

shawash-ili?i 2033- nsayka k^hapa atqi

(Grand Ronde 2033 – Our Future)

A Community Development Plan
for the Grand Ronde Tribe

Adopted by Resolution No. 339-21 November 17, 2021



Your Voice, Your Community, Your Tribe

2023 Annual Report

January 31, 2024

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Or learn more by visiting the Tribe's Community Development Plan webpage:

<https://www.grandronde.org/press-media/project-updates/grand-ronde-2033/>

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Community Development Plan Annual Report

This document serves as the second Annual Report for the 2033 Community Development Plan. A background about the Community Development Plan is presented along with an overview of the annual activities and timing as related to annual budgeting. Successes achieved in 2023 are highlighted along with themes for work in the year ahead. More detail about “Featured Accomplishments” for each of the fifteen focus areas, near-term initiatives, support services, and off-reservation projects can be found at the end of the report. It should be noted that the “Featured Accomplishments” section does not include a comprehensive list of all accomplishments, and that those items listed are related to activities in the Community Development Plan with a focus on activities happening within the historic Reservation boundary.

Background

shawash-ili?i 2033- nsayka k'hapa atqi, Grand Ronde 2033 – Our Future, Community Development Plan (CDP) was completed in 2021 and was adopted by Tribal Council in Resolution 339-21. The completion of the Community Development Plan represents a collaborative and robust three-year community development planning process undertaken by the Confederated Tribes of Grand Ronde that builds on 38-years of strategies and successes that the Tribe has undertaken since the federal government restored their recognition as a sovereign government in 1983.

This community planning effort sought to answer the question,

“What will the Grand Ronde Community look like when we gather for the Tribe’s 50th Restoration Celebration in 2033?”

This question was explored in a variety of different ways by (1) reviewing past plans to identify recurring themes, tracking community progress, and identifying lessons learned from previous planning processes, (2) conducting staff interviews, (3) seeking out community input through community meetings and surveys, (4) holding regular steering committee meetings with staff, (5) holding several Work Sessions with Tribal Council, and (6) compiling all of the information gathered into a thorough and comprehensive Community Development Plan.

The Community Development Plan serves as a road map through the year 2033, which will steer decision-making and resources into the functional areas, initiatives, and strategies identified in the plan. It builds on the progress the Tribe has made since Restoration and reflects a vision of your voices, your needs and your values.

A Living Document – Annual Activities

Unlike some planning documents which end up on the shelf and are rarely engaged, the Community Development Plan is a living document. That means progress is tracked throughout the year and a formal report is produced on an annual basis. It is impossible to think that a document developed on a 10-year time horizon will remain static - events like the COVID19 pandemic, changed the landscape significantly and all communities have needed to shift and pivot accordingly. With new inputs there are often new desired outcomes and the Community Development Plan, as a living document, will reflect that change. The document “lives” in an online software platform called Monday.com. The document can be accessed by employees with a Monday.com account and all managers/departments have

determined who should have access. In this way, staff can engage with the Community Development Plan 24/7 via the website or via the mobile app.

In discussions with Department Mangers and those leading different goals/initiatives, it's clear that some things will be accomplished faster than others, and some items may need to be modified to better reflect current conditions. This inherent change will be captured in the online version of the Community Development Plan hosted on the Monday.com website. It will allow the Tribe to track progress and also identify new needs and desires along the way so that we don't get to the end of our 10-year planning cycle and need to start over again.

One of the objectives of the CDP is to integrate it with the overall cycle of activities already occurring at the Tribe. One of the main activities that affects progress on the plan is the Tribe's annual budgeting. The Figure 1 shows the cycle of how spring check-in meetings with Department and Program Managers will help to identify work needs for the current budget and also set priorities for the following budget cycle. The CDP priorities identified can then be reflected in proposed budget request to ensure that the plan continues to make progress. These check-ins are a way to both stay accountable to the plan and also intentionally change course if needed. The meetings are an opportunity to step back from the day-to-day activities of a department or program and look out into the future to make sure everyone is still making progress on meeting long-term goals and initiatives. It should be noted that through discussions with Department and Program Managers this cycle of activities will vary depending individual preference and department function.



Figure 1: Community Development Plan Annual Cycle of Activities

2023 Celebrate Success

The Tribe achieved so much in 2023 and below are a list of some of the highlights. More details about progress can be found in the “Featured Accomplishments” section for each of the fifteen focus areas, near-term initiatives, support services, and off-reservation projects. This section represents highlights only and does not capture all of the progress made across the organization. It’s important to celebrate success when it happens and reflect on success annually to keep the Community Development Plan’s momentum moving forward.

Programmatic Success

Property Acquisitions (Goal L1.2) – The Lands Department evaluated many properties throughout 2023 for potential acquisition both within the Grand Ronde Community and throughout the Tribe’s ceded lands. Properties acquired in 2023 within the Grand Ronde Community include the Evey Forest Lands, the Black property, Sheridan Country Inn, Hanson House Bed & Breakfast, the Sabey property, and the Powley property. Properties acquired in 2023 throughout the Tribe’s ceded lands include the Hurliman property, the Liberty Street property, and Deer Path East (conservation). Five of the nine properties acquired in 2023 were grant funded purchases in association with the Health & Wellness program, these purchases required extra care due to funding constraints and timing requirements, but all were successfully acquired. This was the largest number of land purchases in a single calendar year to date for the Tribal Lands Department.

Gathering of Grand Ronde Tilixam (GONA) (Goal F2.3) – The Tribe’s first GONA since the pandemic occurred Sept 19-21st. The three day event had nearly 80-participants and was funded by Community Service Block Grant (CSBG). The event provided an opportunity for the Grand Ronde community to come together, grow, and heal.

Honoring our Homelands (Initiative 5.3b) - Public Affairs oversaw and directed the development of the “Honoring Our Homelands” video series throughout 2023. Videos included featured locations throughout the Tribe’s 14-million acre ancestral homelands with narration by Tribal Council members and community members. Video locations included Obsidian Cliffs (Chris Mercier), Table Rocks (Jack Giffen Jr.), North Coast (Michael Langley), Sauvie Island (Kathleen George), Willamette Mission (Denise Harvey), Santiam River (Lisa Leno), Spirit Mountain (Michael Cherry), and soon to be released videos include Sandy River (Jon George), Willamette Falls (Cheryle Kennedy), and Mary’s Peak (Brenda Tuomi).

Indigenous Place Keeping Fellowship (IPKA) (Goal J2.1, J3.1, and J4.1) – This fellowship is open to individuals who can demonstrate a verifiable Indigenous connection to ancestral peoples of western Oregon from the lower Columbia River in the north to the Klamath River in the south. In the second year of this fellowship offering, five (5) fellows were selected due to additional grant funding provided by Meyer Memorial Trust, each fellow received \$20,000.

Ground Breakings/Ribbon Cuttings

Community Center Expansion (Goal F2.2) – The blessing ceremony for the Community Center Expansion occurred in summer 2023. The project provides an additional 2,100 square feet of space which is being used for the Warriors of Hope, a program for the prevention of domestic violence and sexual violence as well as providing survivor and victim assistance.

Language Education Building (Goal G1.1) – The chinuk wawa Language Education Building opened to students in fall 2023. The new 6,600sqft building is located north of the existing Education Building and consists of six classrooms and associated office space, and currently is serving 32 K-6 students.

Fire Station Expansion (Goal B1.1) – The 20,000 sqft expansion of the Fire Station continued throughout 2023. The expansion is providing additional office space, classrooms, living quarters and four new pays for fire apparatus, and the existing building will be converted into an Emergency Operations Center (EOC). Project completion is expected in later-Spring or early-Summer of 2024.

Elder Housing Phase III - Creekside (Goal A2.2) – Significant progress was made on the Elder Housing Phase III Project, named Creekside. This new development at the southwest corner of OR22/Grand Ronde Road consists of 24 energy-efficient units that are two-bedroom, one-bathroom homes just over 1,000 square feet. Eight of the units will be designated low-income and the other 16 are market rate. Elders should start moving into these home in January 2024.

Great Circle Recovery (Goal E2.1, E2.2, E3.1) <https://www.greatcirclerecovery.org/>

Salem Medication Assisted Treatment (MAT) Clinic – The Salem MAT clinic added a Peer Resource Center in 2023 providing amenities include a resource library, activities space, access to computers, support group spaces to facilitate lifestyle changes.

Portland MAT Clinic – The Portland MAT Clinic had its ribbon cutting ceremony in February 2023 welcoming tribal members and community members on their path to recovery.

Mobile MAT Clinic – Grant funding was secured in 2023 to purchase a new Mobile MAT Clinic. When the new mobile clinic becomes operational, the older mobile clinic will be retired.

Sheridan Country Inn – Grant funding was secured in 2023 to purchase the Sheridan Country Inn which will serve as a residential treatment facility.

Home Ownership (Goal A2.1) – The tipsu-ili?i Home Ownership Project consists of 52 total residential lots along the north side of McPherson Road. Phase 1 of the development includes construction of 20-homes. Four homes are already spoken for, and the remainder of the 16-homes will be sold to tribal members once completed in Spring 2024.

Healthcare and Vaccination Clinic (Goal E1.3, E2.1) – The Tribe received American Rescue Plan Act (ARPA) funding through the Indian Community Development Block Grant (ICDBG) to build a 10,000 square foot facility to support healthcare activities in the community. Ground breaking occurred in 2023, and the project is expected to reach substantial completion by late January 2024.

Child Development Center (Goal G2.1) – The Child Development Center groundbreaking occurred in December 2023. This new building will consist of 26,000 sqft and include 12 classrooms, two large outdoor play areas, offices for staff, and a commercial kitchen. The construction is anticipated to take a year and occupancy should occur in late 2024 or early 2025.

[New Offerings/Amenities – Services/Resources for Tribal Members](#)

Oregon Department of Fish and Wildlife (ODFW) Memorandum of Agreement (MOA) (Goal I2.1, I3.1) – The Tribe in collaboration with ODFW signed a MOA that significantly expands subsistence and ceremonial hunting, fishing, and harvesting for tribal members. Originally Tribal members were limited

to the Trask Management Unit at approximately 1,300 sq. miles, and now have access to four additional Management Units totally over 11,000 sq.miles. NRD moved quickly this fall to stand up a licensing program to allow for Tribal members to hunt, fish, and harvest in fall of 2023. In 2023 the following tags were issued under the new MOA: 261 deer tags, 275 elk tags, and 151 angling tags.

Tiny Villages Emergency Housing (Goal A3.1, E2.2, E2.3, E3.1) – Two tiny village sites were opened to Tribal members in 2023. Housing is a social determinate of health, and emergency housing was missing housing type in the Grand Ronde community. Currently there are 10 single occupancy units located near the Police Station and 15 family units located near the Community Garden. Five additional family units will be added to the existing family units in late-January/early-February 2024. These units are completely full and waitlists exist for both housing types.

Nature Playground (Goal C2.1) – Groundbreaking for the Nature Playground occurred in 2023. Select trees were removed to make room for the various playground features. Nature playgrounds are different from a typical playground in that they often include features such as water, gravel, rocks, sandpits, logs and boulder piles. The new Nature Playground will be located across the street from the Elders Activity Center and is expected to be complete in late-Spring or early-Summer 2024. This project was awarded a \$100,000 Spirit Mountain Community Fund tribal grant in 2023.

