site, stack, and connect to the electrical and water grids. Blokable replicates largely identical units in its factory and pops the completed units into place on-site. The resulting homes are much cheaper than traditional apartments — about \$125,000 a door instead of \$300,000 or \$350,000 for conventional stick-built.

The units are made of steel frames instead of the wood frames typically found in many modular projects. That makes it easier to rapidly transport and install Bloks on site and arrange them into larger units or create multi-unit housing complexes. The bones of Blokable units are standardized but everything else — like doors, windows and fixtures — is customizable.

Bloks are currently designed to be assembled into 1-3 story structures and can be configured in a variety of ways, from standalone homes to multi-unit developments with retail and community spaces on the ground floor. The BBS structural steel frame and shear-wall system creates wide open spaces for studio, 1, 2, and 3 bedroom homes and to attach decks, railings, stairs, architectural features, a wide range of cladding options, and a variety of roof types to create unique and beautiful building designs and to match climate and community design requirements.

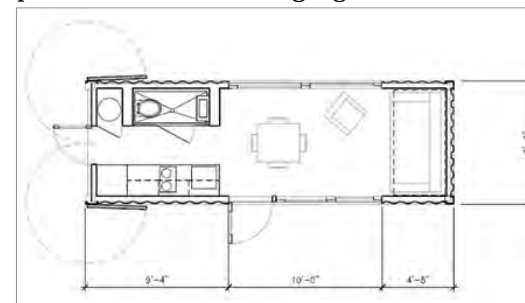
Built into every unit is a smart monitoring system called BlokSense meant to reduce operating, maintenance and insurance costs by keeping tabs on air quality, humidity and alerting owners when something needs fixing.

Blokable provides “turnkey” service for market-rate and non-profit developers, as well as housing trusts and other organizations that build housing. Blokable handles the entire process, teaming up with architect and general contractor partners that work from a standardized baseline created by the company. Blokable’s formula can be easily repeated from project to project rather than having to build from scratch each time, cutting down on design and engineering time and costs.

In real estate terms, Blokable’s service includes elements of a modular housing builder, a design-build firm, and a fee developer that builds for others without owning the land. The model has the potential to dramatically lower costs to build housing, specifically affordable housing.

## Cargotecture

Cargotecture creates buildings out of prefabricated steel modules or intermodal shipping containers. Cargotecture provides services ranging from schematic design, design



development, consultancy, to project management.

Cargotecture creates both site-built and factory-built designs and completed

projects. Cargotecture also provides permitting services for projects in most jurisdictions.



### **The process**

#### ▪ **Feasibility analysis** -

researches the specifics of a site to determine and assess the feasibility of transportation, crane access, local zoning codes, foundation

required, etc.

▪ **Schematic designs, plans and permits** - a Cargotecture unit is factory permitted, but typically local permits are required for land use review, foundation design, and utilities.

▪ **Production** - typically takes 30-60 days depending on options and complexity of a project.

▪ **Factory completion and delivery** - a Cargotecture unit can be shipped to a site and assembled within a week.

Product	Size - square feet	Base price
c160 Scout	8x20 = 160	\$19,000
c192 Nomad	8x24 = 192	\$65,000
c320 Nomad	8x38 = 304	\$88,000
c320 Lookout	16x20 = 320	\$109,500
c640 Lookout	16x36 = 576	\$119,500

### **Shipping**

Shipping tends to be approximately \$1.20 per mile per truck (up

to 40' on one truck.

### **Installations/connections**

Container homes are shipped complete, including plumbing if the model has a kitchen or bath. It is a complete inspection-approved move-in ready home, requiring only foundations and electrical/plumbing hookup. Permitting is also additional, but in many jurisdictions, if the project is less than 200 square feet there is no permitting process required.

### **Barriers to ISC home construction**

There are several elements that can increase the cost of storage container based building.

- Container-based construction does not reduce the cost of permit-required components inside.
- Micro-home appliances are less common and micro-sized, making them more expensive than appliances found in stick-built construction.
- The steel container conversion adds some costs, such as adding insulation, floors, doors, and windows.
- Steel ISCs are very heavy.
- These issues are often surmountable, so long as the finished cost ratio remains favorable.

## 4. Design and development concepts

Example design concepts were selected from a variety of projects for family and elder cottage housing and workforce studio or townhouse developments based on the results of the housing preference workshop and Housing Marketplace presentations described in Chapter 3.

### Elder housing concepts

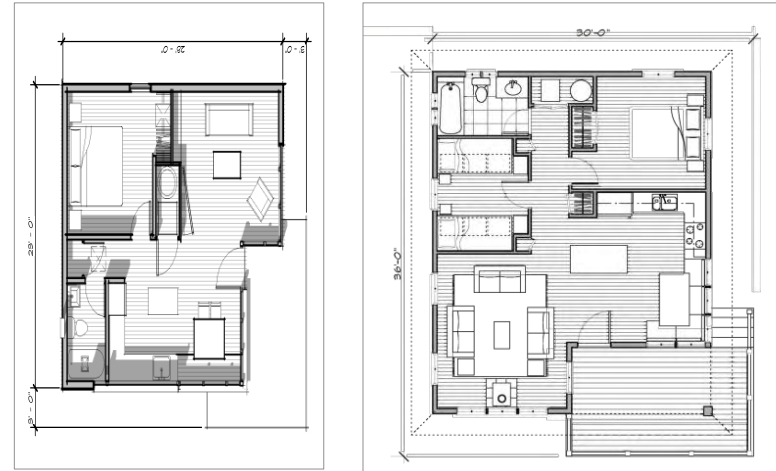
Possible floor plans for elder housing assume the structures should be 1-story cottage houses with open floor plans, ADA, and universal design standards based on the elder workshop comments and on-line survey results. The following examples are based on Perfect Little House Company's design portfolio that can be adapted to Tribal needs or that can be designed by other cottage housing companies.

- **The Plum** - is 23' x 28' or 592 square feet that includes an entry deck, living area, kitchen with dining nook, 1 bedroom, and bathroom.
- **The Chestnut** - is 30' x 36' or 751 square feet that includes an entry deck, living area with fireplace, kitchen with dining area, 1 bedroom, guest room or small office space, bathroom, and utility closet.

Both examples are very compact and space efficient with small building footprints and relatively low cost site improvements if configured in pocket neighborhood developments.

In addition, some versions of the family cottage housing designs

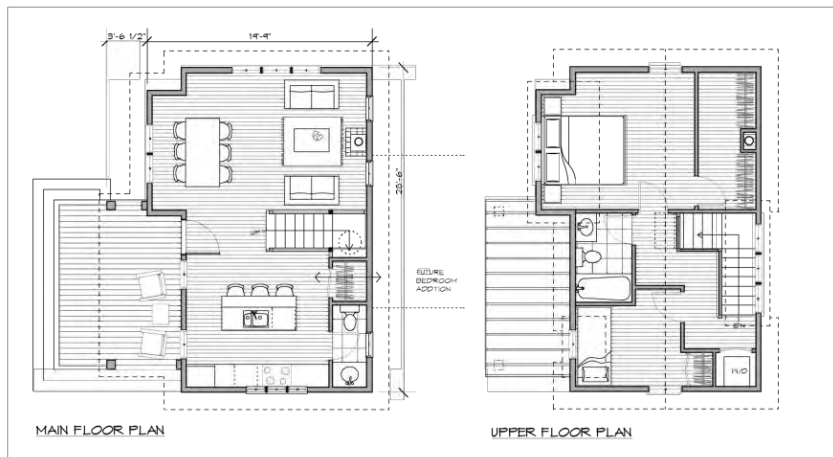
can be expanded to provide bedrooms for elder age at home and partially assisted living arrangements located along with other elder cottage housing in pocket neighborhood developments.



