



Kilkich Area Plan

Key Partner Interview Summary
March 20, 2026

Project Overview

The Kilkich Area Plan (Plan) will provide a strategy for development of the Kilkich property, including a variety of housing types and supportive transportation, infrastructure, facility, and environmental improvements. The Plan will build upon transportation and land use recommendations from the Coquille Indian Tribe (CIT) 2018 Empire Comprehensive Plan. The Plan will result in a set of prioritized improvements for future funding and implementation and update the 2019 CIT Comprehensive Land Use Plan.

This summary includes insights gathered from Tribal leadership on key project goals and desired land uses for various sites within the North and South Parcels of the Kilkich Area. These questions were asked to each key partner individually in a scheduled interview. A complete compilation of comments received during interviews is included in Appendix A. The answers are reported in aggregate and the interviewees included Tribal Council and the CEOs of Tribal Entities.

Tribal Council

Chief Justin Futch
Chair Brenda Meade
Jen Proctor Andrews
Jackie Chambers
Tony DiBenedetto
Shelley Estes
Don Garrett

CEOs

Debbie Dennis, Coquille Indian Housing Authority (CIHA)
Judy Farm, Tribal One
Mark Johnston, Tribal Government
Caryn Mickelson, Health and Wellness
Margaret Simpson, Ko-Kwel Casino Resorts/Coquille
Economic Dev Corp (CEDCO)

Development Outcomes and Success

Process

Key partners say that a successful plan will result in great development based on received input and buy-in from members. Many people emphasize the need for extensive community engagement and the importance of the plan being data-driven. Key partners explain that success in engagement isn't necessarily the integration of every opinion—but

rather the consideration of community priorities. Some say a successful plan will serve the Tribe and be something that may not fit everyone's desires but that many are happy with.

A successful plan will also set the Tribe up for future development and sustainable growth. Economic viability of the plan is also a priority along with disciplined implementation. Tribal leadership says that mistakes have been made in the past with purchasing properties and going forward they want to work from a centralized plan based on needs of local community. Similarly, they warn against buying a patchwork of properties unless there is water, food, and energy sovereignty. A successful plan will also be aligned with CIT ordinances, vision and values, and especially those regarding Indigenous determinants of health. Tribal leaders warn against making decisions too quickly or without proper consideration.

Housing and Infrastructure

When asked how the Tribe will know if the plan is successful, Tribal leadership say that the top priority is Tribal members moving home to be in new housing. They want Tribal members to relocate to Kilkich for work and to be more culturally active with the Tribe. Additionally, Tribal leaders seek to prioritize the needs of those most at risk, such as elders, low-income households, and people experiencing homelessness.

Interviewees say that another marker of success for the plan is for the Tribe to have infrastructure on both of the Kilkich Parcels. They note that they are near capacity for both water and power for further development in Kilkich.

Transportation

Regarding safety and natural hazards, those interviewed say that a successful plan will result in easy-to-use evacuation routes. Another marker of success for transportation and land use is a plan that results in walkability for residents including sidewalks, trails, and bike paths. They note a desire for housing within walking distance of health, education, and cultural centers.

Stewardship

Stewardship of the land of for future generations is a top value for the Tribe which encompasses not only caring for the forests, lakes, plants and trees but integrating green energy sources and utilizing sustainable building practices. A goal for the CIT is to have a majority their of power come from green energy.

Housing

Overview

Many of the Tribal leaders communicate a need for a mix of all housing types including small and large lot single family, duplexes, townhouses, apartments, and tiny homes. Some interviewees also say that these housing types should be integrated throughout the parcels and not separated from each other. Housing for families and housing for elders with associated amenities are a high priority. A mix of housing price points are also desired, from low-income to market rate and potentially high-end housing for future executives. Key partners say that housing affordable to those who do not qualify as low income is important for the Tribe.

Interviewees communicate thoughtfulness about locating housing near existing utility extension lines. While all types of housing are desired on Kilkich, Tribal leadership states a need to prioritize certain housing types initially and that housing development on the parcels will likely be phased. There is also a belief that some Tribal members would like the opportunity to build their own home at Kilkich, so some undeveloped lots could be integrated into the plan.

Regarding how stewardship can influence housing, Tribal leaders ask for a plan which demonstrates leadership in green energy and environmental design (LEED/green buildings, efficient appliances, solar, bioswales, etc.).

Elder Housing

Honoring and caring for their elders is an important CIT value which makes housing for elders a top priority. Key partners communicate a need for elder housing including an activity center and supportive or assisted living options. Many Tribal members return to live on the reservation when they are in their later working years or retirement. Elders tend to be the majority of residents, and they are best served by smaller lots. Many key partners mention that the elder housing should be located in the former cranberry bogs due to their close proximity to the Ko-Kwel Health and Wellness Center, community center and other services. Interviewees reference this model working well at the Grand Ronde reservation. Additionally, an elder activity center is suggested with a kitchen that could provide congregate meals and meal delivery.

Connection to others was a theme for those talking about elder housing and locating it centrally would allow others to easily visit, increasing community interaction especially for those who don't have family in the area. Several interviewees suggest elder housing be designed as a cottage cluster with communal gathering space. Proximity to natural areas and recreation is also important for elders who may not be able to travel to hunting or

gathering sites. Interviewees suggest agri-forestry to provide gathering opportunities close to elder housing, such as huckleberry bushes or mushroom patches.