Community Transition Program (Goal A3.1, E2.2, E2.3, E3.1) – In an effort to better serve Tribal members experiencing the effects of addiction and co-occurring conditions, the development of Transitional Housing has been a focus for 2023. Grant funding was secured to purchase a variety of properties including the Hanson House, the Black Property, the Sabey property, and the Liberty Street property. These properties will all be used to house Tribal members and provides a next step from Emergency Housing. It's anticipated that many of these properties will come online in 2024 and be available to start serving Tribal members.

Grant Program & Community Development Plan Integration

The Tribe's Grant Program continued to evolve in 2023. Both the Grants Program Manager and Grant Writer were hired in 2023, who joined the Grants Assistant who was hired at the end of 2022. The new Grant Program team has been working with other Department/Programs to understand and help support existing grant management activities, as well as pursuing and onboarding new grants to support Department/Program operations and capital funding identified in the Community Development Plan.

One of the outcomes of the spring 2023 Community Development Plan check-in meetings was the development of a "*Project-Programmatic List*" that helps to further identify where Departments/Programs are planning to grow in the years ahead. The CDP goals and initiatives along with the Project-Programmatic List, helps the Grants Program team better identify funding to support planned growth. If funding is secured, there is a reduced reliance on Tribal gaming dollars needed for either capital campaigns or programmatic operations.

Communication, Community Outreach & Media Coverage

In the second year implementing the Community Development Plan outreach and organizational learning continued in order to make meaningful connections across programs and departments. During discussions with Department and Program Mangers, often different organizational efforts were learned about that would benefit from coordination with other organizational function areas and vice versa.

These types of connections were continually made throughout the year. Some of the key communication, community outreach, and media coverage that occurred in 2023 are noted below:

- **Community Development Plan Website Update (ongoing)** – The website is updated with content from the adopted Community Development Plan and annual reporting. The updated website can be found here: <https://www.grandronde.org/press-media/project-updates/grand-ronde-2033/>. The website provides an Executive Summary of the Community Development Plan document and also provides more insight about the development process and lists recent news articles and upcoming events. This annual report can also be found on the Tribe’s Community Development Plan webpage.
- **Spring Manager Meetings (April-May 2023)** – 30+ meetings with Department and Program Managers each lasting 1-2 hours. The focus of the spring meetings this year was the development of a “Project/Programmatic List.” This document was developed for Department and Program Managers, the Executive Team, and Tribal Council to provide leaders a better understanding of the different actions being taken across the organization in hopes to provide more opportunities for collaboration and increased overall organization fluency.
- **Tribal Council Update (June 2022)** – Tribal Council was updated on progress being made implementing the Community Development Plan with a focus toward the development of the “Project/Programmatic List” and the movement toward developing a 5-year Capital Improvement Program.
- **Veteran’s Powwow (July 2023) & Contest Powwow (August 2023) Poster Boards** – As a way to reach and connect with a wider audience three poster boards were developed for the summer powwow’s in Grand Ronde. The poster boards highlighted the Community Development Plan, Projects Updates through the Tribe’s Homelands, and Project Updates in the Grand Ronde Community. Many good conversations were had with both Tribal Members and Community Members visiting Grand Ronde powwows.
- **Family Night Out (September 2023)** – As a way to reach and connect with a wider audience about Community Development activities, the Engineering, Community Development Department, and Grants Program team attended Family Night Out. A community survey around Housing preferences was used to connect with the Grand Ronde community and learn more about needs and desires surrounding housing.
- **Fall Manager Meetings (October-December 2023)** – 30+ 1-hour meetings with Department and Program Managers. The focus was checking in on progress for 2023 and noting accomplishments, identifying any new/modified goals, and discussing themes for 2024.
- **Tribal Council Update (December 2023)** – Tribal Council was updated on progress being made implementing the Community Development Plan. An overview was given of the activities that occurred throughout 2023.
- **General Council Update (February 2024)** – The second annual report for the Community Development Plan will be presented at the General Council Meeting in February 2024. This is an opportunity to celebrate successes and update Tribal Council and the membership about both accomplishments and planned work.



Figure 2: Community Development Plan Outreach at Grand Ronde Powwows, Summer 2023



Figure 3: Engineering, Community Development Department, and Grants Program team at Family Night Out, September 2023

Organizational Themes and Focus in the Year Ahead

During the Fall 2023 check-in meetings with Department and Program Managers, they were asked to identify themes and/or areas of focus for the organization in 2024. This information was then aggregated to produce the following list which does not reflect community themes or focus, but instead reflects organizational themes and areas of focus in 2024.

2024 Themes and Focus Areas

The section below includes new themes and focus areas to consider as the Tribal Government looks forward to 2024.

Leadership Changes – The Tribe was without a permanent General Manager for the majority of 2023, but a new General Manager will be hired in 2024. A new General Manager may have different ways they engage with the organization as a whole and there will be a period of transition.

Sustainability & Climate Resiliency – A focus on sustainability and climate resiliency is prevalent in different goals and initiatives throughout the Community Development Plan. Additionally there has been a large amount of Federal, State, and foundation funding allocated toward climate adaptation and planning for a more sustainable future. Many anticipate a focus to be placed on sustainability and climate resiliency in the year ahead.

Smart Growth – Due to the Coronavirus Aid, Relief, and Economic Security (CARES) Act, the American Rescue Plan Act (ARPA), and the recent Bipartisan Infrastructure Law (BIL) there has been a large influx of Federal and State funding made available to Tribes across the United States for the last several years. This funding has allowed for rapid growth with the construction of new buildings and the addition of services. As this type of funding levels off, energy should be placed on what additional future growth looks like to ensure that it's done with care and intentionality. It was noted by many that bringing more Tribal members home to the reservation means those members will need access to different support services.

Impact of Enrollment – In 2023 a large effort occurred around Tribal member enrollment. An audit of existing enrollments was completed by the Tribe's genealogist, and then a series of enrollment-orientation meetings were held throughout April, May, and June. In 2024, Tribal members will be voting on a update to the Tribe's membership requirements.

Regional Partnership Evaluation – The Tribe works in partnership with many Federal, State, and local partners. In discussion with Department and Program Managers this fall, several brought up regional partnerships that need strengthening due to a power imbalance when it comes to resources. In many instances the Tribe is able to access more resources than our regional partners and an imbalance results. Regional partnerships will continue to be monitored in the year ahead.

2023 Themes and Focus Areas – Year End Reflections

During the Fall 2022 check-in meetings with Department and Program Managers, they were asked to identify themes and/or areas of focus for the organization in 2023. The section below includes the themes and focus areas identified for 2023, and reflections on how those identify areas were realized throughout the year.

Campus Growth – There was an overall acknowledgement that many different capital improvement projects would be occurring simultaneously throughout the Tribal Government campus in 2023. Like any major growth, “growing pains” are anticipated, and it was acknowledged that everyone would need to work together and keep communication a priority. The campus growth was greatly enhanced with funding made available through both the 2020 Coronavirus Aid, Relief, and Economic Security (CARES) Act and the American Rescue Plan Act (ARPA) as a result of the COVID19 pandemic.

2023 Year End Reflection: Campus growth was felt throughout 2023. The Tribe opened/completed the Language Education Building, Elder Housing Phase III, and the Community Center Expansion for the Warriors of Hope Program. Additionally the Healthcare and Vaccination Clinic, Homeownership Project, Fire Station Expansion, and Child Development Center are all currently under construction. Several additional projects like the Phase III Apartments and the Resident and Recreation are anticipated for ground breakings in 2024. The “Campus Growth” theme will carry forward through 2024.

Program Staffing – Many acknowledged the tightening of the overall labor market in 2022, and that hiring in certain programs/departments was becoming more challenging. In the 2023 budget, 77 new full-time equivalent (FTE) staff positions were approved and would add to the existing list of positions to be hired. Many of these new FTE can be attributed to the opening of Portland Great Circle Recovery Clinic. The December 2, 2022 job postings listed thirty-five (35) open positions in Tribal Government and eight (8) open positions at the Spirit Mountain Casino.

2023 Year End Reflection: It was acknowledged that program staffing was still a challenge by some Departments, but others felt a loosening up of the overall labor market in 2023 and were able to hire staff without challenges. Departments with positions that require specific licensing and/or certifications are still experiencing program staffing needs. In the 2024 budget, 110 new full-time equivalent (FTE) staff positions were approved and will add to the existing list of positions to be hired. Of the 110 new FTEs, 77-positions are related to the Health & Wellness Department functions. The December 21, 2023 job postings listed twenty-two (22) open positions in Tribal Government (was 35 positions in 2022) and fourteen (14) open positions at the Spirit Mountain Casino (was 8 positions in 2022). The “Program Staffing” theme should continue to be monitored in 2024.

Office Space Needs – Several departments noted that they anticipated needing more office space for employees in 2023. Some of those needs will be addressed with the current construction of capital improvement projects, and others indicated ability for staff to work remotely and share or “hotel” office space may be a solution they look towards to meet the space limitation needs.

2023 Year End Reflection: The opening of the Language Education Building and the Community Center Expansion provided additional office space for some Departments/Programs and the remote work policy has also helped some Department/Program manage office space

constraints. As we see more buildings come online in 2024 this constrain should continue to decrease. The “Office Space Needs” theme should continue to be monitored in 2024.

Enhanced Communication Across Programs & Departments – The organization is in a phase of rapid growth inclusive of both capital improvements and program/department services. This type of growth can often cause ripple effects throughout the organization and affect multiple programs and departments. To ensure these organization impacts are planned for and met with success, enhanced communication is needed.

2023 Year End Reflection: Many Department and Program Managers still are looking for enhanced communication and coordination across the organization. The “Enhanced Communication Across Programs & Departments” theme will carry forward through 2024.

Staff Development, Training, Succession Planning – As the organization continues to grow, staff development, training, and succession planning will need to become a priority. Due to the tightening labor market, developing the necessary employee talent and skills internal to the organization through training opportunities is a tool to help improve the overall workforce. Addressing labor needs will take a multi-pronged approach and growing the skills of existing staff members is a strategy being looking at by several departments.

2023 Year End Reflection: Staff development, training, and succession planning were all relayed as priorities as part of the 2024 budget message. Many Departments/Programs have planned for increases to development and training in 2024.

2023 Featured Accomplishments

An important part of the Community Development Plan and the “Living Document” approach is to celebrate successes. The Community Development Plan was created in a way that allows for engagement from a variety of angles. Progress can be tracked by looking at the 15-focus areas and their associated goals, or by a cross-organizational approach tracking initiatives. Additionally, while the Community Development Plan is intended to primarily serve the historic Reservation boundary, interest in tracking a handful of off-Reservation projects is also captured in the annual report. More detail about the “Featured Accomplishments” for each of the following areas can be found below:

- Fifteen (15) focus areas
- Near-Term Initiatives
- Support Services
- Off-Reservation Projects

When possible each featured accomplishment is aligned with a Goal or Initiative as it relates to the Community Development Plan.

2023 Appendix A: Housing Summary



Goal Descriptions
Goal A1.1 Maintain existing housing (inventory, conditions, occupancy rates)
Goal A1.2 Foster greater self-sufficiency in Tribal families living in subsidized housing in the Grand Ronde community
Goal A1.3 Ensure rate paid for market-rate housing remain "market-rate" and utilize the revenue stream to support other housing programs and services
Goal A2.1 Support and provide home ownership opportunities for Tribal Members within the historic Reservation boundaries
Goal A2.2 Develop and deploy integrated elder housing program that allow more Tribal elders to age-in-place in safety and dignity on the historic Reservation lands.
Goal A2.3 Ensure there are adequate subsidized housing availabilities in the Grand Ronde community to meet the needs of Tribal members
Goal A2.4 Provide support services and housing opportunities that allow Tribal members to remain in the community while they pursue recovery.
Goal A3.1 Develop and deploy an inventory of short-term housing options that meet the needs of Tribal members returning to Grand Ronde area for time-limited stays
Goal A4.1 Increase the local inventory of appropriate and available housing for Tribal and non-Tribal employees the casino, Tribal government, and other Tribal enterprises located in the Grand Ronde community.