### Family housing concepts

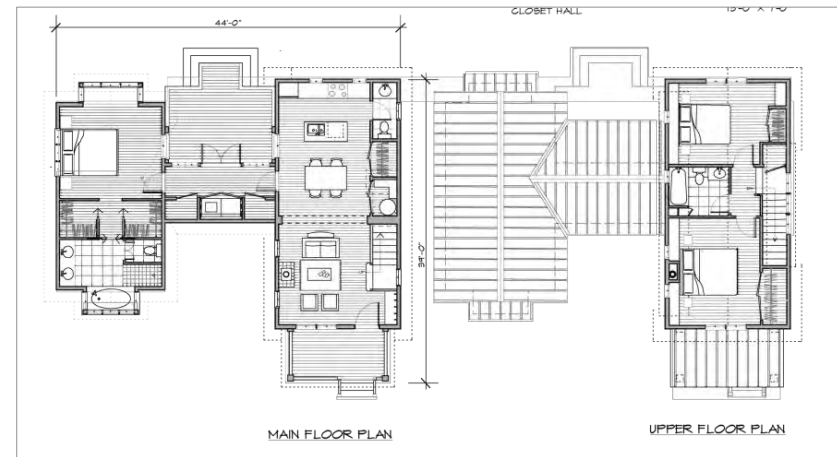
Possible floor plans for family housing assume the structures can be 2-story cottage houses with multiple bedrooms including the option of accessory dwelling units over attached or detached garages or as wings to the main house structures for extended family members or other single individuals based on the workshop comments and on-line survey results.

The following examples are based on Perfect Little House Company's design portfolio that can be adapted to Tribal needs or that can be designed by other cottage housing companies.



- **Alder Cottage Four** - is 20' x 28.5' or 1,018 square feet that includes an entry deck, living area with fireplace, dinning room, kitchen with dining nook on the first floor and 1 master bedroom, guest room, shared bathroom, and utility closet on the second floor.
- **Cherry Three** - is 39' x 44' or 1,463 square feet that includes multiple entry decks, living area with fireplace, dinning room, kitchen, and a separate master bedroom with bath, and closets on the first floor and 2 bedrooms, shared bathroom, and utility closet on the second floor.
- **Cherry Studio One** - is 12' x 24' or 288 square feet that includes a kitchen, bathroom, and living room with sofa bed over a 1-car garage.
- **Hemlock Studio** - is 21' x 30' or 527 square feet that includes a kitchen, dining room, bathroom, and living room with sofa bed over a 2-car garage.

All four of Perfect Little House Company's examples are very compact and space efficient with small building footprints and relatively low cost site improvements if configured in pocket



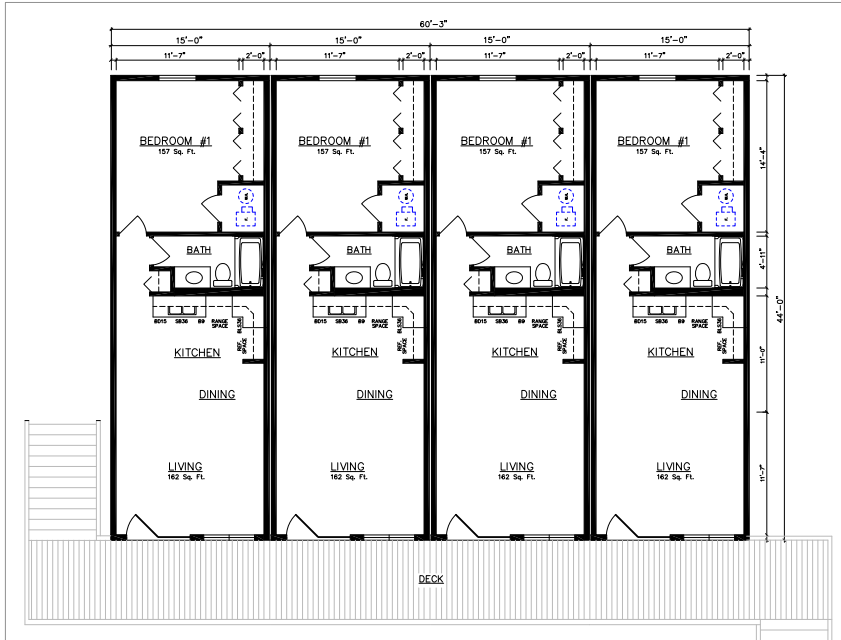
neighborhood densities.

### Workforce housing concepts

Possible floor plans for workforce housing presume a significant percentage of 7 Cedars Resort/Casino employees will be low-wage earning single individuals or childless couples based on the results of the Human Resources database and the housing solutions survey.

The following examples are based on projects completed by General Housing Corporation and Champion Construction that can be adapted to Tribal needs or that can be designed by other housing companies.

- **Oscoda Lakefront** - functional floor plans for studios or flexible 1-bedroom units configured in simple single-level layouts similar to the example produced by General Housing Corporation. The 1-bedroom examples shown are 15' x 44' or 660 square feet with a living area, complete kitchen, bathroom, bedroom, and utility closet. The studios can be arranged side-by-side as shown and stacked into multi-story multiple unit structures depending on site conditions.



second floor. The units are arranged in townhouse configurations of 6 and 8 units.

- **Kirkland Avenue Townhomes** - is a 2-bedroom 2-story affordable housing project constructed by Champion Construction for the Renton Housing Authority. The 2-bedroom examples shown are approximately 14' x 30.5' or 820 square feet with a living area, dining area, kitchen, washer, dryer, and utility closet on the ground floor and 2 bedrooms with a shared bathroom on the

Both examples are of modular construction where the units were built to specification in a warehouse then trucked and assembled on site. The same floor plans and building configurations can be conventionally stick-built though not with the quality and cost savings inherent in these and the Blokable example projects.

## Pocket neighborhoods - site design concepts

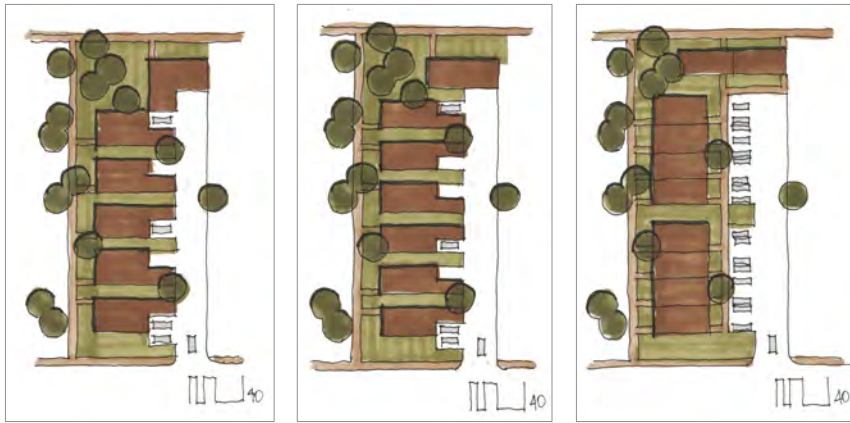
- **Pocket neighborhoods** - the site design concept preferred by the Tribal housing preference workshop participants are clustered groups of neighboring houses or apartments gathered around a shared open space like a garden courtyard, a pedestrian street, a series of joined backyards, or a reclaimed alley all of which have a clear sense of territory and shared stewardship. Pocket neighborhoods are designed to promote a close-knit sense of community and neighborliness with an increased level of personal contact.