Families

Many key partners mention the importance of providing housing for families with 3 to 4 bedrooms. There are currently some larger properties within Kilkich but there is a shortage of 3–4-bedroom homes, especially of the Department of Housing and Urban Development (HUD) funded homes. Additionally, all the 4-bedroom homes are being purchased, leaving no rental opportunities. Interviewees say there is a need for rental housing for families with more than two children.

Short Term Housing (Employees and Visitors)

Key partners say that for new employees finding housing in a short timeframe is often a challenge and it can often take 3-6 months to find housing. This creates a need to find housing for new employees to live in while they look for a permanent residence. CIT currently has one house used for temporary housing that is in high demand and the hotel is also used for temporary housing. Ideas for short term employee housing include tiny houses, small cabins, apartments, or Travcos/RVs.

While visiting, CIT wants members to feel like part of the community, not a guest at a hotel. More than half of Tribal citizens don't live in the surrounding five counties. A big part of building connection to the Tribe is to have a place where people can go to feel like they belong. Ideas for including visitor housing include cabins, tiny houses, campsites for tents or yurts, and RV sites.

Workforce Housing

Tribal leadership express a need for workforce housing and cited housing availability as a main reason for turnover in both gaming and hospitality. Key partners say that some employees are living in overcrowded conditions. Some interviewees expressed concerns about providing workforce housing at the expense of Tribal members.

Rental to Broader Community

Most interviewees feel that housing on the Kilkich Parcels should be reserved for Tribal members. A few key partners support renting some housing to the broader community as an economic development tool. Proponents mention using rental revenue to support low-income Tribal housing. Opponents cite the difficulty of being a landlord and the need to prioritize housing for Tribal members. If housing was rented to non-Tribal members, interviewees say the North Parcel is the appropriate area.

North and South Parcels

Interviewees convey that the North Parcel is well situated for housing development due to the availability of infrastructure. Interviewees prefer to keep housing away from heavier

industrial uses or commercial such as industrial storage or warehouses. Townhouses are one type of housing suggested for the North Parcel.

Some interviewees suggest developing larger units along Libby Lane. due to access to infrastructure. The South Parcel could be an opportunity to create larger parcels of land as well as high-end lots and one-acre parcels. Other areas for housing in the South Parcel include the land near Kilkich Village up to cemetery and the land around bodies of water and streams. Some Tribal leaders communicate a desire to continue placing government buildings in the same area within Kilkich Village and build out that complex, with housing placed around it.

Non-Housing Uses

Commercial

Some interviewees would like to see limited commercial uses in the North Parcel toward Cape Arago. Desired commercial uses include a grocery store, laundromat, and other small tribal owned businesses.

Educational

The Tribe is currently developing a strategic plan for a new education facility. The current facility is too small for current and future needs, and the building is not up to current seismic standards. Suggested locations include near Plankhouse East or Tarheel Reservoir. Interviewees are enthusiastic about locating educational and cultural uses near housing to increase walkability. Community uses could include an early childhood education center and a community center with a library, a cultural center for traditional art and craft practices, a gym, computers, and offices serving the needs of the community. Depending on future population increases, the Tribe may also need to build a school.

Cultural

Some interviewees desire a cultural center and museum for the display of cultural artifacts and education for both Tribal members and visitors. Interviewees cite the Coos History Museum and the Charleston Marine Museum as examples. Leadership views this as important to the entire Tribe but especially important as a place for children and younger members to learn about the Tribe, hear stories, see things ancestors made and learn how they used the land. Some suggest locating it near Tarheel Reservoir. Interviewees note a lack of community gathering spaces at Kilkich and the need for increasing those including parks and a senior center with library.

Government (not Healthcare)

Many interviewees note the need for a new administration office and headquarters which would unite staff members who are currently spread out. Some like the idea of locating it near Kilkich Village and potentially on the cranberry bogs, though some think this would overwhelm the South Parcel and it could instead be built on the North Parcel near the

workforce and daily needs (professional services, schools, etc.). Some think that the administration building should be sited on the Coquille River and/or in an area that is not suitable for housing. Key partners say that a new Justice Center can be built anywhere and land for housing should be prioritized.

Government (Healthcare)

Interviewees say that healthcare needs are growing and the current wellness center is not large enough to accommodate current and future needs. Although the wellness center is only four years old, the building is already at capacity and some of the team has been moved to the Kilkich administration building. Some interviewees suggest the cranberry bog as a location for additional wellness center space.

Industrial (Heavy or Light)

Most interviewees state that they do not want industrial uses on the Kilkich Parcels, especially not in Kilkich Village. A few interviewees say that the northwest portion of the North Parcel is suitable for these uses as this area is currently a dump with scotch broom (invasive species) and no timber. CEDCO is interested in creating a small distillery that could potentially be located in the North Parcel. Interviewees say that water pressure is an issue within the South Parcel, so a potential food processing facility would need additional electricity and water capacity.

Forest (Timber)

Only a few interviewees feel that some timber harvesting could take place on the Kilkich Parcels. They cite the need to keep this area for the Tribe as a relief from modern life and that harvesting trees is not something traditionally in their culture. Those who are open to timber harvest suggest dividing forest timber and forest recreation based on proximity to housing.

Conservation/Environment/Forest Recreation

Key partners emphasize the need to protect lowland areas, waterways, and Tarheel Reservoir and to restrict public access. Interviewees note a desire for canoes to be accessible for youth at Tarheel Reservoir with space for canoe trailers and improvements to the beach area. Hunting and fishing are important cultural practices and interviewees recommend to preserve wild areas for those purposes.