Housing 2023 Update – Featured Accomplishments

Annual Housing Policy and Planning Summit (Goal A1.1) – The Housing Department held its annual summit in person at the Spirit Mountain Casino on October 23rd and 24th, 2023. This summit is an opportunity for Housing Staff and other support departments to review housing policy, discuss necessary updates, look at future planning efforts, and to hear and engage with Tribal Council about housing related activities, goals, and priorities. A focus this year was evaluating grant funding amounts for different programs.

Home Ownership (Goal A2.1) – The tipsu-ili'i Home Ownership Project consists of 52 total residential lots along the north side of McPherson Road. Phase 1 of the development includes construction of 20-homes. Four homes are already spoken for, and the remainder of the 16-homes will be sold to tribal members once completed in Spring 2024.



Home Ownership Development (Above)
Elders Phase III Creekside (Below)

Wind River Phase III Apartments (A2.3, A4.1) – MCA Architects began design work on Phase III of the Wind River Apartments in 2023. Ten apartment buildings will be constructed north of Tyee Road and will consist of either 4-Plex or 5-Plex buildings, resulting in 40 to 50 total units. It's anticipated that the units will be available to the membership in Summer 2025.



Elder Housing Phase III - Creekside (Goal A2.2) – Significant progress was made on the Elder Housing Phase III Project, named Creekside. This new development at the southwest corner of OR22/Grand Ronde Road consists of 24 energy-efficient units that are two-bedroom, one-bathroom homes just over 1,000 square feet. Eight of the units will be designated low-income and the other 16 are market rate. Elders should start moving into these home in February 2024.

New Housing Software (Goal A1.1) – The migration to a new housing software system began in December 2023. The program will track waitlists, work orders, and maintenance costs and provide a variety of reports to better understand and evaluate housing activities.

Stratus Village (A2.3, A4.1) - The Housing Department has been working in collaboration with Yamhill County Housing Authority (YCHA) to establish a process for Tribal members to access new low-income housing coming to Yamhill County in 2025. The Tribe has partnered with YCHA to provide access to 25-units in the 174-unit housing development when it is constructed.

2023 Appendix B: Public Safety Summary



Goal Descriptions
Goal B1.1 Reduce reliance on non-Tribal agencies to provide public services to Tribal lands and Tribal members
Goal B1.2 Integrate public safety impact assessments into decision-making regarding acquisitions of and/or fee-to-trust transfers of large parcels of lands that are removed from the historic Reservation boundaries.
Goal B1.3 Utilize proactive and timely legal review/advise capacity to assist public safety agencies with development of policies, procedures, risk management mitigation, and recommendation for best practices.
Goal B2.1 Ensure existing level of community policing is maintained or expanded as the population of the Grand Ronde community grows.
Goal B2.2 To engage and encourage community members to become active participates in providing public safety services in their communities.
Goal B2.3 Develop and deploy proactive public safety plans associated with the acquisition of vacant lands/structures in the Grand Ronde community.
Goal B3.1 Enhance flexible staffing capacity to meet the gatherings/activities.
Goal B4.1 Take proactive steps to address traffic congestion around the Casino during and after large events.

Public Safety 2023 Update – Featured Accomplishments

Emergency Services

Trainings and Practice

Exercises (Goal B1.1) – A

variety of practices and trainings were held throughout 2023.

Community practice

exercises included the

following: Casino Drill Mass

Casulty Event Simulation

(June), Wildland Fire

Evactuation and

Reunitifcation (July), Test

of Emergency Alert System

(September), and the Great Shakeout Event (October). Trainings for emergency services staff included HAZMAT training, ACTIVE Shoot First Responder training, extrication drills, and ropes trainings.



The Fire Station Expansion Project is underway, January 2024

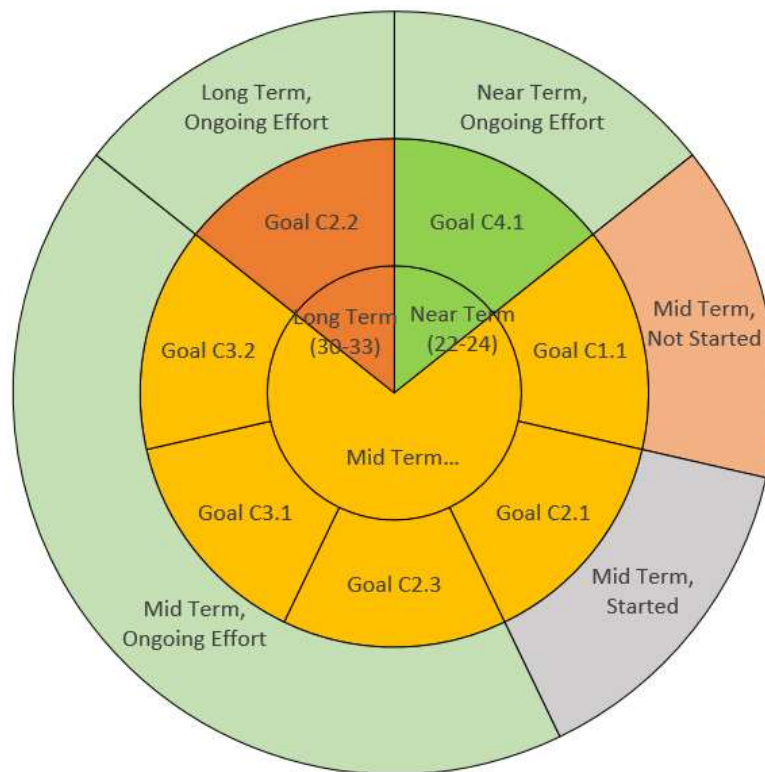
“Chat with the Chief” (Goal B2.2) – The Chat with the Chief event was held three times during the summer of 2023 in July, August, and September. Over 200 meals were served at each event and a highlight is the delicious elk burgers! These community events are ways to build meaningful relationships between the community and law enforcement.

Fentanyl Dangers and Awareness Efforts (B2.2) – The Police Department in partnership with Human Resources provided a NARCAN® training to Tribal Staff, and additional training was provided by Tribal police to the Willamina School District staff and students. Fentanyl is a highly potent opioid that is greatly impacting West Valley. A fentanyl exposure occurred at Willamina High School in June and both Tribal police and Emergency services responded to the event.

Medication Drop Box (B2.2) - A new amenity being offered in 2023 was the Medication Drop Box at the police station. The drop box is located in the front lobby of Police Station and can receive any prescription or over the counter medication. The drubs are then sent back to DEA and destroyed. This offering is being used by medical staff, elders, and people throughout the community.

Community Reponse (B2.1) - In 2023 the Fire Program responded to 1,435 calls, of which 85% of the calls supported Emergency Medical Service calls while the remaining 15% were true fire calls. In 2023 the Emergency Medical Service Prgoram responded to 1,337 calls, of which 55% ended in a patient transported, 26% were non-transport, and the remaining 19% were other dispoisitions. The Police Department responded to 7,502 calls in 2023 which was down almost 800 calls from 2022.

2023 Appendix C: Recreation and Gathering Spaces Summary



Goal Descriptions
Goal C1.1 To develop an integrated and systematic approach that incorporates the development of adequate and appropriate recreation and gathering spaces into all community development decisions.
Goal C2.1 Develop a system of park spaces and playground that are designed to meet the gathering and recreational needs of the community.
Goal C2.2 Develop a system of trails that connect recreation and gathering spaces throughout the community.
Goal C2.3 Integrate cultural connectivity into Recreation and Gathering Space development.
Goal C3.1 Make the Reservation Forestlands a welcoming and inviting place for Tribal members to reconnect with their lands and traditions.
Goal C3.2 Expand the appropriate use of gathering spaces as a way to bring more Tribal members back to their homelands.
Goal C4.1 Provide physical recreational opportunities for employees at Spirit Mountain Casino and the Tribal government.

Recreation and Gathering Spaces 2023 Update – Featured Accomplishments

Nature Playground (Goal C2.1) –

Groundbreaking for the Nature Playground occurred in 2023. Select trees were removed to make room for the various playground features. Nature playgrounds are different from a typical playground in that they often include features such as water, gravel, rocks, sandpits, logs and boulder piles. The new Nature Playground will be located across the street from the Elders Activity Center and is expected to be complete in late-Spring or early-Summer 2024. This project was awarded a \$100,000 Spirit Mountain Community Fund tribal grant in 2023.



Nature Playground area being prepared for construction to occur in Spring/Summer 2024.

Dog Park (Goal C2.1) –

Based on community discussions and feedback it was determined that a Dog Park was needed in Tribal Housing. A Dog Park location is currently being reevaluated and it's anticipate a dog park could be available to the membership in 2024.

Natural Resources Managed Lands Access Policy (Goal I2.1, I3.1) –

The Natural Resources Department rolled out the Lands Access Policy in 2023. Every property owned by the Tribe is given an access rating from Level 1 to Level 4, which corresponds to the type of activities allowed onsite. Each property is also marked with a QR code sign giving guidance on who to contact for property access and allowed uses. Allowed uses will change over time as different land management activities occur onsite, so it's important to check-in to verify use before accessing a Tribal property. A copy of the policy and property maps can be obtained by reaching out to nrd@grandronde.org.

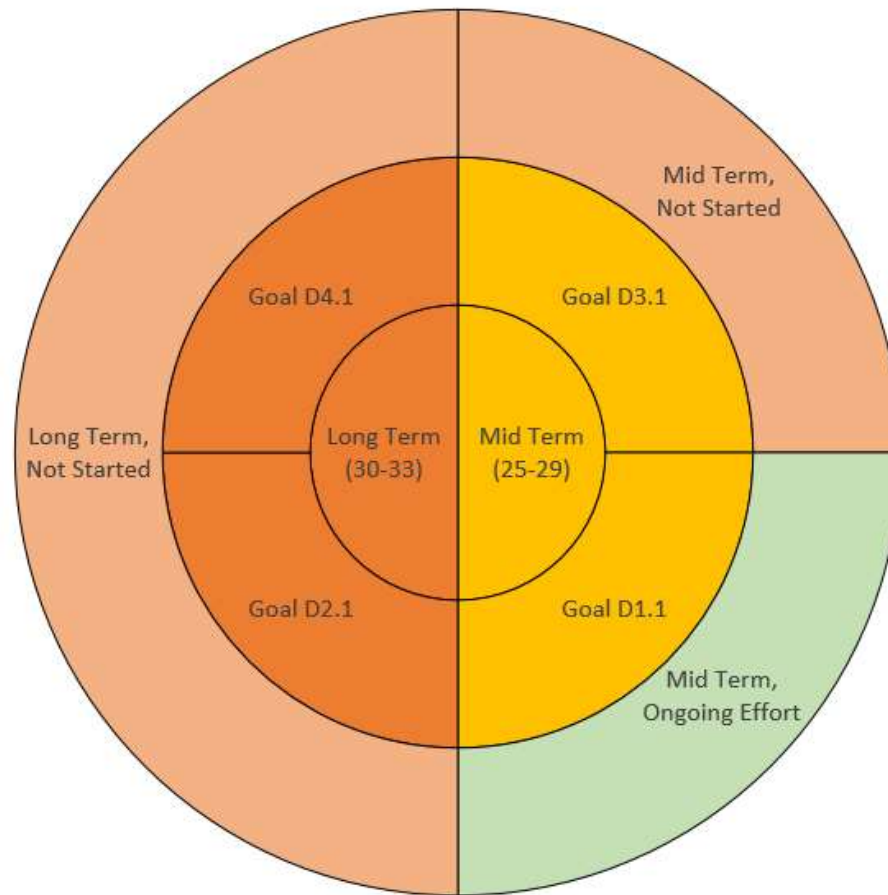
Online Booking for Big Buck Campground (Goal I2.1, I3.1) –

The Natural Resources Department was approved to purchase a new online software system which will make online booking for reservations at the Big Buck Campground easier for both users and Department staff. It's anticipated the software should be in place and ready for rollout in 2024.