Pocket neighborhoods reduce or segregate parking and roadways, use shared communal areas that promote social activities, and homes with smaller square footage built in close proximity to one another (high density). Pocket neighborhoods are organized around a focal point such as a green space instead of parking areas.

Example pocket neighborhood design illustrations were developed for 1-story elder cottage family housing, 2-story family single-family cottage housing, and 2-story workforce studios or modular units to use as models for creating possible site development concepts for the Tribal housing properties.

- **Elder cottage housing prototypes** - are 1-story, 25'x40' = 1,000 square feet with 1-car garage and 1-car parking space with option of studio over garage and parking stall of 250 or 500 square feet suitable for elder, family, or workforce family



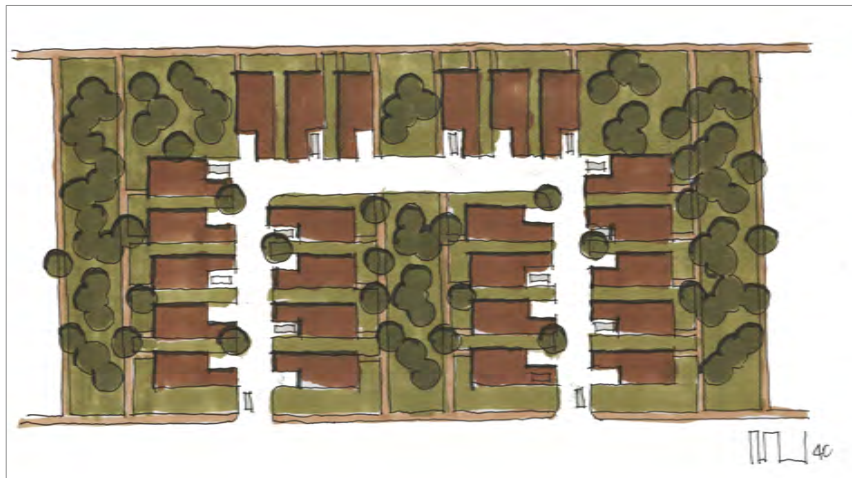
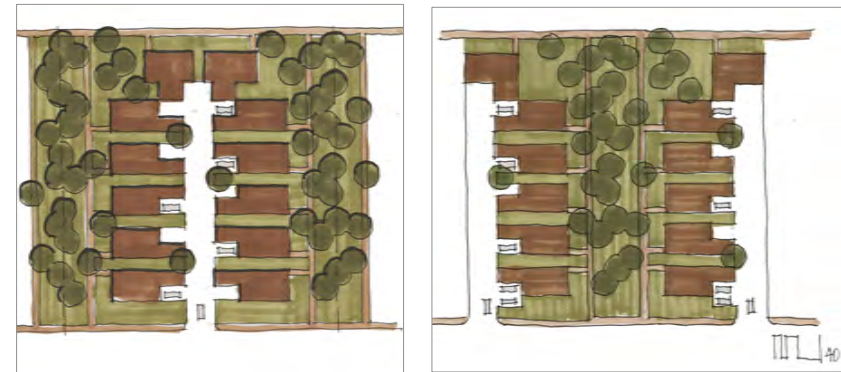


housing with single individuals in studios over garage. Capacity = 6 houses and up to 6 studios over the garage for 12 units maximum.

- **Family cottage housing prototypes** - are 2-story, 20'x40' = 1,600 square foot cottage houses with 1-car garage and 1-car parking space with the option of a studio over garage and parking stall of 250 or 500 square feet suitable for family or workforce family housing with single individuals in studios over garage. Capacity = 7 houses and up to 7 studios or 14 units maximum.

- **Workforce housing prototypes** - are 2-story as 1-story flats (22'x40' = 880 square feet each) or as 2-story townhouses, 11'x40' foot = 880 square feet each) with 2 parking stalls per unit in surface but covered parking lot suitable for workforce individuals or households. Capacity = 20 units maximum.

- **Pocket module 1** - is a simple cluster oriented around two cul-de-sacs facing a pocket park and possible additional clusters on each side and a larger common open space amenity at the end of the cluster. Capacity = 12 units if 1-story elder cottage housing (with possible option of 12 studio units over garage) as



shown or 14 units if 2-story family cottage housing (with possible option of studio units over garages) or 38 units if modular housing.

- **Pocket module 2** - is a simple cluster oriented around a single cul-de-sac facing pocket parks and possible additional clusters on each side and a larger common open space amenity at the end of the cluster. Capacity = 12 units if 1-story elder cottage housing (with possible option of 12 studio units over garage) as shown or 14 units if 2-story family cottage housing



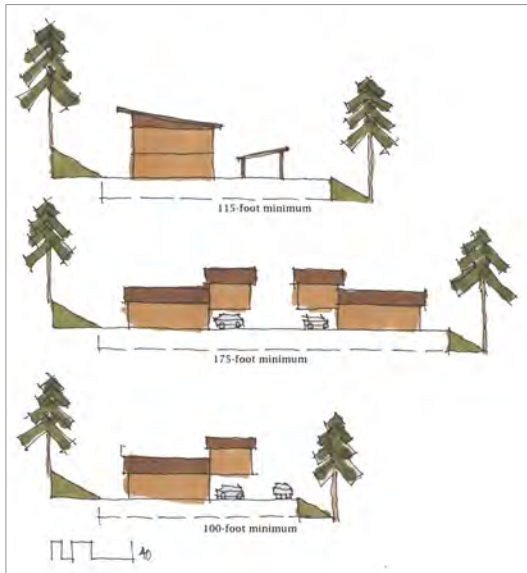
(with possible option of studio units over garages) or 38 units if modular housing.

- **Pocket module 3** - is a simple cluster oriented around a loop access road facing pocket parks on the outside and possible additional clusters on each side, an interior pocket park or courtyard in the center, and a larger common open space amenity at the end of the housing cluster. Capacity = 24 units if 1-story elder cottage housing (with possible option of 24 studio units over garages) as shown or 30 units if 2-story family cottage housing (with possible option of 20 studio units over garages) or 80 units if modular housing.

- **Typical sections** - vary depending on how much site is required for the building footprint, courtyard, and parking. Single-loaded cottage housing need a 100-foot minimum, double loaded cottage housing need a 175-foot minimum, and workforce housing need a 115-foot minimum. The topographical contours of each site generally determine what type of housing can be fit onto each property with workforce housing more able

to be designed on steeper contoured sites than double-loaded cottage housing.

Site development concepts were created using the example house design configurations and pocket neighborhood examples for each of the prioritized Tribal sites to determine the build-out capacity of each site.