Other Recreational

Key partners say that other appropriate recreational uses for the Kilkich Area include parks, walking and biking paths, and disc golf. A long-term desire for key partners is access to the beach, which would include purchasing a waterfront parcel as the Kilkich parcels do not have beach frontage. Some interviewees recommend fields for traditional Coquille sports (shinny ball, stickball).

Transportation

Improvements

There is no consensus on one priority for transportation improvements. Interviewees cite including roadway improvements, connections to new development, and new sidewalks and trails. CIT wants to see existing gravel or dirt roads paved, ADA accessible sidewalks, wider streets with no bottlenecks and increased signage. Paving streets and adding sidewalks would allow usage in all types of weather. There is also a desire for multiuse trails connecting Kilkich Village and other areas of the North and South Parcels. Trails must be safe, especially for children, and located away from traffic. Interviewees say that connections to new development should be paved and have sidewalks. Considering safety, interviewees emphasize the importance of evacuation routes and the ability of emergency vehicles including fire trucks, ambulances and helicopters to access the parcels.

Key Segments

There is a wide range of opinions on which intersections and road segments are the most important to prioritize for improvements. The Miluk Drive to Libby Lane extension that would create a new entrance to Kilkich Village, is a top priority for some but also a point of contention as others want to ensure it is used only by Tribal members accessing the village. Those in favor of the Libby Lane extension say that it could be a key connection to resources and transportation network in case of tsunami or other natural hazards. Bicycle paths and walking trails are also priority improvements. CIT would like trails to increase safe, active transportation and recreation. The Miluk Drive to Kentucky extension is supported by many to connect the North and South Parcels. The Madison or March extension did not have as much support for improvement as the other segments.

Culturally Specific

Tribal staff have heard people say that the Kilkich Area Plan should be “culturally specific.” When asked what this means to them, Tribal leaders responded that culture is often subjective and is not a monolith. Tribal members often have different ideas about what it means to be Coquille. However, some overarching themes emerged from the conversations. Many leaders mention stewardship as a key value which should result in development that is sustainable and responds to the environment. Education about the Coquille Indian Tribe including signage and interpretive displays would be a welcome element of the plan. The key partners say that gathering places and places to access nature and gather first foods are culturally important. Some also say that culture evolves and that while honoring tradition is important, so is deciding how to move into the future. Another consideration for plan is how well it assists in keeping with ancestral traditions including potlatch and stewardship.

Specific suggestions for cultural and educational elements include implementing interactive signage to provide education on Tribal history and cultural practices and creating areas that can be culturally significant to the Tribe (shinny fields or cultural gathering spaces). Specific suggestions for integrating stewardship into the plan include planting native species of plants and trees, utilizing natural building materials (limiting concrete and asphalt), using permeable materials, and deciding on development locations based on the existing landscape. For example, the northwest section of North Parcel is comprised of invasive species so impacts to that area are not of great concern.



Kilkich Area Plan

Appendix A. Key Partner Interview Comment Compilation
March 20, 2026

Interview Questions

Development Outcomes and Success

It is 2039, we have a great development based on a great plan because...?

It is 2039, our development is disappointing based on a disappointing plan because...?

- Tribal families moving home to be in new housing and back with Tribal families. Moving here for work and to be more culturally active with the tribe.
- Creating more opportunities to bring tribal members home to live here. Creating opportunities that are not HUD housing, but general workforce housing. HUD housing does a disservice to people who are successful. Housing availability to everybody.
- Staff is currently spread out. Giving more permanent homes to employees and not making people move again. That can be hard on employees to not have a stable home. A new administration office/headquarters.
- Great development based on a plan that considered walkability, bike and walking paths, community space, parks and senior center with library and 80% comes from green energy. Easy to use evacuation routes.
- 2039. Centralize the needs of general council. Taken into consideration needs of at risk (elders, low income, homeless), keep with ancestral traditions – potlatch and stewardship of the land for future generations. Made mistake of purchasing properties, so going forward with centralized plan based on needs of local community. Housing located within walking distance of health, education, cultural.
- Water and food sovereignty within 25 miles of central hub, spider web for future purchase.
- Satellite should be set up with same kind of radius.
- Don't buy patchwork properties unless water, food, energy sovereignty
- Have a great development based on a great plan. Received input and buy in from stakeholders. Economically viable plan and we are disciplined in implementation. Prioritize most important things to meet needs of community and tribe.
- A disappointing plan would be developed based on feelings and not data.

- Affordable housing for tribal members. You can have the greatest machine on the planet, doesn't work without the people.
- If successful, we have infrastructure on both ends. About out of water and power for further development in Kilkich. Water pressure is an issue. Food processing facility will need more power and water.
- North Parcel – infrastructure tied in, but haven't brought it in.
- Looked at light industrial. Need more professionals. Hard to get a good home builder/contractor if you have the property. Lost potential employees because they could not find housing.
- Broad community input and participation as possible. Outside the box and creative thinking to get as much feedback as possible. Maximized community, entity, staff, council input to create a plan that meets the needs of that feedback.
- Hope is that we have expanded with flexibility in mind. Grown so much in last 10 years. Needs change just as fast. Have some forgiveness in being able to respond to Tribal citizens. Offer services in 5 county area and more choices for where people want to be and connected to the tribe.
- Relatively new to the leadership for CIT, still learning so many things, so put a lot of value in the feedback, needs, and wants of Tribal citizens. If everyone says “wow, look what we've accomplished,” that is success to me. Serve tribe so that their hopes and dreams are realized. What we are building is what the Coquille people need. Strong sense of what the land means to the Coquille people and we can utilize that resource to create and support the services that the Tribe will need to grow.
- Make sure we have infrastructure for sustainable growth in health and wellness services delivery. Have the capacity to do that.
- Not everybody has what they want, but everyone has something they are happy with. Due to the communication we did, there is an understanding of how we got to where we are. Understood process, but had an opportunity to provide input. Inclusive manner.