Tribal Property Access Signage

2023 Appendix D: Stores, Services, and Other Amenities Summary



Goal Descriptions
Goal D1.1: Leverage Tribal resources and influence to support local business development for commercial activities that significantly enhance the quality of life in Grand Ronde
Goal D2.1: To create on-going processes that inform decision-making associated with achieving livable community goals for the Grand Ronde community.
Goal D3.1 Support local business development that will make Grand Ronde a more inviting place for Tribal members to return and spend their time.
Goal D4.1: To identify target areas and facilitate development of a commercial district in Grand Ronde community.

Stores, Services, and Other Amenities 2023 Update – Featured Accomplishments

Grand Ronde Station - Gas Incentive (D1.1) – Grand Ronde Station located near the Spirit Mountain Casino began offering a 30-cent gas discount in January 2022, and the program has continued to be a success for both Tribal members, employees, and the organization as a whole. This discount is being offered to enrolled tribal members and employees and is being revisited on a yearly basis. The gas discount is creating an incentive for Grand Ronde community members.

Family Entertainment Opportunities (D3.1) – In an effort to build a more vibrant commercial environment, several Department and Programs provide family entertainment activities in the Grand Ronde community throughout the year. Examples of these events include artist talks and show openings at Chachalu Museum and Cultural Center, family movie nights and activities supported by Social Services, Tribal artisan bazaars supported by the Elders Activity Center and Spirit Mountain Casino, and a variety of other events throughout the year.

Tribal Employment Rights Office (TERO) Trainings (D4.1) – The TERO program provides opportunities throughout the year that support the development and training of a skilled workforce. These trainings include but are not limited to fall protection training, forklift training, grade reading/shooting training, commercial driver license (CDL) training, and Oregon Department of Training (ODOT) Contractor Certification Training Workshops.



Grand Ronde Station

2023 Appendix E: Health & Wellness Summary



Goal Descriptions
Goal E1.1: Develop policies and guidance that facilitate Tribal member's ability to age-in-place when in the Grand Ronde Community.
Goal E1.2: Enhance and expand Tribal member's ability to access, utilize, and integrate non-Western health care practices into the Tribe's community health strategies.
Goal E1.3: Promote and integrate wellness approaches into policies and priorities of the Tribe.
Goal E2.1: Expand the inventory and accessibility of holistic health care services in the Grand Ronde community.
Goal E2.2: Provide wrap around services to address substantial community health issues.
Goal E2.3: Provide comprehensive mental health/behavioral health services to Tribal members and their families living in the Grand Ronde community.
Goal E3.1: Create opportunities for Tribal members to return to the community to work on their own health and wellness goals through accessing traditional practices and cultural connections.
Goal E4.1: To provide accessible health care services to employees of the Spirit Mountain Casino and other economic ventures of the Tribe working in the Grand Ronde community.

Health & Wellness 2023 Update – Featured Accomplishments

Healthcare and Vaccination Clinic (Goal E1.3, E2.1) – The Tribe received American Rescue Plan Act (ARPA) funding through the Indian Community Development Block Grant (ICDBG) to build a 10,000 square foot facility to support healthcare activities in the community. Ground breaking occurred in 2023, and the project is expected to reach substantial completion by late January 2024.

Great Circle Recovery (Goal E2.1, E2.2, E3.1)
<https://www.greatcirclerecovery.org/>

Salem Medication Assisted Treatment (MAT) Clinic – The Salem MAT clinic added a Peer Resource Center in 2023 providing amenities include a resource library, activities space, access to computers, support group spaces to facilitate lifestyle changes.

Portland MAT Clinic – The Portland MAT Clinic had its ribbon cutting ceremony in February 2023 welcoming tribal members and community members on their path to recovery.

Mobile MAT Clinic – Grant funding was secured in 2023 to purchase a new Mobile MAT Clinic. When the new mobile clinic becomes operational, the older mobile clinic will be retired.

Sheridan Country Inn – Grant funding was secured in 2023 to purchase the Sheridan Country Inn which will serve as a residential treatment facility.

Tiny Villages Emergency Housing (Goal A3.1, E2.2, E2.3, E3.1) – Two tiny village sites were opened to Tribal members in 2023. Housing is a social determinate of health, and emergency housing was missing housing type in the Grand Ronde community. Currently there are 10 single occupancy units located near the Police Station and 15 family units located near the Community Garden. Five additional family units will be added to the existing family units in late-January/early-February 2024. These units are completely full and waitlists exist for both housing types.

chicha Dedication (E2.3) – As part of the Grand Ronde Health & Wellness Clinic’s 25th Anniversary Celebration in October 2022, a new canoe was gifted to the community. In May 2023, a naming ceremony was held at achaf-hammi, and the canoe was given the name chicha, which means “grandmother” in chinuk wawa. The canoe will be used as a tool for community healing for activities related to the clinic.



Healthcare and Vaccination Clinic under Construction, January 2024

Community Transition Program (Goal A3.1, E2.2, E2.3, E3.1) – In an effort to better serve Tribal members experiencing the effects of addiction and co-occurring conditions, the development of Transitional Housing has been a focus for 2023. Grant funding was secured to purchase a variety of properties including the Hanson House, the Black Property, the Sabey property, and the Liberty Street property. These properties will all be used to house Tribal members and provides a next step from Emergency Housing. It's anticipated that many of these properties will come online in 2024 and be available to start serving Tribal members.

Grant Wins (Goal E1.1, E1.3, E2.1, E2.2, E3.1) – Health and Wellness has pursued and been awarded several grants in 2023 to support programmatic activities:

- **ACF Maternal, Infant, and Early Childhood Home Visiting (MIECHV) Program**, ~\$3 million (over 5 years). This funding will support the development and implementation of a culturally-relevant Tribal Home Visiting program.
- **Project Turnkey 2.0**, \$1.6 million. This funding allowed the Tribe to acquire and renovate two properties to be used for Community Transition programming for temporary and permanent supportive housing.
- **USDA Local Food Purchase Assistance Program (LFPA Plus)**, \$700,000 (over two years). This funding will support the purchasing and distributing nutritious and cultural foods for the Grand Ronde Community.
- **OHA Mobile Health Unit Pilot Program**, \$329,000. This funding allowed for the purchasing of a new mobile medication-assisted treatment unit to service Great Circle Recovery patients in Marion, Polk, and Yamhill counties.
- **OHA TMH 309 Residential & Housing Shelter Program**, \$3.2 million. This funding supported the acquisition of renovation of another property to serve as permanent supportive housing as a part of the Community Transitions Program.

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2023 Appendix F: Social Services Summary



Goal Descriptions
Goal F1.1: Assess and evaluate all policies and priorities of the Tribe through the lens of empowering individuals to exercise their capabilities and pursue their personal goals.
Goal F2.1: Optimize the utilization of resources and the impact of services through coordinating and integrating programs and activities across departmental boundaries.
Goal F2.2: Ensure that the design and location of facilities providing social services to the community are located, designed, and operated in a fashion that complements and reinforces the service philosophy of the programs and the unique needs of the individuals they serve.
Goal F2.3: Nurture and empower Tribal families by providing safe, responsive, and relevant services.
Goal F2.4: Provide a nurturing and supportive environment that fosters recovery and promotes healing.

Social Services 2023 Update – Featured Accomplishments

Community Center Expansion (Goal F2.2) – The blessing ceremony for the Community Center Expansion occurred in summer 2023. The project provides an additional 2,100 square feet of space which is being used for Warriors of Hope, a program for the prevention of domestic violence and sexual violence as well as providing survivor and victim assistance.

Men’s Transitional Housing (Goal F2.2) – The Men’s Transitional Housing Project opened in early 2023 and has the capacity to serve nine residents. This new site location consists of two module units and has room an additional unit to be added at a future date.

Domestic Violence Shelters (Goal F2.2) – The Domestic Violence Shelters opened in early 2023 and has the capacity to serve up to seven families or 12 total individuals and two (2) large families.

Gathering of Grand Ronde Tilixam (GONA) (Goal F2.3) – The Tribe’s first GONA since the pandemic occurred Sept 19-21st. The three day event had nearly 80-participants and was funded by Community Service Block Grant (CSBG). The event provided an opportunity for the Grand Ronde community to come together, grow, and heal.

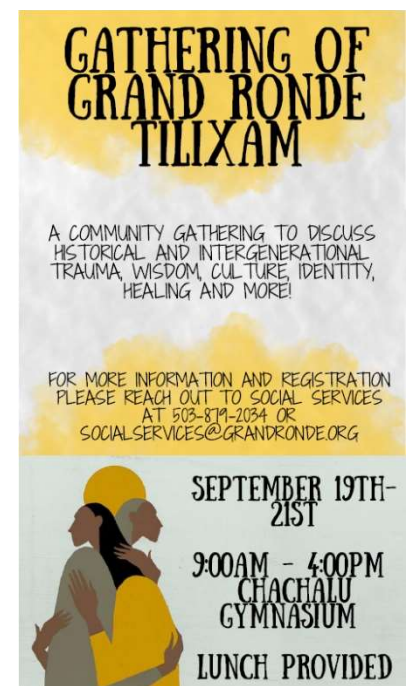
16th Annual Family Night Out (Goal F2.3) – The Tribe’s first Family Night Out since the pandemic was held on September 25th and was supported by the entire Social Services Department. The Tribal Gym was filled with families having fun and many departments and programs staffed resource tables with giveaway items geared toward Tribal youth and resource information geared toward adults. Nearly 250 people participated

Youth Empowerment & Prevention (Goal F2.3) – Youth Prevention and Empowerment provided a variety of educational and community engagement opportunities throughout 2023. Below is a list of some of the activities that occurred throughout the year: NYE Movie Night/Sobriety Event, Spring Break Programming, Summerween, Canoe Journey to Muckleshoot, Halloween, Rock Your Mocks, Wapato Planting, and holiday gift making.

Family Partnership (Goal F2.3) – Parent Connections Group met throughout the year, supporting parents in parenthood. Family Partnership also hosted the ʔush tæmtæm mitxwit-ʔatwa “good feeling walk” in association with Health and Wellness Canoe naming of the new canoe



Community Center Expansion –
Warriors of Hope Program



Gathering of Grand Ronde
Tilixam

chicha. This program is currently serving 27-youth and nine (9) families and has moved from the Education Building into the Community Building.