## Craft - cottage housing for Elders or families



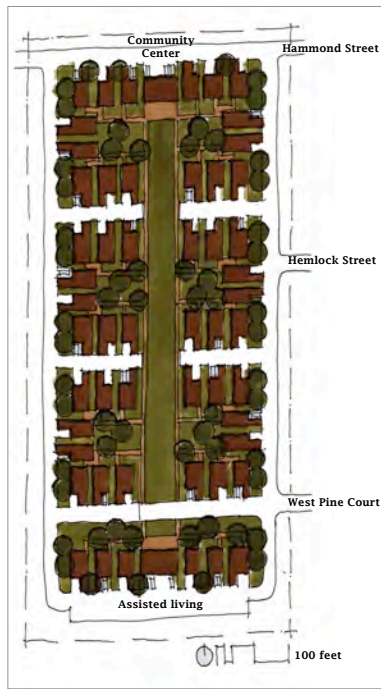
The concept would cluster 36 elder 1-story or family 2-story housing units with the option of additional studio units located over the garages. A Recreation Vehicle (RV) park could be located south of the single-family cluster in the woodlands along the proposed extension of the access road.

The concept would locate the cluster along an extended access road located within the property and parallel to Community Lane to extend through the property and connect with Knutsen Farm Road on the south. An evergreen tree line would be planted along the access road to screen views of the development from adjacent residential properties.

The concept would retain the existing orchard as an amenity and provide a community clubhouse with meeting and party rooms. The existing well on the north and a proposed well on the south would provide water service.

Community drain fields 150'x520' = 78,000 and 250'x100' = 25,000 or 103,000 square feet in total would be located in the existing pasture area located out of the Dungeness River Channel Migration Zone (CMZ) and CMZ 150 foot buffer. Storm drainage would be collected in underground cisterns under permeable paved parking lots and reused as gray water. Storm water from major events would be dispersed in trench drains. Solar panels would be installed on rooftops to generate power.

### Sequim EOA property - cottage housing for Elders or families



The concept would build up to 56 cottage style houses of 30'x30' or 900 square foot ground floor plus up to 900 square foot upper floor or 1,800 square foot in total. Cottages on the north end could provide elder assisted living.

Pocket parks could face onto a large common green with trails, picnic, playground, and other amenities focused on a community building at the south end. Highway noise could be muffled by heavy landscape plantings along the south boundary line.

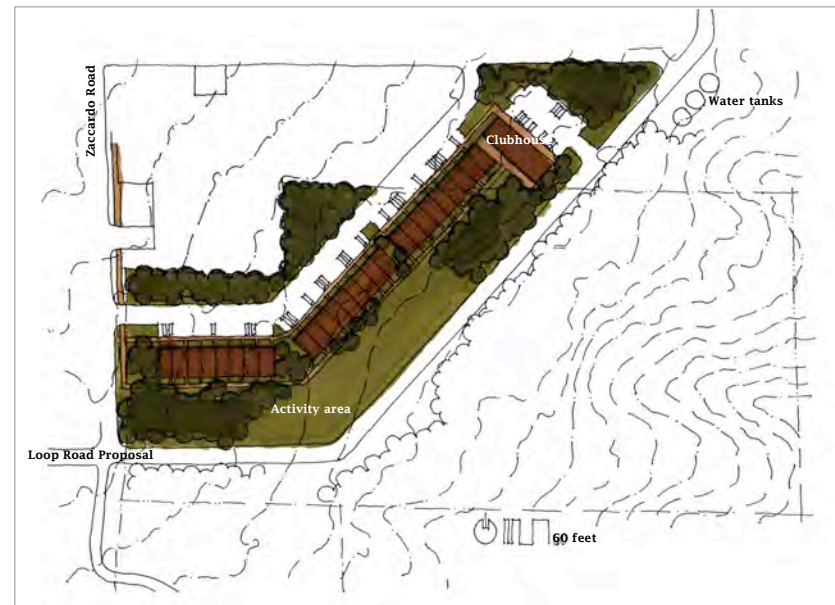
Neighboring residential

neighborhood may object to use of Hemlock and West Pine Court as access routes - in which case a loop road could access the site from Hammond Street that could extend across the site to connect with South 9th Avenue on the eastern portion of the property.

Water, sewer, and storm drainage is available from City of Sequim Public Works. Solar panels could be installed on rooftops to generate power.

The project will require Sequim City Council approval of a master plan for the property since the site is located within the city's Economic Opportunity Area (EOA).

### Cavendar/Carlson - modular workforce housing



The concept would build modular units on a slight hillside sloping downward to the north across the Carlson and Cavendar

properties parallel to a proposed loop or bypass road extending from Oldfield to Sophus Road.

Modular housing units could be 12'x40' = 480 square foot studios in 1-story units or 960 square feet with 2 bedrooms in 2-story units. The concept provides 26 2-bedroom units if 2 story or 52 studio units if studios are stacked 2-story with front door parking, individual courtyards and access, 2 sport courts, and picnic facilities in the common areas.

Presumes sewer services would be provided from the Sequim sewer line and treatment facility and water services from existing wells and adjacent water storage tanks. Storm drainage would be collected in underground cisterns under permeable paved parking lots and reused as gray water. Storm water from major events would be dispersed in trench drains. Solar panels could be installed on rooftops.

### M&R A - modular workforce housing



The concept locates development on a slight plateau (10 foot contours) above but out of sign of the Human Resources building. Modular housing units could be 12'x40' = 480 square foot studios in 1-story units or 960 square feet with 2 bedrooms in 2-story units. The concept provides 58 2-bedroom units if 2 story or 108 studio units if studios are stacked 2-story with front door parking, individual courtyards and access, 2 sport courts, and picnic facilities in the common areas.

Presumes sewer services would be provided from the Sequim sewer line and treatment facility and water services from existing wells and adjacent water storage tanks.

Storm drainage would be collected in underground cisterns under permeable paved parking lots and reused as gray water. Storm water from major events would be dispersed in trench drains. Solar panels could be installed on rooftops.

### M&R site B.1 - modular workforce housing



The concept sites modular housing units 12'x40' = 480 square foot studios in 1-story units or 960 square foot with 2 bedrooms in 2-story units.

The concept provides 39 2-bedroom units if 2 story or 78 studio units if studios are stacked with front door parking (more possible in overflow parking across the access street), individual courtyards and access, 3 sport courts, picnic facilities, and 3,800

square foot community building with exercise, recreation, and meeting rooms.

A community drain field 170'x600' = 102,000 square feet would be located on the down slope. Storm drainage would be collected in underground cisterns under permeable paved



parking lots and reused as gray water. Storm water from major events would be dispersed in trench drains. Solar panels would be installed on rooftops.

### M&R Site B.2 – modular workforce housing



The concept would expand M&R Site b.1 to provide modular units 12'x40' = 480 square foot studios in 1-story units or 960 square foot with 2 bedrooms in 2-story units.

The concept would provide 87 2-bedroom units if 2 story or 174 studio units if studios are stacked with front door parking (more possible in overflow parking across the access street), individual courtyards and access, 3 sport courts, picnic

facilities, and 3,800 square foot community building with exercise, recreation, and meeting rooms.

Two community drain fields 170'x600' = 102,000 x 2 = 204,000 square foot would be located on the down slopes. Storm drainage would be collected in underground cisterns under permeable paved parking lots and reused as gray water. Storm water from major events would be dispersed in trench drains. Solar panels would be installed on rooftops to generate power.

### Galvin A – cottage housing for families



The concept would cluster 46 cottage family 2-story housing units with the option of additional studio units located over the garages.

The concept would locate the cluster against the hillside in a series of pocket neighborhoods focused on a series of parks. Existing tree cover would be maintained to stabilize the hillside and provide visual and sound screening with US-101.

The concept would provide 4 sports courts, playgrounds, and picnic facilities in the pocket neighborhoods, grassy play fields on the community drain field, and a 3,000 square foot community center with

exercise, child care, kitchen, meeting and party rooms.