Housing

What types of housing is needed to meet the needs of the Tribe on the North and South Parcels?

- ***Single family small lot***
- ***Single family large lot***
- ***Middle housing (townhomes, duplexes)***
- ***Employee/workforce housing***
- ***Visitor housing***
- ***Senior housing***
- ***Other***

- Biggest need is for senior housing, senior supportive housing. Little housing pods around a communal area, gathering space and group setting. Individual homes/cottages. Could be an apartment complex. Seniors need to be centrally located with the services on the reservation. In the bogs.
- Employee/workforce housing is a need. If recruiting high level executive so they can get settled while finding a house to buy.
- Market rate rentals is a good way to generate income for additional housing. Currently, rents are based on income. If we had market rate rentals, it could offset lower rental rates for Tribe members.
- Tribe needs to get away from HUD. Don't rely on HUD because then regulations are in effect.
- Expand housing in cranberry bogs – elders facility.
- Want more lots so people can come and build their own homes. Have the infrastructure in place so can lease lot and build own home.
- Location – leave it to experts, not as important.
- Creating more opportunities for people to live on Kilkich. Different types for different people. We value taking care of our elders. Tiny home village for elders to interact with community and people can check on them easily. Especially if they don't have family members to take that on.
- Not everyone wants to be in a big house. Lot for a tiny home or smaller homes or park a camp trailer for temporary housing. Vacant lot with hookups for RVs.
- Family housing. All current 4 BR are taken by people who are purchasing them, so no rental opportunities. Need housing for people with more than 2 kids.
- Family, elder, and workforce – non-HUD housing.
- Around developed areas, already have an industrialized area – law enforcement, health, support staff. Continue putting our government buildings in the same area. Build out that complex. Push the housing further out. Landscape isn't conducive to spider web building out of loops, but that is how I envision it with housing a little further out, open space friendly, green space for kids to play.
- Senior or resource center, have a space for senior center, have a library, resource center. I envision it central to the clinic and other buildings.
- Small lots are what is needed for the most part. Our return rate of citizens coming back is when they are older. Later working years or retirement. Smaller lots serve that group, which tends to be the majority. Second group is families with young children. Some larger lot properties, but if including HUD homes, our shortage is 3-4 bedroom HUD homes more than 3-4 BR on other lot. HUD is specific about bedroom sharing. If we have a mother with 3 children, you need a 4 BR house.

- Temporary homes for workforce. Should have apartment style living for single or newly married. Set aside for visitors, small number. Housing set aside solely used for attracting C-suite employment.
- North Parcel – infrastructure will be a huge cost. What to do for water, food sovereignty. North Parcel best area for that. Need to think of future generations and needs. Make it so it can be done in phases, add on to it. Don't just plan for now. Or planning for energy, water, etc. now, but not into the future. Don't be short-sighted.
- Infrastructure, we have elders and families, so create an environment where elder can go for a walk, benches, area for children to play. Mindful of stewardship doesn't stop at our people, but at the land as well. Can we have leadership in energy and environmental design? LEED/green building, appliances, light bulbs, solar, bioswales.
- Elders can't get to hunting and gathering sites. Agri-forestry or urban forestry?
- Portland = UGB, trails and transit, intergenerational communities, mixed use housing with storefronts, small communities that circle the downtown. Problem is food deserts.
- Rural plan, Niniilchik Tribe, rural community – these are the needs of this community. Elder and family housing on ancestral river for gathering fish and hunting within 25 miles, laundry facility, deli, medical, grocery, senior housing, senior center, and meals on wheels. Went out within 50 miles to help seniors = perfect community.
- Temporary/transitional housing – home or two or Travcos for employ workforce when they come into the community.
- All types of housing. North = large swath of land developable abutting city property with utilities and SDCs would be less. PUD so you could have most of these types of housing, convenience store, multiple types of housing.
- Truly all types from elder, workforce, low income. That part of the wish and hope will not change. May have to prioritize what comes first last.
- South parcel in addition to the reservation housing due to services and infrastructure.
- Broader community housing. Tribe could lease out a portion of that. Across the street is coast guard housing. Model for the Tribe to have leases and get income from non-tribal folks.
- Land is in tsunami, get out of there. Accessible power. South parcel in particular if there is accessible power.
- Needs to be a charcuterie board of housing. Honor our elders, but cherish our young. Needs to be both. Elders are a big deal. Nice for elders to be central to a health facility and community center and services. Need housing for workers. Also need housing for families and kids. That would make a school necessary.
- Larger parcels of land on south parcel, high end lots, and one-acre pieces for people to spread out a bit.