Children and Family Services (Goal F2.3) – Child Abuse Prevention Month is recognized in April and staff and community members were encouraged to participate in a community walk and several educational opportunities throughout the month. In June, the US Supreme Court voted to uphold the Indian Child Welfare Act (ICWA), which provides authority for Tribes to intervene when Indian children are going through adoption or being placed in foster care. Grand Ronde staff was very involved in advocating for this outcome. And in the fall, the Tribe hosted the Annual State and Tribal ICWA conference, which hosted over 400 guests at the Casino and included a cultural night at the plankhouse.

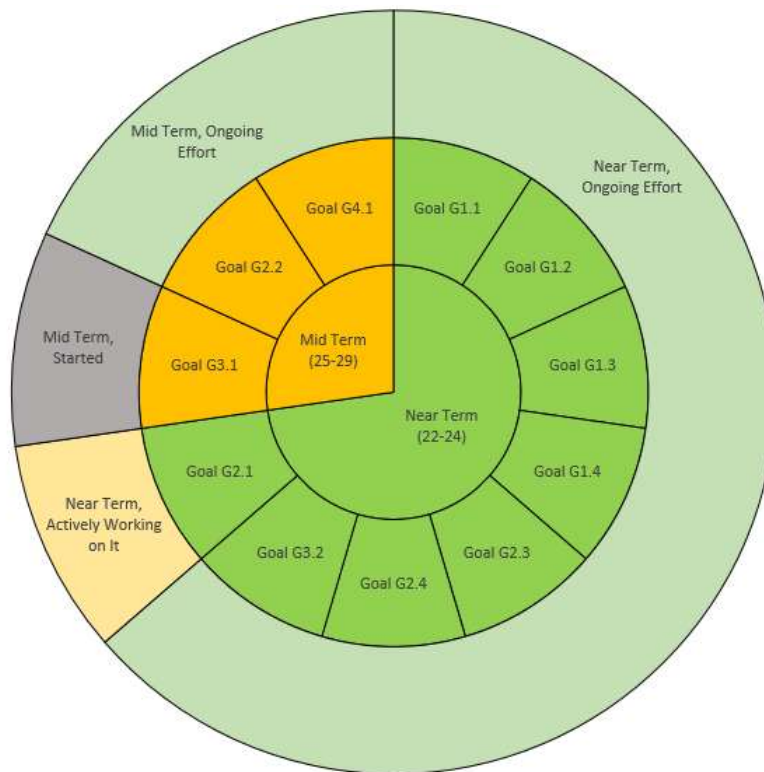
Community Programs (Goal F2.3, F2.4) – Community Programs provides a variety of different services to the membership. Updates in 2023 are provide below:

- **Tribal Navigator** – First full year with the Tribal Navigator Agreement (5 year agreement with ODHS). The new position/role is to liaise between the State and Tribal members who are older adults or people with disabilities to assist with enrollment in Older Americans Act Services or Long-Term Services and Supports. The key focus in 2023 was networking and learning about various Aging and Senior agencies throughout the state, while helping with outreach and referrals for our Tribal Elders.
- **Adult Services** – Housing and higher cost of living continued to be a barrier for our community. With the new tiny village operating there was less focus on temporary housing/shelters and more navigation to find permanent affordable housing. Our two Support Specialists engaged in various community events and trainings, including the GONA event in September and the Soul Focused Human Solidarity Training & Power Summit in Oct/ Nov.
- **Financial Literacy Class** – Continued Partnership with DevNW to offer a second round of Financial Foundations series (offered both virtually and in person in April & May). In addition to another \$60,000 for Individual Development accounts (IDAs).
- **Veteran Services** – Continued to work toward getting veterans connected to benefits by having various in-person gatherings to recruit, educate, and connect with veterans including but not limited to the PACT Act Claims event, the annuals Veterans Powwow and a Veterans Day luncheon.

Vocational Rehabilitation – Activities related to Vocational Rehabilitation can be found in *Appendix H: Employment & Vocational Self-Sufficiency*.

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2023 Appendix G: Education Summary



Goal Descriptions
Goal G1.1 Maintain, refine, and enhance existing education programs available to all Tribal members.
Goal G1.2 Collaborate on a G-to-G basis with School Districts where substantial numbers of Tribal youth attend, in order to ensure the educational goals of the Tribe are effectively promoted.
Goal G1.3 Collaborate on a G-to-G basis with the Oregon Dept. of Education as well as individual Oregon universities and colleges, in order to ensure the educational goals of the Tribe are effectively promoted.
Goal G1.4 Create consensus and focus on the role and purpose of cultural educational programming for the Tribe.
Goal G2.1 Expand the inventory and accessibility of early child (birth to 3yrs) education programs and services in the Grand Ronde community.
Goal G2.2 Ensure the quality of education received by local Tribal youth exceeds Tribal, state, and local standards for all students, birth through graduation.
Goal G2.3 Expand opportunities and capacity of culturally relevant education available to Tribal members at all age levels.
Goal G2.4 Explore and expand the use of technology and other innovations to ensure geographic proximity is not a limiting factor to Tribal members fulfilling their educational goals.
Goal G3.1 Provide and promote opportunities for Tribal members to participate in experiential learning programs based on Tribal culture.

Goal G3.2 Explore and expand the use of technology and other innovations to connect Tribal members living outside of the community with educational opportunities available within the community.

Goal G4.1 Match aptitudes and interests of Tribal members with the future needs of the Tribal government and local businesses, in order to create a viable and successful local workforce.

Education 2023 Update – Featured Accomplishments

Language Education Building (Goal G1.1) – The chinuk wawa Language Education Building opened to students in fall 2023. The new 6,600 sqft building is located north of the existing Education Building and consists of six classrooms and associated office space, and currently is serving 32 K-6 students.

Child Development Center (Goal G2.1) – The Child Development Center groundbreaking occurred in December 2023. This new building will consist of 26,000 sqft and include 12 classrooms, two large outdoor play areas, offices for staff, and a commercial kitchen. The construction is anticipated to take a year and occupancy should occur in late 2024 or early 2025.

Tribally Operated School (Goal G2.2) – Community engagement and work around the development of a Tribally Operated School has continued in 2023. A phasing plan is currently being developed and evaluated. Currently a full day of K-6 education could be offered to Tribal youth starting as early as Fall 2024.

Education Monthly Newsletter (Goal G1.2) – The Education Department sends out a monthly newsletter about department programs including chinuk wawa Education Program, Early Childhood Education, Youth Education, hayumunk skukum (formally Youth Enrichment), Higher Education, and the Library. Upcoming events are highlighted as well as contact information for each program.

Library Events (Goal G1.1) – The Tribe’s Library provided a variety of author events and educational opportunities throughout 2023. Additionally, the Tribal Library officially became part of the Chemeketa Cooperative Regional Library Service (CCRLS) District as a Member Library which allows for the library to access a larger circulation of books and other resources.

Curriculum Development (Goal G1.4, G2.3) – The Tribe’s curriculum made available through Oregon SB13 for school teachers in Oregon provides resources for teachers to educate students about their respective local tribe by using the materials created and provided by the Tribal community. There are currently over 100 lesson plans for grades K-12, and currently pre-school curriculum is under development. Curriculum resources can be found online here: <https://www.grandronde.org/history-culture/culture/curriculum/>



chinuk wawa skul; Language Education Building (K-6)

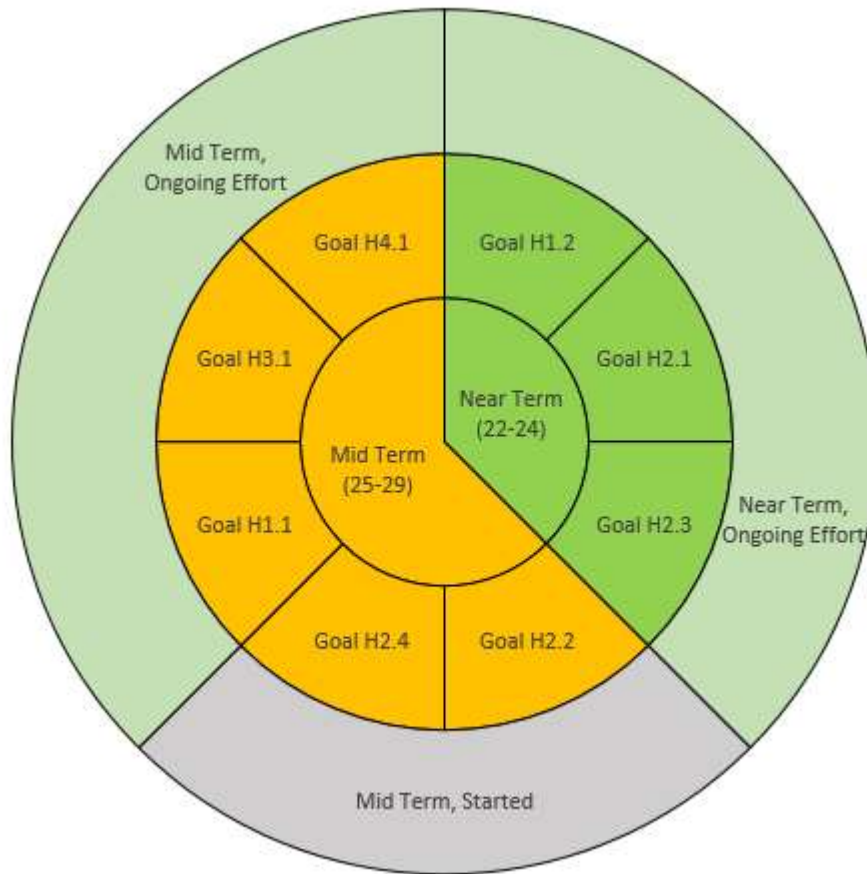
2023 Grand Ronde Education Summit (Goal G1.4, G2.3) – The Education Department hosted their 7th Annual Education Summit at the Spirit Mountain Casino in August 2023. This event had large attendance numbers with approximately 250 attendees, and is an opportunity for regional educators to learn more about the Grand Ronde Tribe, Grand Ronde history, cultures, natural resources, culturally responsive teaching practices, and the Grand Ronde Tribal curriculum resources.

hayu-munk skukum (Formerly Youth Enrichment) (Goal G3.1) – The Education Department broke out the hayu-munk skukum program into two age groups with a Youth Center serving students in 6-12 grade, and an After School Program for students in Kindergarten-5th grade. The Youth Center is a “drop-in” service while the After School Program requires sign up. The After School Program operates daily with up to 60 students receiving transportation from Sheridan and Willamina schools to the after-school enrichment program and there is currently a wait list to access the program, but new grant funding should provide additional capacity in 2024.

Community Events (Goal G2.3, G3.1) – The Education Department hosted a variety of community events throughout 2023, and some of the larger events including the Spring Carnival; chinuk wawa Family Language Retreat (June 16th); the Education Department 2023 Honor and Recognition Event - 99 tribal graduates honored between 8th grade through doctorate degrees (July 6th); hayu-munk skukum K-5 Summer Program, Early Childhood Education (ECE) and chinuk wawa Graduation events (August); Last Blast Summer BBQ; October Open House Event/Powwow; and the Rock Your Mocks event (November).