A well would be drilled and water storage tanks installed to service the site. A community drain field 110'x880' = 96,800 square feet would be located between the cluster and the Galvin access road extending from US-101 up the hillside to Galvin b and a connection with M&R properties across Chicken Coop Road. Storm drainage would be collected in underground



cisterns under permeable paved parking lots and reused as gray water. Storm water from major events would be dispersed in trench drains. Solar panels would be installed on rooftops to generate power.

### Galvin B - cottage housing for families



The concept would cluster 105 cottage family 2-story housing units with the option of additional studio units located over the garages.

The concept would locate the cluster on top of the hillside in a series of pocket neighborhoods focused on a series of parks. Existing tree cover would be maintained to stabilize the hillside and provide visual and sound screening with US-101.

The concept would provide 3-7 sports courts, playgrounds, and picnic facilities in the pocket neighborhoods, grassy play fields on the community drain field, and a 5,000 square foot community center with exercise, kitchen, and meeting rooms.

Three community drain fields  $120' \times 370' = 44,400$  square feet and  $150' \times 1000' = 150,000$  square feet and  $150' \times 550' = 82,500$  square feet totaling 276,900 square feet would be located around and between the clusters and the Galvin access road extending from US-101 up the hillside from Galvin 1 and a connection with M&R properties across Chicken Coop Road. Storm drainage would be collected in underground cisterns under permeable paved parking lots and reused as gray water. Storm water from major events would be dispersed in trench drains. Solar panels would be installed on rooftops.

### Oldfield - modular workforce housing



The concept would locate modular units 14'x40' = 560 square foot studios in 1-story units or 1,120 square feet with 2 bedrooms in 2-story units. The concept provides 56 2-bedroom units if 2 story or 112 studio units if studios are stacked with front door covered parking, individual courtyards and access, 2 sport courts, picnic facilities, and 4,800 square foot community building with exercise, recreation, meeting and party rooms.

Evergreen trees would be planted along US-101 and the north boundary to muffle noise and provide visual screen. Existing wells would be capped and a new well drilled above the complex with a water storage tank. A community drain field 200'x375' = 75,000 square feet would be located on the down slope fronting US-101. Storm drainage would be collected in underground cisterns under permeable paved parking lots and reused as gray water. Storm water from major events would be dispersed in trench drains. Solar panels would be installed on rooftops.

### Old Blyn Plateau - cottage housing for Elders and families

The concept would cluster 85 elder 1-story or family 2-story housing units with the option of additional studio units located over the garages. The concept would locate the elder housing cluster at the south end of the existing open field prairie on the top of the plateau off a loop access road extended from US-101 across Old Blyn Highway.

The concept would locate a 5,000 square foot elder clubhouse across from the elder housing and a 8,000 square foot ceremonial longhouse and open field activities area at the north opposing end adjacent to the buffered wetlands. Picnic facilities and community gardens would be located in the pocket neighborhood parks. Views of Sequim Bay would be visible from the central park/community drain field and most elder housing units.

The community drain field 150'x900' = 135,000 square feet

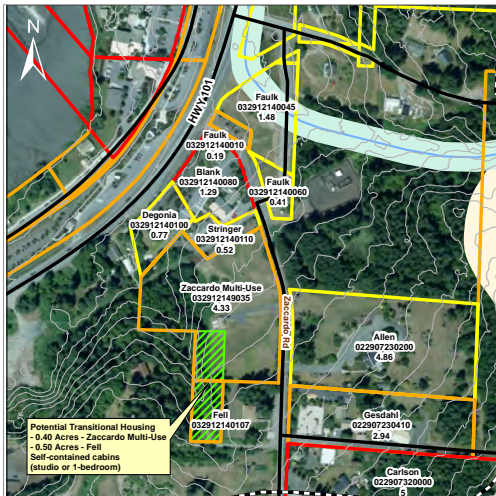


would be located in the open field between the elder housing pocket neighborhoods and parks. A well and storage tank would be installed on the plateau for potable water and fire protection. Storm water would be collected in cisterns located under the permeable paved parking lots. Storm water from major events would be dispersed in trench drains. Solar panels would be installed on rooftops to generate power.

### South Campus Fell Property - Transitional housing

Modular transitional housing units for 4-6 individuals and





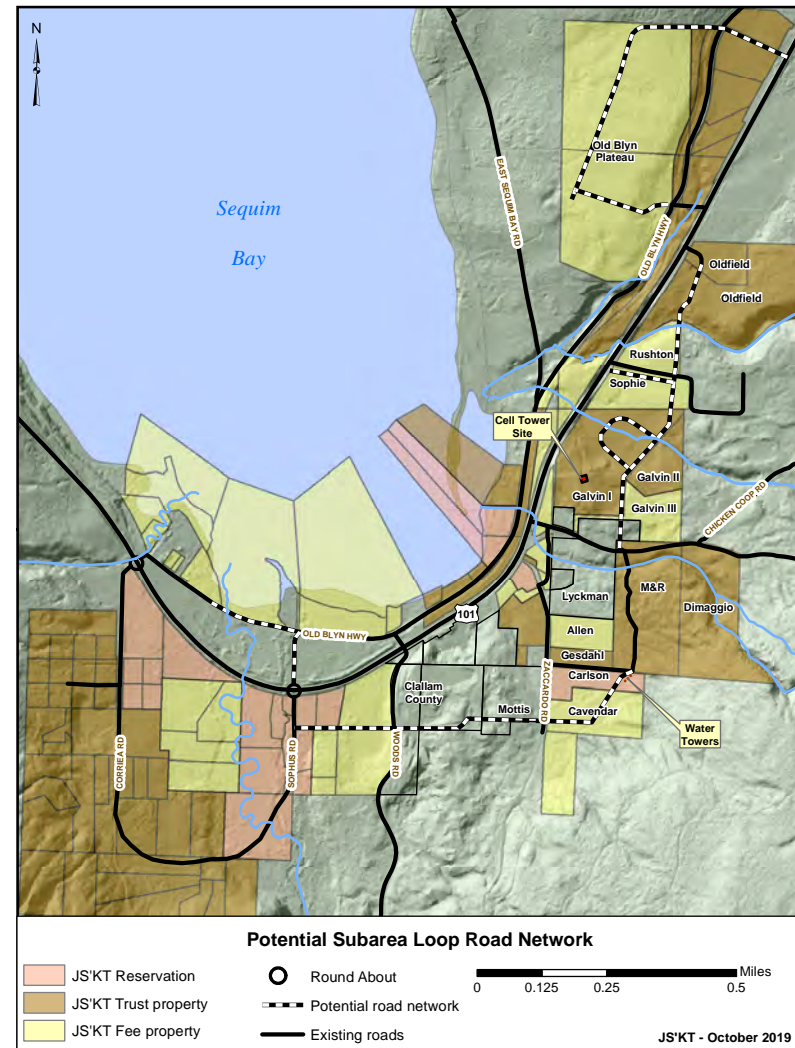
families could be located on the north end of the slight draw of the 0.5-acre Fell Trust property in South Campus behind the Little Brown Church and adjacent to the proposed recreation center on the Zaccardo Multi-Use parcel and Community & Social Services in the South Campus complex.

The transitional units could be accessed from the existing road located south of the Little Brown Church. Water service could be provided from the existing water tanks on the hillside at the M&R property. Presumes sewer services would be provided from the existing line located on Zaccardo Road and the Sequim treatment facility. Storm drainage would be collected in underground cisterns under permeable paved parking lots and reused as gray water. Storm water from major events would be dispersed in trench drains. Solar panels could be installed on modular unit rooftops.