- Townhouses on the north parcel.
- Had an area identified for senior housing – not too many people interested.
- Have a number of duplexes and starting a few more and another single family dwelling, south parcel.
- Maybe assisted living on the reservation to the south.
- For rent to broader community on north parcel.
- Low income housing, walking distance to services, smaller dwellings. Single, low-income folks waiting for 1-2 bedroom, but larger units available.
- Homes for members that don't qualify for low income.
- Envision larger units along Libby due to access to infrastructure – power along Libby.
- North parcel, abut utilities for the City of North Bend.
- Employee housing – looking forward to hearing what other people say about this.
- Some opportunity, but not sure if it's north and south parcel. Think those are more specific to membership and tribal staff.
- Remaining bogs for elder housing with easy access to clinic and staff vice versa. Very successful at Grand Ronde. Also elder activity center with congregate meals so elders can go there or have meals delivered. Daily interaction at meal site, quality food, ability to engage with others during the day.
- Proud of how we have thought about housing already. Having diversity in housing services and integration. Different financial abilities – some can purchase or build own home and others that are low income. Don't segregate elder housing from low income from market rate. Integrate. Need more elder housing. Need to address gap in senior housing and integrate it into family housing. Traditionally integrated in raising of young people and part of family unit.
- Struggle with workforce housing on Tribal lands. Need to hit a place where we feel like we are addressing needs of tribal citizens first. Workforce housing concern of Econ Dev Corporation, rather than taking trust lands.
- North parcel for housing, closest to infrastructure water and power. Get to develop roads, parks, etc. Duplicate what we have at Kilkich into housing development.
- Like to access housing adjacent to Libby Lane and could be easier to develop.
- Area near Tarheel Reservoir should be kept as forest and designation of natural landscape and that was intended from previous generations.
- Listen to membership and hear from them. Strategic planning right now with housing. Shift in housing needs – COVID, offering more employment opportunities.
- Recruitment/retention housing is difficult. Finding a house in a short timeframe is a challenge. It can often take 3-6 months if they are able to find housing. Temporary housing while looking for permanent or long-term housing.
- Other housing needs for patients, families, etc. Need to dig into that more.
- All types, need and want for all of those types of housing. No place to stay except a hotel. It would be cool to have small cabins where Tribal citizens could go or put up

people who are coming to visit from other tribes. Visitor housing. If enough, transitional housing for incoming employees. Have one house that has high demand. At/near reservation.

- Single family small lots and large lots. Blends well. Successful communities have a mix of housing types. Don't segregate them. Shared resources and infrastructure maintained for everyone. No one is "othered." Build off of current residential area. Prefer to not mix in with industrial storage or warehouse.
- Not sure about housing to lease to broader community. What is the scale or intent? Being a landlord is hard. Not a bad idea, but would need to see proof of concept. Need an offramp to that. If it's a development where our citizens would enjoy living, then yes.
- Single family dwellings, duplexes, and apartments.
- Small to medium lots.
- First we need to start with our own tribal people and then use our econ dev teams to evaluate the feasibility of housing development. Team member housing. People who work for the Tribe and enterprises. For gaming and hospitality a reason for turnover is housing. House keeping staff have multiple families living in one house. People making \$16-20 an hour.
- Transition or temporary housing. Use RVs as temporary housing and hotels. Highly utilized.
- Mid to high level recruitment.

Non-Housing Uses

What other types of non-housing uses do you envision for the North and South Parcels?

Commercial

- Small tribal owned businesses, if we build out reservation, we could make something small work there. Not enough land to do solar or wind. Closer to current development.
- North parcel.
- Commercial great on North parcel. Grocery store or laundry.
- Portion of North Parcel towards Cape Arago makes sense for commercial. CEDCO may have ideas on that. Just opened distillery and remodeled casino space. Distilling in one of the buildings outside. Can envision that could fit. Currently light industrial/commercial.

Conservation/Environmental

- Water treatment, south parcel, lake area.
- Conservation/environmental/natural resources stay where established and can grow in that area.

- Test soils, finding what will work, be aware of deer. Huckleberries, salmonberries, mushrooms. Naturescaping. Need to encourage it.
- Land near Kilkich housing up to cemetery. Land around the bodies of water and streams.
- Lowland areas, waterways, Tarheel Reservoir, protected better. Don't allow public to access. Have guidelines and standards with the dam.

Educational

- Grown out of head start building, so need new facility with gym, head start. Educational/grand facility to house everything in one. Maybe by the plankhouse. Close to reservation.
- Lake area.
- May need to build school some day.
- If we are developing a section that is geared towards a housing neighborhood (walkability), education and cultural should be moved into that area. Head Start, resources for high school kids.
- Strategic planning to develop a new education facility. Outgrown the current facility and seismic standards. Could go near plankhouse East
- Maybe a school or place for people to use for educational purposes if not a stand-alone school.
- Some mix with residential is great – education and child care. Two smaller child care facilities. Birth to 5 years. Some non-housing use is good for the area. Plan really far out about the space we have and the population we are planning for. Hesitant to use space for a lot of industrial. More for community, education, 1-2 early childhood facilities, community center adjacent to one of those that incorporates a library, cultural center (weaving, projects) that is different than plankhouse, computers, offices serving the needs of the community.
- Room to take care of kids.

Cultural

- Cultural center, like a museum for the Tribe where things could be kept and Tribal members and others could come see them and learn about the Tribe. School kids go up to plankhouse to learn. Things like that where there is a cultural aspect. In Charleston they have a marine museum and I just went into it and it is very cool – fish, sea life, fishing industry. Everything in one place. Coos History Museum has some displays. Place where younger members can come and hear stories and see things ancestors made and used the land. Museum is in inundation zone.
- Lake area.