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2023 Appendix H: Employment & Vocational Self-Sufficiency Summary



Goal Descriptions
Goal H1.1 Develop and enforce new policies that make the Tribe's employment and vocational efforts more responsive, effective, and enforceable.
Goal H1.2 Build on existing policies and ordinances to enhance the Tribe's capacity to support vocational and employment goals of Tribal members and Tribal Indian Owned Businesses.
Goal H2.1 Further integrate and collaborate with Tribal and non-Tribal entities in order to help more Tribal members reach their personal employment goals.
Goal H2.2 Leverage the Tribe's position as one of the region's largest consumers of contract services to assist existing and start-up businesses owned by Tribal members meet their business goals.
Goal H2.3 Provide access to comprehensive and targeted training programs designed to expand the economic mobility of Tribal members.
Goal H2.4 Expand and enhance vocational services specifically focused on Tribal members who have barriers to employment.
Goal H3.1 Provide and promote opportunities for Tribal members to participate in focused training programs to enhance their overall employability.
Goal H4.1 Match aptitudes and interests of Tribal members with the future needs of the Tribal government and local businesses, in order to create a viable and successful local workforce.

Employment & Vocational Self-Sufficiency 2023 Update – Featured Accomplishments

TERO Annual Appreciation Lunch (Goal H2.2, H2.3) – The TERO Annual Appreciation Lunch was held on November 4th, and served as an opportunity to celebrate the success of those engaged with the various programs. There were more than 70 attendees at the event this year. Wages earned through TERO employment in 2023 (January – October) approximately \$766,000. TERO currently has 78 registered Indian Owned Businesses (IOBs) with 26 of those businesses owned by Grand Ronde tribal members.

TERO Trainings (Goal H2.3, H3.1) – TERO held several training events throughout 2023. Trainings offered included fall protection, forklift training, grade reading/shooting, commercial driver’s license training, and Oregon Department of Transportation Contractor Certification Training Workshops.

- Additionally over \$100,000 was used from the Individual Funding Opportunities (IFO’s) Program to identify in partnership with individual tribal members, tailored trainings based on individual interests.

ODOT- TERO Partnership (Goal H2.1) – Through the existing partnership with ODOT, TERO and ODOT are building a workforce that reflects the diversity of our community. In 2023, TERO provided skilled workers on 16 different ODOT projects and averaged an approximate 10% TERO hiring rate. This is made possible by TERO maintaining a large skills bank with approximately 350 workers ready for dispatch. At any given point throughout the year there are approximately 60 dispatch TERO workers on either ODOT Projects and Tribal Projects.

Employee Policy Updates (Goal H1.1) – The Human Resources Department worked on a variety of policy updates in 2023 as they prepare to rollout a new HR software system and Employee Handbook in 2024. Policy updates included additional time allocated for Bereavement, updates to Paid Parental Leave, and modifications to the Holiday list.

Human Resources Trainings (Goal H2.3) – The Human Resources Department in collaboration with Tribal Police did a rapid training rollout in May for Opioid Awareness and NARCAN® training. The U.S. is facing record high numbers of fatal drug overdoses, and Fentanyl is one of the deadliest drugs that the U.S. has ever faced. The Fentanyl crisis is being experienced in the Grand Ronde community, and anyone can be at risk of being exposed to Fentanyl. The Tribe made it a priority to educate employees on this crisis and to understand the warning signs of overdose, as well as how to administer NARCAN®. All Tribal employees were trained.

Human Resources also began rolling out a series of Leadership Trainings for management level staff in 2023, which is expected to continue through 2024.

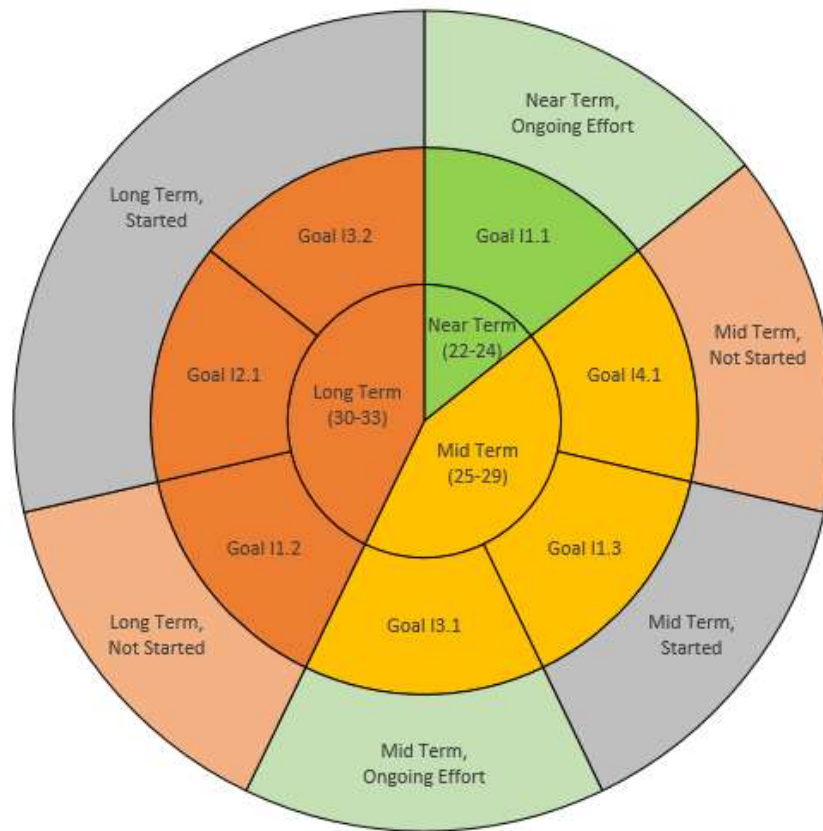
VR & 477 Programs (Goal H2.3, H2.4, H3.1) – In 2023 there was ongoing collaboration with multiple community partners and CTGR departments to provide On the Job Training (OJT) opportunities for Tribal Members living with disabilities. The VR & 477 programs have developed additional outreach videos to promote awareness of program services within the service area. The videos have been placed on the CTGR Tribal website (links below) and circulated through various social media outlets. Additionally, the 477 program has launched a Tool Lending Program (TLP) to insure individuals are able to acquire the tools necessary to reintegrate into the workforce with the tools needed to be successful while minimally

impacting reoccurring cost. The videos can be found here: <https://www.grandronde.org/services/social-services/477-employment-and-training/> and <https://www.grandronde.org/services/social-services/vocational-rehabilitation/>

Vocational Rehab Staff Cross-Training (Goal H2.4) – In alignment with the current Cooperative Agreement between The State of Oregon DHS, Oregon Vocational Rehabilitation, Oregon Commission for the Blind, and the CTGR American Indian Vocational Rehabilitation (AIVR) program; there are ongoing cross-training services for staff. Additionally, program staff have ongoing Trauma Informed Training, Motivational Interviewing Training, and specific program service trainings through the American Indian Rehabilitation Training and Technical Assistance Center (AIVRTTAC), Northwest Indian Collage, and Northern Arizona University Institution for Human Development.

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2023 Appendix I: Environmental Stewardship & Natural Resource Management Summary



Goal Descriptions
Goal I1.1: To develop, refine, and adjust policies and practices to ensure utilization of the timbered Reservation lands by Tribal and non-tribal members do not adversely impact the environmental health or quality of experience.
Goal I1.2: To develop and deploy policies that tie specific natural resource stewardship measures directly to community development measures (e.g. population growth, facility construction, etc.).
Goal I1.3: Leverage natural resources needs of the Tribe and neighboring properties to support viable local businesses owner and operated by Tribal members.
Goal I2.1: Enhance the livability of the Grand Ronde community by preserving, protecting, and promoting natural environments and native species.
Goal I3.1: Expand the use of the Tribe’s timbered Reservation lands for hunting and gathering activities as a way to bring more Tribal members back to the community.
Goal I3.2: Enhance participation in seasonal employment programs that bringing Tribal members to the Grand Ronde community to participate in natural resource management and fire protection services.
Goal I4.1: Develop and nurture viable Tribal and IOB ventures tied to timber management activities in and around the Grand Ronde community.

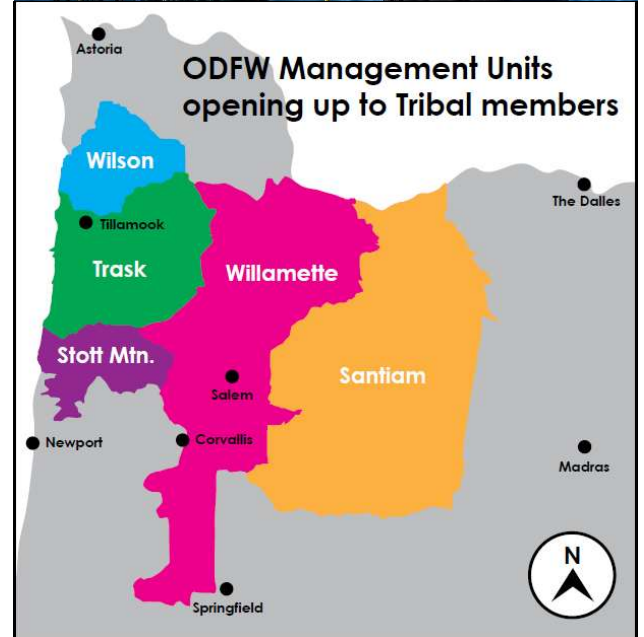
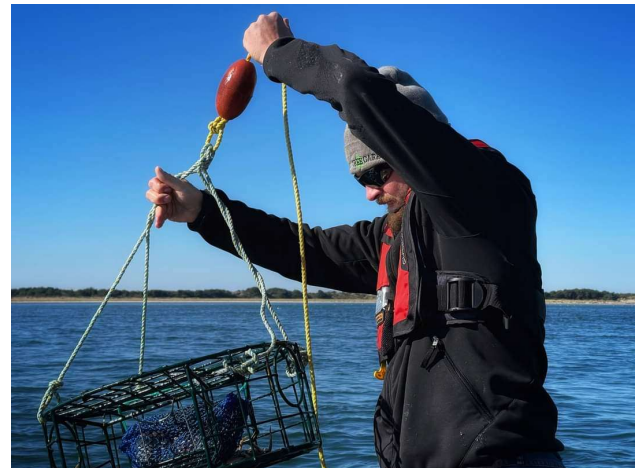
Environmental Stewardship & Natural Resource Management 2023 Update – Featured Accomplishments

Oregon Department of Fish and Wildlife (ODFW) Memorandum of Agreement (MOA) (Goal I2.1, I3.1) – The Tribe in collaboration with ODFW signed a MOA that significantly expands subsistence and ceremonial hunting, fishing, and harvesting for tribal members. Originally Tribal members were limited to the Trask Management Unit at approximately 1,300 sq. miles, and now have access to four additional Management Units totaling over 11,000 sq. miles. NRD moved quickly to set up a licensing program to allow for Tribal members to hunt, fish, and harvest in fall of 2023. In 2023 the following tags were issued under the new MOA: 261 deer tags, 275 elk tags, and 151 angling tags.

Natural Resource Management Plan (Goal I1.1) – The Natural Resource Management Plan, a 10-year planning document that focuses on the over 10,000 acres of forest land on the Grand Ronde Reservation, was adopted in December 2023. The plan acknowledges Tribal ecological knowledge (TEK) and allows for flexibility in adaptive management. The plan is effective through December 2023. The plan includes guidance for fish and wildlife management, recreation, timber resources, fire management, and silviculture.