## Proposed road network

US-101 truck, RV, car, and transit volumes are moderate to heavy during the shoulder fall and winter seasons and heavy to very heavy during the spring and summer tourist seasons. The volumes on US-101 will increase due to population growth on the Olympic Peninsula and increasing recreational and tourism interest in the area's attractions.

WSDOT has improved portions of US-101 between Discovery Bay and Sequim including truck and slow vehicle passing lanes and



center turn lanes at Old Blyn Highway, Chicken Coop Road, Woods Road, and both ends of Loop/Sophus Road. Waiting times are lengthy and the turning movements from these roads into the center lanes and then merging into traffic lanes can be hazardous during peak summer days.

These conditions are likely to become more hazardous as traffic volumes increase and if Tribal properties are developed for housing that generates additional traffic volumes seeking to get on and off US-101 during peak commuting hours, particularly during 7 Cedars Resort/Casino shift schedule turnovers.

A possible solution to the need to improve access from the Tribe's potential housing sites and the Tribe's Blyn facilities, Longhouse, Chevron gas station, 7 Cedars Resort/Casino, would be to develop bypass routes where residents may travel to these services and jobs without using US-101.

A possible bypass route would develop an interior road from Oldfield through the Galvin and M&R properties and then across Zoccardo and Woods Roads on Tribal, Clallam County, some and private properties to Loop/Sophus Road. The route would provide secure and safe access for commuting residents as an alternative to US-101 particularly during US-101 heavy and hazardous traffic periods.

Likewise, Old Blyn Highway could be extended west across Jimmycomelately Creek to access both ends of Loop/Sophus Road and provide direct travel for residents of Old Blyn Plateau and the Longhouse, Chevron gas station, and 7 Cedars Resort/Casino without using US-101.

Another possible improvement would install roundabouts on US-101 at both ends of Loop/Sophus Road to slow traffic and provide direct and safe access to the Longhouse, Chevron gas station, and 7 Cedars Resort/Casino for Tribal residents, employees, and tourists alike.



Figure 3  
Blyn Sites  
Scale: 1" = 800'

0 500 1000 ft



## 5. Implementation

### Alternative housing site capacities

The following alternative housing capacities were developed for each site as described in the preceding chapter:

	Tribal			Worker		
	Elder	Family	ADU	Family	Single	Trans
Craft	36	36	36			
Sequim EOA	56	56	56			
Cavendar				26	52	
M&R A				58	108	
M&R B.2				87	174	
Galvin A		46	46			
Galvin B		105	105			
Oldfield				56	112	
Old Blyn Plteau	85		85			
South Campus						4
<b>Total</b>	<b>177</b>	<b>243</b>	<b>328</b>	<b>227</b>	<b>446</b>	<b>4</b>

**Note - other than Sequim EOA that is subject to City of Sequim development regulations, all other properties are Tribal Trust (or fee simple soon to be Tribal Trust) that are governed by the Tribe's development regulations.**

The above analysis assumes each site is built to capacity for the housing type in each column. Actual site totals will depend on which housing type is selected for each site and the density desired by the Tribe for each site.

For example, the maximum number of elder housing is 177 units meaning the remaining family would be 243-177 or 66 units though the family housing option could include accessory dwelling unit (ADU) studios over garages.

Workforce units, however, are either or such that each site could

build a 2-story 2-bedroom family or 1-story stacked 2 floors of a 1-bedroom/studio single of the totals shown. Each site should be designated for workforce family or workforce single (including couples) given the types of amenities and social activities that would be provided to serve the development residents at each site. Workforce family could also be incorporated into Tribal family developments rather or in addition to being provided at separate sites.

### Housing site development costs

Total development costs were estimated for each alternative site assuming each site was designated for a specific type of housing population (see Appendix E for detailed estimates for each site). For example, for the sake of comparison, the approximate development costs assume:

- Elder housing will be developed at the Craft, Sequim EOA, and Old Blyn Plateau properties
- Family housing will be developed at the Galvin A and B properties
- Workforce housing for modular 1-bedroom/studios will be developed at the Cavendar/Carlson, M&R A, M&R B.2, and Oldfield properties
- Transitional housing will be developed at South Campus on the Fell property

The actual designation of which housing for which site may depend on Tribal preferences as well as the most pressing need between elder, family, and workforce housing needs.

The site development estimates are typical of costs on the Peninsula at the present time and include:

- Clearing, grubbing, and hauling debris from developed site

- Drilling new wells and erecting water storage tanks
- Installing water and sewer mains
- Installing public sewer connections at Sequim EOA and M&R A, and community septic drain fields at all the other sites
- Installing storm water cisterns and storm infiltration trenches
- Constructing access and interior roadways
- Constructing permeable paved parking lots
- Constructing interior paths and trails
- Constructing stick-built elder and family cottage housing and garages with accessory dwelling units over family cottage garages
- Erecting modular 2-story workforce housing
- Constructing community storage facility and clubhouses
- Installing sports courts, playgrounds, picnic shelters
- Installing trees for screening from US-101 and native landscape materials in pocket neighborhood parks
- Including architectural/engineering design, permits, and project contingencies

Site	Units	Site cost/unit	Housing cost/unit	Total cost
Craft	36	\$144,230	\$239,050	<b>\$18,213,459</b>
Sequim EOA	56	\$49,795	\$237,264	<b>\$64,301,200</b>
Cavendar	52	\$51,114	\$135,461	<b>\$12,806,574</b>
M&R A	108	\$20,362	\$133,667	<b>\$21,958,306</b>
M&R B.2	174	\$43,100	\$133,379	<b>\$40,533,715</b>
Galvin A	92	\$85,621	\$236,184	<b>\$39,079,920</b>
Galvin B	210	\$62,615	\$234,718	<b>\$82,420,708</b>
Oldfield	112	\$50,988	\$133,607	<b>\$27,290,578</b>
Old Blyn Plateau	85	\$117,813	\$238,462	<b>\$39,974,065</b>
South Campus	4	\$61,725	\$72,500	<b>\$708,708</b>

**Note - the above costs are approximate and may vary from these estimates depending on final site and housing design particulars.**

The site development cost estimates **do not include:**

- Construction of public sewer line service from the Sequim

- treatment facility other than at Sequim EOA and M&R A sites - all other sites are estimated to use community drain fields
- Construction of off-site roads including the proposal for the loop road concept other than portions of roads that are necessary to directly provide access for a site's development as at Galvin A, Galvin B, and Old Blyn Plateau
- Road and parking lot curbs and gutters other than at Sequim EOA as these are urban development standards
- Installation and undergrounding of power and telecommunication lines as these improvements would be installed by the utility companies
- **The least expensive sites to develop infrastructure** - would be M&R A at \$20,362 per housing unit because the site can provide water and sewer services available in accordance with the inter-local agreement with the City of Sequim.
- **The most expensive site to develop infrastructure** - would be Craft at \$144,230 per housing unit because the site lacks sewer, water services, and an emergency access road system.
- **The lowest cost per housing unit** - would be South Campus Fell property at \$72,500 for small prefabricated container housing units for transitional households and Cavendar at \$135,461, M&R A at \$133,379, Oldfield at \$133,607, and M&R B.2 at \$133,667 per housing unit because the workforce 1-bedroom/studio housing units are smaller and have modular construction cost savings.
- **The highest cost per housing unit** - would be elder housing at the Craft property at \$239,050 per housing unit as well as all of the other sites with cottage housing because construction would be stick-built on-site.
- **The highest total cost per site** - which includes site, housing unit, design, permits, and contingencies would be Galvin B.2 at \$82,420,708 due to the large number of housing units and because the site lacks roads, water, and sewer, Sequim EOA at \$64,301,200 would also be high due to the large number of housing units, and urban development standards.