Government (not Healthcare)

- Admin should be there. Idea of having Tribal campus and facilities all housed in one area on reservation to consolidate all in one place. Council has had conversations about this.

- New Tribal government facility, too overwhelming for south parcel, will need to go on north parcel, build near the workforce and daily needs (professional services, schools, etc.).
- Tribal government building.
- Strategic plan project for new admin building. 2028 move forward with project to compete when leases end. Tribal administration should be near center of campus. Remaining bogs become a large admin building. Remaining bogs for elder housing.
- Administration.
- More office space.

Government (Healthcare)

- Cranberry bog.
- Health and wellness will eventually absorb modulars and the old clinic. All enveloped into healthcare.
- There's always healthcare needs and they are always growing. Moved into new building about 4 years ago. When moved in, I was leading the pharmacy team. It felt giant when we moved in. Today, day to day we're finding ways to fit people, offices, desks. At maximum capacity and moved some of team to Killich admin building. 2039, going to need more space.

Industrial (Heavy or Light)

- Industrial is out on the wharf. Don't know if residents would tolerate it.
- North parcel.
- North parcel. Nothing industrial near Tarheel Reservoir.
- Area designated in the NW portion of north parcel is the right place for these uses. Dump, scotch broom, no timber.
- CEDCO would only be for a small distillery operation. When looking at that identified one of those areas. Footprint would be ????? square feet. Have bottling operation and proofing.

Forest (Timber)

- Timber management.
- Don't think a great amount of that on these parcels.
- Moving farther away from housing area and away from the cemetery. Those areas could be for timber management.
- Timber for harvesting and recreation.

Forest (Recreational)

- Remember to restock the forest and keep areas for wildlife and where Tribal members can hunt and fish.
- Already have walking trail and Tarheel Lake. Maybe disc golf.
- Keep and manage recreational (fishing, etc.) to be safe.
- People want trails. Food trails through the area. Benches, huckleberries.

- Cemetery back down to housing. Divide forest timber and forest recreation based on proximity to housing.

Other Recreational

- Parks, walk paths, bike paths, natural walking paths.
- Have heard complaints about having activity areas for children, but older kids playing soccer and riding bikes in the street. Soccer field, softball field, track for bikes. Gardening. Beautification and food.
- Have some trails now, but not very well known and could be bigger and better. Also access to the water. Never went to beach and didn't know where it was. Access to get across the street to the beach and access the water.
- Place for RV to park at Kilkich. Towards warehouse and drop back down toward Tarheel access for RVs.
- Canoe accessible for youth. Pull a canoe trailer in there, improve beach area so it can be used easily and more frequently. Past vision of that place was smart, tried to put little structures out there, but got let go and misused.
- When visiting, want members to feel like part of the community, not a guest at a hotel. More than half of citizens don't live in 5 counties, much less Coos Bay and North Bend. I know that is a big part of building connection is to have a place where people can go to feel like they belong. Know about places they can use – camping for tents or yurts. Trail system. More outdoor areas for people.

Other Comments

- As sovereign nation, we need all of those things. But do we need them all at Kilkich? Probably not. What does community need? Some retail stores for community. Government question – can build justice center anywhere, housing is most important.
- Heart of the community and where we have our young people, deliver services all near housing development.
- Everything on the list is important. Education and a headquarters are the two most important. To serve tribal members, have one central location to access services. Whether that is on Kilkich is hard to decipher. Learning center is maxed out and having to turn people away. Build that better and bigger so all kids can attend there.

Where would you want these uses to be located?

Kilkich (East) – adjacent to existing development, expanding out from the plankhouse area

- Tribal housing.

Kilkich—Former Cranberry bogs

- Expanded Health Center.

North Parcel (North) – adjacent to existing development off of Kentucky

- Housing for broader community.

Kilkich (South) – along Libby Lane

- Tribal housing.

South Parcel

- South parcel great for cultural, conservation/environmental, educational. Temporary housing, Travcos. Looking into agri-forestry for members who can't go outside the community to collect. Subsistence food desert. Bring it into the community. Huckleberry patches, mushroom areas. In a perfect world we'd have food close to community.
- One side of pond is health and wellness, and the other is admin, transition into housing or maybe housing is in the middle. Campus model.

Are there any specific or general uses that should not be at the North or South Parcel?

- No heavy industrial.
- Industrial.
- Not industrial.
- Do not want to see industrial.
- Bogs. No industrial/commercial.
- No industrial. Nothing commercial. Appropriate for housing and government.
- Not community available housing.
- Do not support forest in Kilkich area to be harvested for profit. Need to keep this area to ourselves and as a relief from modern life. Harvesting trees is not something culturally in our hearts, we don't support.

Transportation

What types of transportation improvements are most needed in the North and South Parcels: Road improvements, Sidewalks, Safety, Connections out to new development?

- Sidewalks and roadways in existence. In future, should plan for sidewalks on both sides of the street. Wider streets so no bottlenecks.
- Nice to have roads paved for access. Elements are a challenge, rain can be detrimental and limit access for people without 4 wheel drive. For people who want

to walk or push their stroller they can't do that in mud or gravel. Emergency management, make sure we have emergency roads to get in and out of Kilkich property that are accessible to everyone – fire, ambulance, helicopter.