Fire Management and Protection Program (Goal I1.1) – The Fire Management and Protection Program trained and certified a crew of 50 seasonal and full-time Wildland Fire Practitioners in 2023. Certified firefighters provided local fire protection for the community (wildland urban interface) and all Tribal forest lands. The Program undertook various prescribed and cultural burns on Tribal forestlands, conservation lands and other scattered ceded lands, including burning on the Reservation Forest, Noble Oakes, Rattlesnake Butte, Lily Ranch, NRD Restoration, and on various ceded land locations, include Champoeg State Park, Camp Creek Hills (Siletz Agency), Smithfield Oakes (Willamette Valley Fire Collaboration), and Coyote Oakes (Long Tom Watershed Council). The crew also assisted various Tribes and partners with fire protection and prescribed and cultural burning efforts in Oregon, Washington, California, New Mexico, Alabama and Oklahoma.

Timber Program (Goal I1.1) – The Timber Program completed the Katsaq timber sale in 2023 which consisted of three blocks encompassing 123 acres. The Timber Program also completed removal and piling of material for a habitat restoration project on local Tribal Trust land, contributed to the next 10-



Tribal Members Crabbing & ODFW Management Units Now Open to Tribal members Map

year Natural Resource Management Plan, and performed multiple actions in support of Conservation Lands management.

Native Plant Nursery (Goal I2.1) – The Tribe’s Native Plants Nursery assisted with various restoration and conservation efforts within the ceded lands, propagated and sold native plants to partners, and provided educational experiences for Tribal children and local schools.

Salmon Strength Initiative (Goal I2.1) – Monitoring and promoting salmon health and recovery within the Tribe’s homelands is the focus of the Tribe’s Salmon Strength Initiative. This effort is focused on salmon recovery through the lens of research, advocacy, and policy, as well as collaboration with State, Federal, and Tribal Nations. Tribal Council adopted three salmon recovery policies that jointly guide this body of work.

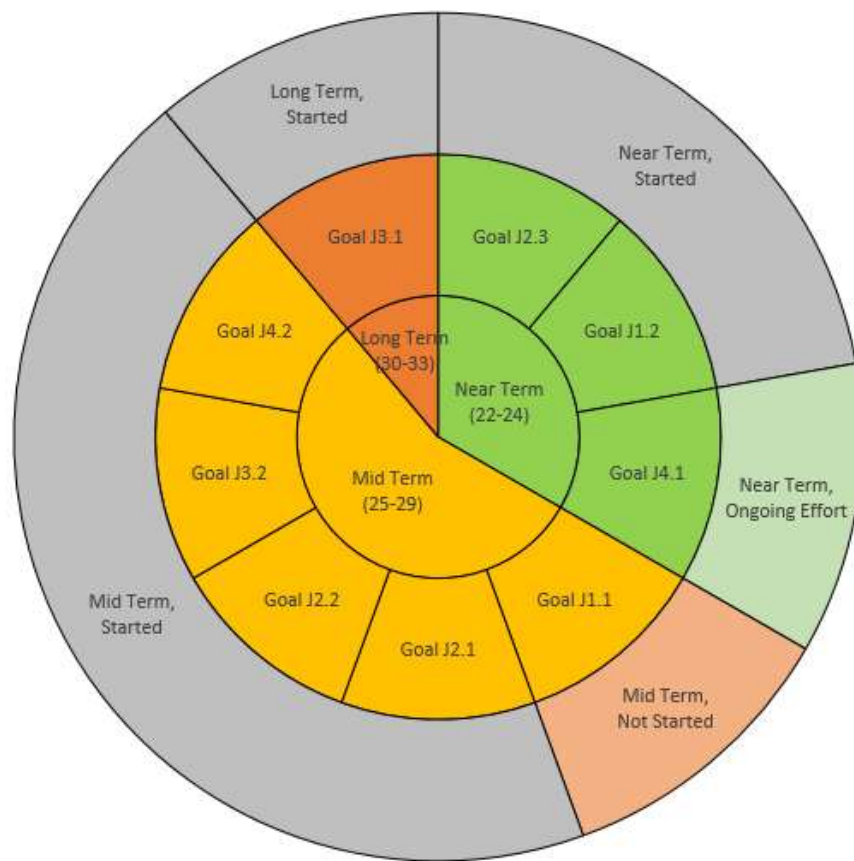
Nature Playground (Goal C2.1) – Activities related to the Nature Playground can be found in *Appendix C: Recreation and Gathering Spaces*.

Natural Resources Managed Lands Access Policy (Goal I2.1, I3.1) – Activities related to the Natural Resources Managed Lands Access Policy can be found in *Appendix C: Recreation and Gathering Spaces*.

Online Booking for Big Buck Campground (Goal I2.1, I3.1) – Activities related to the Online Booking for Big Buck Campground can be found in *Appendix C: Recreation and Gathering Spaces*.

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2023 Appendix J: Cultural Resources Summary



Goal Descriptions
Goal J1.1 To develop an integrated and systematic approach that incorporates the development of adequate and appropriate spaces, signage, and activities into all community development decisions.
Goal J1.2 To regularly review and refine governmental ordinances to promote best-practices for protecting, preserving, and promoting cultural resources
Goal J2.1 Enhance the livability and identity of the Grand Ronde community through the sharing of cultural information in welcoming and relevant ways.
Goal J2.2 Expand access to and participation in cultural practices for all residents of the Grand Ronde community.
Goal J2.3 Expand the inventory and accessibility of arts and entertainment opportunities throughout the Grand Ronde community.
Goal J3.1 To enhance existing programs and create new initiatives that engage and encourage Tribal members to visit the Grand Ronde community to connect with their cultural traditions and practices.
Goal J3.2 To enhance existing programs and create new initiatives that engage and encourage Tribal members to visit the Grand Ronde community to connect with their cultural traditions and practices.
Goal J4.1 To support and promote the development of viable small businesses by Tribal artisans.
Goal J4.2 To enhance the quality of life of Grand Ronde to make it more attractive place for employees to live.

Cultural Resources 2023 – Featured Accomplishments

Indigenous Place Keeping Fellowship (IPKA) (Goal J2.1, J3.1, and J4.1) – This fellowship is open to individuals who can demonstrate a verifiable Indigenous connection to ancestral peoples of western Oregon from the lower Columbia River in the north to the Klamath River in the south. In the second year due to additional grant funding provided by Meyer Memorial Trust, five (5) fellows were selected each receiving \$20,000. More information about each artist can be read here:

<https://www.smokesignals.org/articles/2023/03/30/tribe-selects-five-artistic-fellows/>

Grand Ronde History and Culture Summit (Goal J2.1, J2.2, J3.1) – This hybrid event was held October 4-5th at the Chachalu Museum and Cultural Center, with 175 people in attendance in person and another 150 plus participates online. This event brings together community members, scholars, and agency partners to learn more about the Grand Ronde Tribe.

Chachalu Exhibits – My Father’s Father’s Sister: Our Ancestor Shimkhin, stik, and ikanum (Goal J2.1, J3.1, and J4.1) – Chachalu hosted three main exhibits in 2023. The exhibit *My Father’s Father’s Sister: Our Ancestor Shimkhin* received wide acclaim. The exhibit raised awareness of the respected 19th-century Atfalati Kalapuya healer Shimkhin and highlighted contemporary Two-Spirit and Indigiqueer community members. The guest curators Anthony Hudson and Felix Furby have received additional \$200,000 dollars in grant funding from various foundations to continue to exhibit touring into 2024. The *ikanum* exhibit takes place each winter with different guest artist focused on stories from the pacific northwest, and the *stik* exhibit is a year-long four-part exhibit that kicked-off in fall 2023 that will feature stories from the forest – part one focuses on time immemorial.

Society for American Archeology (SAA) Conference March 29th-April 2nd (Goal J2.1, J2.2, J3.1) – This event was held in Portland and hosted 3,700 plus archeologist from across the US. It was the first time the SAA has ever had a Tribal host, and staff from the Cultural Resources Department provided and/or contributed to six presentation sessions, three posters, and two information tables during the event. Additionally a Tribal Welcome was given by Councilman Jon George with a song given by Grand Ronde Singers.

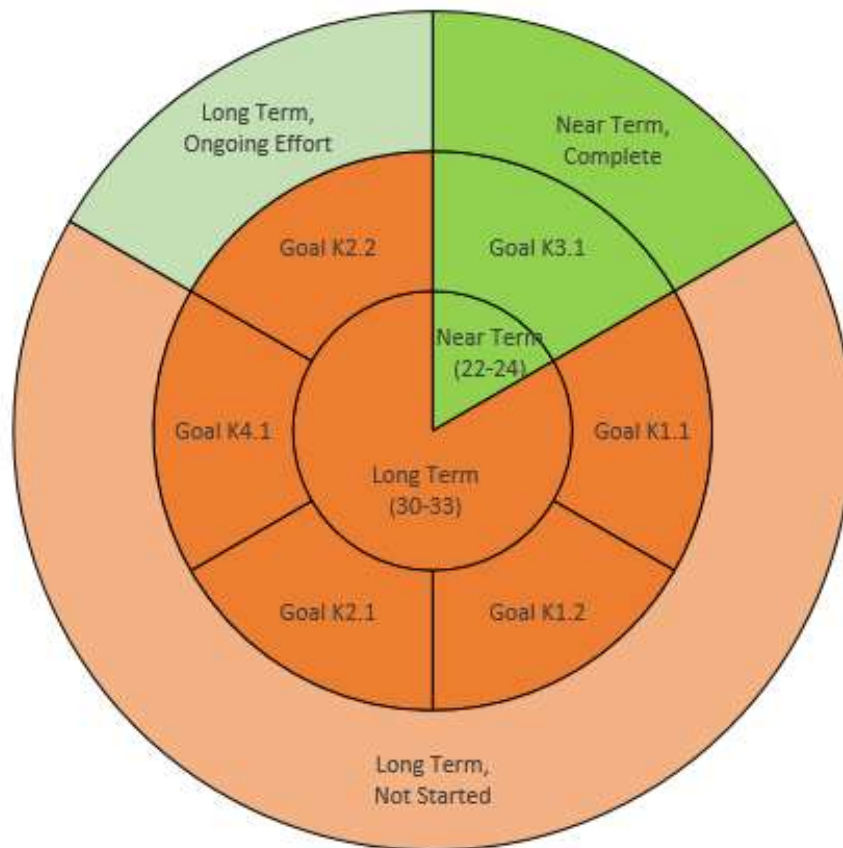
Lifeways Classes (Goal J2.1, J2.2, J3.1) – Classes and events were held throughout the year and included Stick Game Night, powwow learning event series, gathering trips, canoe journey preparation, and ribbon skirt making events.

Support at tumwata village (J2.2) – The Tribal Historic Preservation Office (THPO) has provided support for the tumwata village redevelopment throughout 2023. Efforts include collaboration with the Chinese Diaspora project, Oregon Black Pioneers and Jacob Vanderpool’s legacy, the historic images project, and collaborations with both Oregon State’s geomatics program, and Willamette University’s material studies program.