## HUD Tribal funding sources

The US Department of Housing and Urban Development (HUD) is a primary funding source for new housing on Indian reservations and in Indian communities through the Office of Native American Programs, Indian Housing Authorities (IHA's), and Tribally Designated Housing Entities (TDHE's). Other federal housing resources are available through the US Department of Agriculture (USDA) Rural Housing Program and the US Department of Veterans Affairs (VA) Direct Home Loan Program (see Appendix F for a catalogue of possible funding source descriptions).

### Native American Housing Assistance and Self Determination Act of 1996 (NAHASDA)

NAHASDA provides funds through the Indian Housing Block Grant (IHBG) that is a formula based grant program and Title VI Loan Guarantee that provides financing guarantees to Indian tribes for private market loans to develop affordable housing.

### IHBG formula

The IHBG formula components consider need, formula current assisted stock, 1996 minimum, and undisbursed IHBG funds factors when allocating funds to a Tribe.

- **Need** considers population, income, and housing conditions.
- **Formula Current Assisted Stock** reflects housing developed under the United States Housing Act (the predecessor of the IHBG program) which is owned and/or operated by the IHBG recipient and provides funds for ongoing operation of the housing.
- **1996 minimum** provides adjustments when an Indian tribe is allocated more or less funding under the IHBG formula than it received in fiscal year 1996 for operating subsidy and modernization.
- **Undisbursed IHBG funds** provides adjustments for tribes with an initial allocation of \$5,000,000 or more and has

undisbursed IHBG funds in an amount greater than the sum of the prior three years' initial allocation calculations.

### Indian Community Development Block Grant Program (ICDBG)

ICDBG provides Indian tribes (and certain Indian organizations applying on behalf of tribes) with direct grants for use in developing viable Indian and Alaska Native Communities, including decent housing, a suitable living environment, and economic opportunities, primarily for low and moderate income persons. The program regulations provide for two categories of grants:

- **Single-purpose grants** - awarded on a competition basis.
- **Imminent threat grants** - for noncompetitive, first come-first served, funding of grants to eliminate or lessen problems which pose an imminent threat to public health or safety of tribal residents.

Projects funded by the ICDBG program must principally benefit low-and-moderate-income persons in the following categories:

- **Housing** - rehabilitation, land acquisition to support new housing construction, and under limited circumstances, new housing construction.
- **Community facilities** - construction of infrastructure including roads, water and sewer facilities; and, single or multipurpose community buildings.
- **Economic development** - variety of commercial, industrial, agricultural projects which may be recipient owned and operated or which may be owned and/or operated by a third party.

### Indian Housing Stock Block Grant Program (IHBG)

The IHBG program allocates formula funding for the delivery of a range of affordable housing opportunities and housing-related activities to low and moderate-income members including housing development, assistance to housing developed under the IHP, housing services to eligible families and individuals,

crime prevention and safety, and model activities that provide creative approaches to solving affordable housing problems.

#### **Indian Housing Block Grant (IHBG) Competitive Grant Program**

IHBG grant funds may be used to develop, maintain, and operate affordable housing in safe and healthy environments, and carry out other affordable housing activities that primarily benefit low-income Indian families.

#### **Tribal Housing Activities Loan Guarantee Program (Title VI)**

Title VI provides loan guarantees to assist IHBG recipients (borrowers) who want to finance additional grant-eligible construction or development. Title VI programs allow tribes to structure loans to meet the requirements of a project and negotiate a variety of repayment terms with the lender. Loan terms can range up to 20 years, and payments may be made monthly, quarterly, or annually. Interest rates can be fixed, adjustable or floating, and are based on an index. Tribes can use a variety of funding sources in combination with Title VI financing, such as low-income housing tax credits. Under Title VI, tribes are not required to use land as collateral for loans. Title VI may be used to:

- Create new housing
- Rehabilitate housing
- Build infrastructure
- Construct community facilities
- Acquire land to be used for housing
- Prepare architectural & engineering plans
- Fund financing costs

#### **Tribal Housing & Urban Development Veterans Affairs Supportive Housing (HUD-VASH)**

The HUD-VASH program helps homeless Native American Veterans exit homelessness by combining Tribal HUD-VASH rental assistance from HUD with case management, clinical, and supportive services by VA specifically for Native American

Veterans who are homeless or at risk of homelessness.

Indian tribes and TDHEs participating in the program must partner with the Department of Veterans Affairs (VA) to provide case management and supportive services to eligible Native American veterans.

#### **Section 184 Indian Home Loan Guarantee Program**

Section 184 is a home mortgage product specifically designed to facilitate homeownership and increase access to capital in Native American Communities by providing low down payments and flexible underwriting. Section 184 loans can be used, both on and off native lands, for new construction, rehabilitation, purchase of an existing home, or refinance.

Section 184 loans are limited to single-family housing (1-4 units), and fixed-rate loans for 30 years or less. Neither adjustable rate mortgages (ARMs) nor commercial buildings are eligible for Section 184 loans.

#### **Housing Improvement Program (HIP)**

HIP is a home repair, renovation, replacement, and new housing grant program for individuals and families who have substandard housing or no housing at all and no immediate resource for housing assistance. HIP assistance includes:

- **Interim improvements** - up to \$7,500 in housing repairs for conditions that threaten health and/or safety.
- **Repairs and renovation** - up to \$60,000 in repairs and renovation to improve conditions to meet building code standards.
- **Replacement housing** - provides a modest replacement home if a homeowner's dwelling cannot be brought to building code standards.
- **New housing** - provides a new home if the applicant does not own a home. An applicant may be eligible if they are the owner or leaseholder of land suitable for housing and the lease



is for not less than 25 years.

**Tribal-Assisted Housing Program** – the Tribe could develop a new program to help tribal citizens who have the ability and means to build their own homes on tribal trust lands. The land would stay in trust, but the homes would become the property of the citizen(s). This model is being used with other agencies such as Habitat for Humanity, where they are partnering with Land Trust organizations who purchase the property, put it into trust, and reduce the cost of home ownership by the cost of the land, making it much more affordable to finance.

### **Local partnerships**

The development cost estimates assume the Tribe would be the owner, developer, and managing entity (landlord) of each and all alternative housing sites and the housing units on each. In practice, however, the Tribe could generate assistance by subletting some elder, family, or workforce housing units to other potential partners to provide housing and/or housing assistance services including (see Appendix F for descriptions of the services provided by each of these agencies):

#### **Peninsula Housing Authority (PHA)**

PHA is a special purpose government agency governed by a Board of Commissioners appointed by the Clallam and Jefferson County Commissioners providing long-term rental housing, tenant based rental subsidies and a home ownership program in Clallam and Jefferson Counties. PHA provides affordable housing opportunities for low-income disabled, low-income elderly, and general low-income households. PHA does not provide temporary shelter or emergency housing.

PHA's HUD Public Housing serves incomes up to 80% of Annual Median Income (AMI). Rents are based on 30% of the resident's adjusted monthly income and applicants cannot bring any other subsidy. PHA could be a logical partner providing Section 8,

Tenant Based Rental Assistance (TBRA), and Project-Based Section 8 assistance for low-income individuals and families to be able to reside in Tribal housing.