- Main loop is already paved and there is adequate sidewalk. Future development needs the same treatment.
- Sidewalks and connections out to new development.
- Road improvements. Want to see roads paved. Sidewalks on those roads. ADA sidewalks for elders. More lighting. Too much lighting around the loop, but need some lighting out to in-between parcels. Multiuse trails between Kilkich and new parcels.
- Best infrastructure in Coos County on the reservation. Connect out to development.
- Connections to new development.
- South parcel with upgraded sidewalks on road around learning center and safety addressed. Road improvements = connection to Libby.
- All need to consider road design and how to connect to other things we are proposing.
- Trails. Don't know how important to the community. Tribal elder built a trail up towards the cemetery. Forget-me-not trail. That family and others use that trail. Do want outreach on this.
- We built for small area with narrow roads and no sidewalks. Have expanded to accommodate even logging trucks. Think ahead. And know the use of those spaces will increase. Bike paths, trails away from traffic. Want young people to be out on the land.
- Road improvements is #1 and signage. Don't have a lot of signage on the way to the cemetery and beyond. Need roads and safe places to walk and bike.

What intersections or road segments would be most important to prioritize?

- ***Cape Arago and Miluk Drive (existing entrance to Kilkich)***
 - ***Miluk Drive to Libby extension (creating new entrance to Kilkich)***
 - ***Miluk Drive to Kentucky extension (connecting North & South Parcels to each other and into Empire)***
 - ***Madison or March extension (connecting North Parcel to Empire)***
 - ***Bike/Pedestrian trail development or improvements***
 - ***Other***
-
- Miluk Drive to Libby extension (creating new entrance to Kilkich) open up to people coming in and egress route, that is a high point.
 - Hear from residents about Libby extension from Miluk Drive. Half want it and half do not. Easy-in is great. Other people coming in and out. Not necessarily true because

we don't get many people coming in and out, but occasionally. We do have police that could be very cognizant of that. That is the land mine.

- Worry about tsunamis and emergency evacuation plans. Priority to Libby that connects to community and resources for emergencies. If beginning to develop on north end, need it all. Nothing off the table, but Libby is the priority.
- Libby extension if it was gated.
- Confederated tribes have gated roadways – there is a reason why. Want to deter people coming through. Gate until it's more established. Automated, keypad.
- Don't want new entrance from Libby. Like having one main entrance. Need housing to watch any new entrance. Discourage right now.
- All of the above. Want a good exit out of reservation onto Libby Lane. Important connection east of BCAPPA. Safety factor.
- How to prevent people from taking shortcut to Cape Arago Highway. Gate?
- Main entrance is the priority. Safety features – kids walking through there = sidewalks so they are safe and being taken care of. Trailer park at the entrance, looks unsafe. How do we keep people out of that and safe and make it look nice.
- Bicycle paths would be great off main highway; safe transport.
- Biking and walking trails. We get a lot of rain, but also a lot of time to get outside and be on our land. Healing for people. Create spaces for people to gather or walk in nature or ride a bike or push a stroller, or drive scooter when older. Priorities:
 1. Bike and pedestrian trail development for sure.
 2. Madison or March extension for development in north parcel.
 3. Then the Miluk Drive to Kentucky.
- Connecting the two parcels is most important.
- Roads that connect north and south, pretty derelict bridges, concern during emergencies.
- Miluk Drive to Kentucky extension, this is a priority to connect north and south.
- Kentucky extension should eventually go through and in this order.

What is important to you when you think about transportation in this area? (Examples: safety, access, emergency routes, maintenance/ longevity)

- Walkability. Need to make sure that egress or evacuation routes take into consideration of our elders. We have an evacuation route, but it is not friendly for the elderly.
- Make sure emergency personnel can access. They know where we are.
- Access and safety.

Culturally Specific

We've heard how important it is that this plan is culturally specific. What elements do you think would make this plan culturally specific?

- More natural, not all the same houses with pavement and high density. Need grass and trees.
- Doesn't mean the same to everyone. Modern age but keep with traditions and cultural life. Think of gathering, planting wild strawberries along walk/bike trail that are easily accessible. Materials for baskets and regalia. Have all that on our own land.
- Add information or signage wherever have property. Guests and not all tribal members know story and history. Rebuilding that. Signage and history lessons. Interactive signs with QR code, photos. Make sure keeping story alive and where we came from, reminding people. In modern age, we're not making a hut, need modern day houses, but can keep culture alive on our land as well.
- Everybody has their own idea. When people talk about being culturally aware there are 3 camps. 1. This is our culture and defined. 2. Contemporary culture – no matter what we do it is us. 3. Middle. Culturally connected, should have as much of an earth, air, natural feel. It should breathe. Trees kept. Shouldn't feel concrete and asphalt. Shouldn't feel like metal structures used to build the buildings. Feel more natural.
- Culture and stewardship. Stewards of the land. Rather see pavers instead of concrete. With pavers you can have the water permeate. Don't have to do bioswale. Looking at everything you do with stewardship in mind.
- In order to practice culture, have to get out into community. Having culture can be improving sidewalks or urban forestry – creating areas that can be culturally significant to us. Huckleberries next to playground. Having soccer field, but also as a shinny field or cultural gathering space. Covered picnic areas for families. Incorporate culture into development. How would this benefit families and be stewards to the land.
- Currently there aren't any gathering areas. Community parks. Ponds. Beautifying and meeting a community need. Rose park. Park with berries. Pick salal. Providing cultural, stewardship, and gathering.
- Subjective. Each person will have a different idea. Some themes we've agreed on. A little dangerous unless designed. Go off guiding principles. Gives you direction.
- Can't do that. Focus it on community and that is culture. Stay away from a distillery. Traditionally, live by water. Water people. Move closer to Tarheel or one of the streams. Don't want to industrialize culture. Would be nice to have something more traditional somewhere.
- Culturally. Talk about soccer fields. Struggle getting youth engaged in cultural activities. They are not available to go out in canoe, stickball, because of

recreational sports. Don't want sports fields. Shiny or stickball would be good. Learning center has basketball hoops and stickballs get stuck. Colonizer sports for kids, want to avoid 100%. Push for traditional sports. Avoid modern recreational sports.