#### **Olympic Community Action Programs (OlyCAP)**

OlyCAP operates dozens of housing and social assistance programs throughout Clallam and Jefferson Counties operating dozens of programs including:

##### **Emergency shelter**

- Year-round - with comprehensive case management and ancillary services for homeless families and individuals
- Seasonal winter night shelter - for single adults over age 18 from November through March.

##### **Permanent supportive housing** for:

- Homeless families - coming directly out of in-patient facilities for alcohol/drug treatment with disabilities with specialized case management and aftercare services to support their sobriety.
- Single adults - who are chronically homeless and disabled with a veteran's preference.
- Single low-income adults - or who are otherwise disabled/mentally ill.
- Elderly - people over the age of 62.

OlyCAP could be a logical agency with which to partner Tribal transitional and even some elder program services and housing at their facilities and/or in Tribal housing developments.

#### **Serenity House of Clallam County**

Serenity House of Clallam County provides emergency shelter, transitional housing, and supportive services to homeless individuals and families including:

- Emergency family shelters - for homeless families for up to 45 days rent-free.
- Emergency housing - for homeless families consisting of at

least 1 adult with at least 1 minor child, and a congregate facility with sections for both men and women with a 45-day maximum stay.

- **“Transition-in-place” programs** - that place families in rentals in the community from 3 months to 2 years with the intention that they won’t have to move to a different rental when they complete the program.
- **Homeless youth** - drop-in services including case management and provision of basic needs such as food, hygiene items, clothing, shower and laundry facilities, and use of phones and computers.
- **Childcare** - for children age 1-12 years for the community at-large as well as program participants.

Serenity House could be a logical agency with which to partner Tribal transitional and homeless individuals and families at their facilities and/or in Tribal housing developments.

## Findings and implications

- The Tribe has more sites with more housing capacity than the Tribe may ever need for elders, families, and workforce employees.
- Some sites are more favorable to develop for workforce housing where the site’s topography best adapts to modular apartment/townhouse development – such as M&R and Oldfield.
- Some sites are more feasible to develop for Elder and/or family housing where the sites are relatively flat and provide enough capacity to support cottage pocket neighborhood concepts – such as Sequim EOA, Galvin, and Old Blyn Plateau.
- **Most of the Tribe’s sites, other than the Sequim EOA site, are located in rural areas that lack the commercial and community services Tribal Citizens and workforce employees indicate to be of most interest.**
- **The Tribe can create residential communities of sufficient capacity to support commercial and community services if the Tribe focuses development on sites with sufficient capacity – such as Galvin or Old Blyn Plateau.**

- **And/or, the Tribe will need to acquire properties already located in Sequim where these commercial and community services are already located – such as Sequim EOA. It may be more difficult, if this is an objective, however, to retain a Tribal community if Sequim sites are available to non-Tribal residents.**

## Action plan

The following 4 strategic actions will be required to implement the recommendations of this Housing Solutions Study. As shown, most of these strategic actions can be accomplished concurrently and, in fact, are interdependent if the proposals in this Housing Solutions study are to be successfully implemented.

Year	1	2	3	4	5
<b>1. Develop Tribal master plan</b>					
a. Create a geospatial land database					
b. Complete Tribal Trust transfers					
c. Develop a Tribal properties master plan					
d. Resolve public sewer capacity					
<b>2. Select/develop housing sites</b>					
a. Prioritize development sites					
b. Fund site/housing development					
c. Initiate housing design/development					
d. Provide housing assistance					
<b>3. Develop Blyn transportation system</b>					
a. Resolve access to M&R properties					
b. Develop looped road network					
c. Install US-101 roundabouts					
<b>4. Monitor housing solutions progress</b>					
a. Assess housing solutions performance					

### Strategic Action 1: Develop Tribal master plan

**1a: Create a geospatial land database** – to provide an objective overview of Tribal lands, their jurisdictional status (fee versus trust/reservation), and other relevant metadata. The database

would provide easy access to information without requiring extensive training and serve as a repository for property specific documents including surveys, assessments, and environmental data.

**1b: Complete property transfers into Tribal Trust status** – to provide development flexibility and capacity of Tribal landholdings especially for Galvin I, II, and III and Old Blyn Plateau.

**1c: Develop a master plan for all Tribal properties** – that resolves long-range acquisitions, development opportunities, land use capacities, utility and road infrastructure, and environmental protections of all Tribal properties particularly those currently and potentially located in and around Blyn.

**1d: Resolve public sewer service for Tribal properties** – including how many houses can be serviced under the existing 94,786 gallons per day (gpd) capacity allocated to the Tribe under the Interlocal Agreement with Sequim and whether that capacity can be increased to service additional housing in the future under the terms of the Agreement. And, to resolve how sewer service can be provided to the M&R, Galvin, Oldfield, and Old Blyn Plateau sites from the 8-inch pipe recently installed along US-101 right-of-way under the Agreement.

## **Strategic Action 2: Select/develop housing sites**

**2a: Prioritize Tribal housing development sites** – considering the immediate and long-range needs of elder, family, workforce, and transitional populations as well as the suitability, capacity, cost, and availability of the different housing sites evaluated in this study. And/or purchase other sites if more readily available, developable, and in accordance with Tribal housing objectives.

**2b: Fund development of Tribal housing development sites** – applying for and using the grants, loans, and tax credits available from the Indian Community Development Block Grant

Program (ICDBG), Indian Housing Stock Block Grant Program (IHBG), Indian Housing Block Grant (IHBG) Competitive Grant Program, Tribal Housing Activities Loan Guarantee Program (Title VI), Tribal Housing & Urban Development Veterans Affairs Supportive Housing (HUD-VASH), and Section 184 Indian Home Loan Guarantee Program in combination with state and federal programs and incentives to finance and reduce development and operational costs.

**2c: Initiate housing design and development** – of the priority sites selected in task 7 by conducting a competitive request for proposals (RFP) of housing developers for the innovative cottage and modular housing products assessed in the Housing Marketplace of this study.

**2d: Provide housing assistance** – using the Section 8, Tenant Based Rental Assistance (TBRA), Project-Based Section 8 assistance and other programs available from state and federal agencies to provide education, financial assistance, social and health care services, and other support measures necessary to support disabled, elder, low-income, transitional, and other populations.

## **Strategic Action 3: Develop Blyn transportation system**

**3a: Resolve access to the M&R properties** – through additional land purchase and amendment to the Conditional Covenant Restrictions (CCR's) affecting the ability to provide through access and thus development of the M&R properties.

**3b: Develop a looped road network of Tribal properties** – including a parallel road to US-101 from 1) the Loop Road at the Longhouse east through private, Clallam County, and Tribal properties to connect South Campus, M&R, Galvin, and Oldfield and 2) by extending Old Blyn Highway west to connect with the Loop Road at the Longhouse and possibly the Casino to reduce congestion, safety hazards, and dependence on US-101 for access, particularly during heavy summer seasonal traffic.

**3c: Install US-101 roundabouts** - to calm traffic, reduce turning lane safety hazards, and improve access at the intersections of the Loop Road at the Longhouse and Casino.

**Strategic Action 4: Monitor housing solutions performance**

**4a: Assess housing solutions performance** - to determine whether the sites, housing designs, construction methods, income assistance, social and health services, and other measures effectively and efficiently resolve the Tribe's elder, family, workforce, and transitional housing needs.