- Manage the forests, planting rot resistant Port Orford Cedar.
- Cleansing of the land, wild blackberry, huckleberries, trees, make streams healthy, take care of earth in respectful way.
- Locations we are choosing that we consider the environment around us (mother earth) and whether the things we are choosing make sense for that location. Is this a location that makes sense. NW = fill and invasive species, so impacts to that area – paving, etc. aren't such a negative.
- Opportunity to share information about who we are as a people, cultural practices, history of our people. Blessed to live in same place and return after determination. How important land and water resources are to tribe. Historic language, regalia, baskets and patterns, remind people that we are canoe and water people. Opportunity with signage – members who don't live near see signs with regalia or canoes and know what those looked like.
- Stewards of the land, traditional plants, plant native species. Don't miss those opportunities. Split planks red cedar, river rock. River and water people. Ceremonies, still cook salmon in pits and on sticks and taking care of those resources. Needs to be specific to Ko-Kwel tribe, fishing spears. Is that Ko-Kwel? Is that what we did?
- Voices that we have on the team. Look to those CIT team members to lead and understand what the work means to the Tribe and listening and creating space for that voice. Bridget as the lead of culture, Fauna as strategic operations, Kyle council to ensure we are meeting the cultural awareness and sensitivity of the project. Ask Tribal Council for feedback throughout as to what cultural elements are critical.
- Making sure we are in alignment with our ordinances and our vision and values. Specifically looking at indigenous determinants of health. Implement the concepts in that ordinance. Talks about how we as Coquille people determine our own healthcare and define what it means. All of the answers are in there, access to water, healthcare, safe living conditions. Being able to live in our own way. Means something different to everybody. What does it mean to people and what does it mean to the whole. Aspire to those determinants of health and are inclusive of everybody. We're communicating a lot and not just telling but asking. Working collaboratively.
- #1 thing is that we are not stuck in the past. We innovate as we grow. Culture is not a monolith. It's in us and who we are and how we live our lives. Constantly evolving. Life is what we do and culture is how we do it. Teach people what it means to be

Coquille, not just historical but adapting to the future. Also involving the broader community.

Anything Else?

Is there anything else we should know as we begin this project?

- Avoid HUD! Too restrictive. Important resource, but too restrictive.
- The things I already said. I love visiting Kilkich and did live there at one time. People want and/or need to live there, so make the space as efficient as possible with acreage we have left. Don't want to see all the trees or green go. Keep the forest element, but take care of our members in the best way we can. Workforce housing, then elder village. Values important to tribe. Take care of young people and elders and ensure safe space for people, kids, safe and secure.
- Come from Econ Dev lens. Caution that we want everything, but won't ask the hard questions. Be disciplined in approach. A lot of great things. Not everyone will agree and that's ok. Community negotiation.
- Prioritizing this is important. Make sure we number what is more important to do than others. Have to think about making money. Anything that is going to be a short turnaround to make money.
- Get the people here! People are most important. Tribal housing, tribal housing.
- Don't expand on things that don't make money. Housing will bring people and bring money. Currently not affordable.
- Make housing work on smaller scale for us vs HUD.
- Processing facility is at the bottom of my list because who will it serve? Will serve local people. It will take money to run it and will not make money. Doesn't serve all members. 1,245 in the tribe. How do we get people here, build houses. Then the processing facility will have more value and the school. School more important.
- Seeing things take place ahead of time before they are mature enough. Cutting corners and not doing things to best potential. Don't want to see that. Broke ground on processing facility and then not a suitable spot.
- Industrializing areas next to plankhouse I do not support. Spiritual place, kept as natural as possible for our people. Don't add more concrete and pavement. Should be able to take our shoes off if we want to. Food is our culture, but it's too modern. That's what a plankhouse area should be. Some people worried about the facility itself about its structural integrity. Interesting to find out more about that.
- Cranberry bogs – hear about trying to make centralized area more in Coquille River Valley Area. If we put admin anywhere, probably at Kilkich. Would be nice to walk out of that building and make all of those rounds right there.
- Old clinic was one of first buildings. Campus model vision. That said, have heard some Tribal Council say that Admin should be on Coquille River. Some citizens don't want large building on site. All my staff are out there, so if move to another location

will be difficult to provide leadership to teams. Would have to be up and away from housing, maybe on north parcel – any areas that aren't suitable for housing.

- Strategic planning process and surveys with citizens – need to be listening to citizens no matter where they are. Sometimes easier to listen to people who are close. Currently serve 41 states, but this is their home. Opportunities to listen and serve the needs. Connect tribal citizens to this place.
- Leave it better for next generations. Be careful with resources. Even if take longer to get there, forgiveness for the work. Make sure people don't feel like we're not listening.
- Making sure that we are communicating what those are so there is not confusion around that (2018 Empire and 2019 CIT Land Use Plan). Communication about what we are doing and why and how it is going to work. Don't know what rest of Tribal Council knows. People are going to ask Tribal Council questions, so make sure they know how to talk about it.