Shimkhin Exhibit Poster

2023 Appendix K: Economic Development Summary



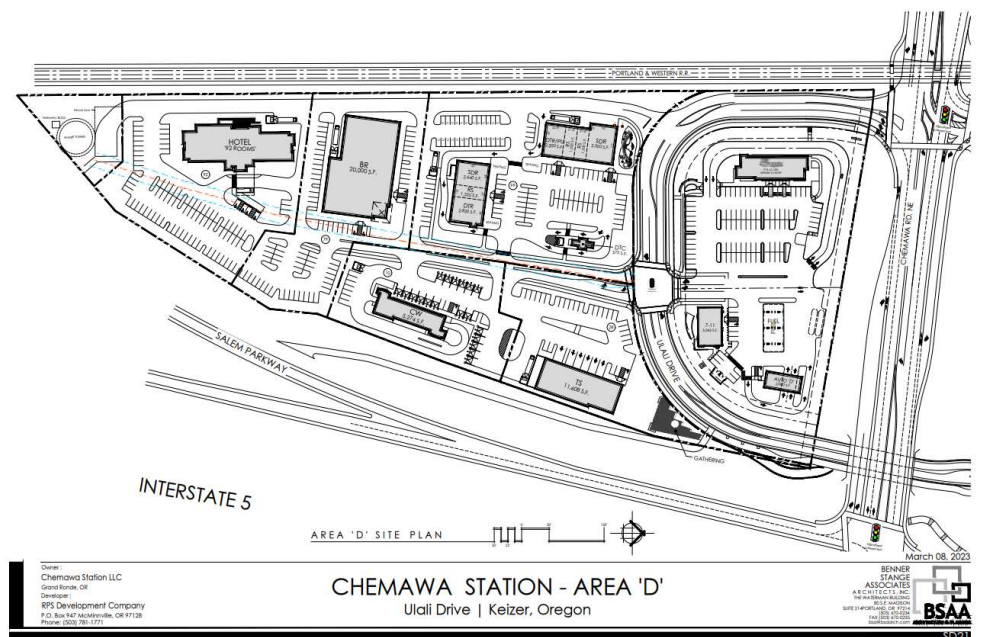
Goal Descriptions
Goal K1.1 To identify and quantify acceptable costs (cash outlays or reduced profits) the Tribe is willing to absorb in return for locating Tribal economic enterprises in the Grand Ronde community.
Goal K1.2 To evaluate and adopt necessary incentives to drive third-party economic development investment in Grand Ronde.
Goal K2.1 To evaluate and support sustainable Tribal and non-Tribal businesses in the Grand Ronde area.
Goal K2.2 To support quality of life enhancements that will make the Grand Ronde community a more attractive place to live for Tribal employees.
Goal K3.1 To provide viable commercial services that will encourage and support Tribal members wishing to visit the Grand Ronde community to connect with their community, family, and/or cultural practices.
Goal K4.1 To utilize adopted economic development policies and tools to enhance the viability of the Grand Ronde community as an economic hub.

Economic Development 2023 Update – Featured Accomplishments

Economic Development Activities (Goal K2.2, K3.1, K4.1)– The Tribe is actively working on several economic development activities throughout the Tribe’s ceded lands. Some of these activities include but are not limited to the following:

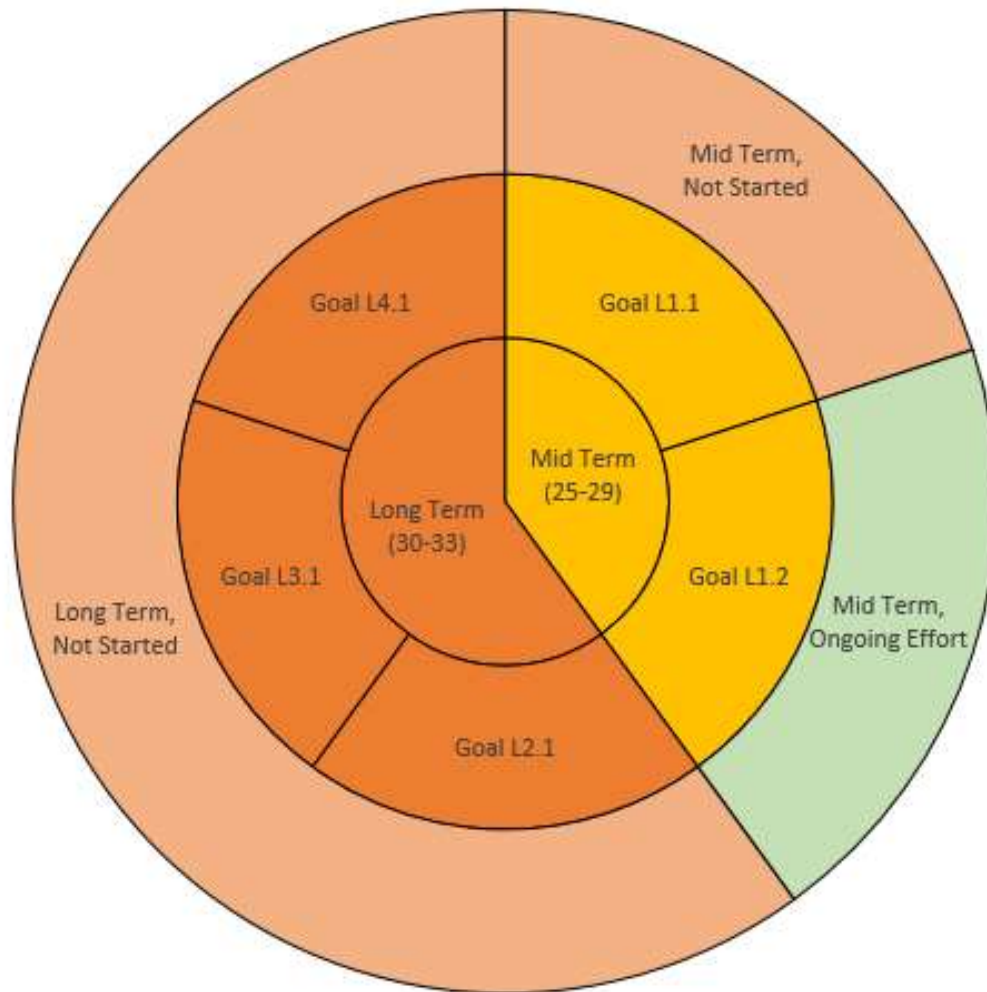
- The Chemawa Station development in Keizer
- The Spirit Mountain Casino in Grand Ronde
- Redevelopment at former Multnomah Dog Track in Wood Village
- Redevelopment at tumwata village in Oregon City
- Billboard leasing
- Investment accounts
- Tribal entities e.g. Dakta, LLC (SAM Medical Products); HuyHuy, LLC & Lamatsin, LLC (Shasta Administrative Services); Iskum II (Cherry City); and Grand Ronde Food & Fuel Company
- Commercial real estate holdings/leasing, hay leasing, etc. See *Appendix L: Land Use Planning & Acquisition* and the *Ceded Lands (Off-Reservation) Accomplishments* sections for more details.

Chemawa Station (Goal K2.2, K3.1, K4.1) – The Grand Ronde Tribe and the Siletz Tribe are co-owners of the Chemawa Station development in Keizer, Oregon. The Federal Highway Administration transferred ownership of the 15.7-acre Chemawa Station property to the tribes under the Indian Self-Determination Act in 2002. In 2023 an amendment to the master plan was submitted and approved by the Keizer City Council. This amendment will allow for new retail development including three fast-food restaurants, a coffee/donut shop, brewery, retail space, quick lubrication vehicle outlet, convenience store with gas station, car wash, tire store and a 92-room hotel on the property.



Chemawa Station Master Plan Amendment Site Plan – March 2023

2023 Appendix L: Land Use Planning & Acquisition Summary



Goal Descriptions
Goal L1.1 To develop a land use management system that is both flexible to the Tribe's needs and empowering to the Tribe's long-term vision for the development of the Grand Ronde community.
Goal L1.2 To ensure the Tribe's vision and values are reflected in the design and development of the Grand Ronde Community
Goal L2.1 To create on-going processes that inform decision-making associated with achieving livable community goals for the Grand Ronde community
Goal L3.1 To create on-going processes that inform decision-making associated with promoting and supporting enhanced visitation by Tribal members to the Grand Ronde community.
Goal L4.1 To create on-going processes that inform decision-making associated with economic development investment and activity in the Grand Ronde community.

Land Use Planning & Acquisition 2023 – Featured Accomplishments

Property Acquisitions (Goal L1.2) – The Lands Department evaluated many properties throughout 2023 for potential acquisition both within the Grand Ronde Community and throughout the Tribe’s ceded lands. Properties acquired in 2023 within the Grand Ronde Community include the Evey Forest Lands, the Black property, Sheridan Country Inn, Hanson House Bed & Breakfast, the Sabey property, and the Powley property. Properties acquired in 2023 throughout the Tribe’s ceded lands include the Hurliman property, the Liberty Street property, and Deer Path East (conservation). Five of the nine properties acquired in 2023 were grant funded purchases in association with the Health & Wellness program, these purchases required extra care due to funding constraints and timing requirements, but all were successfully acquired. This was the largest number of land purchases in a single calendar year to date for the Tribal Lands Department.

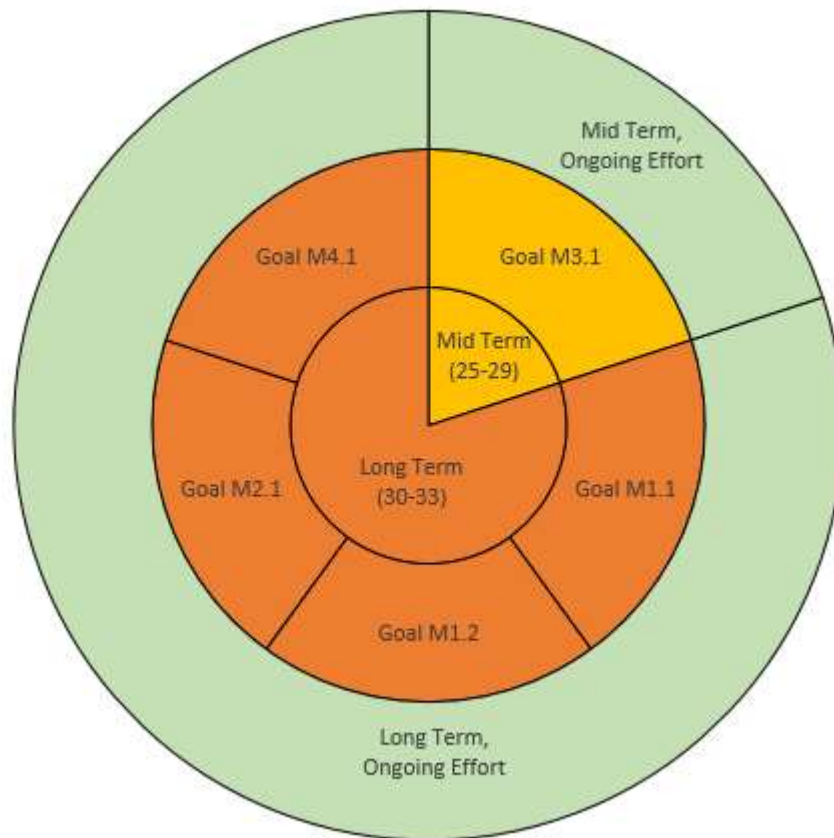


Deer Path East Property – Dallas, Oregon

Lands Department Activities (Goal L1.2) – In 2023, the Lands Department managed and executed a variety of activities that responded to the needs of Tribal Government. They oversaw Property Management for lands owned by the Tribe inclusive of development support, encroachment abatement, and oversight of Property Tax exemptions and special assessments. They also helped to develop and oversee lease agreements and permits for the Tribe’s diverse real-estate portfolio varying from commercial real estate to agricultural holdings. The commercial properties, while not located in Grand Ronde, contribute to the overall Economic Development Strategy of the Tribe. In 2023 the Tribal Lands Department’s Realty Program completed the Tribe’s largest acreage trust application to date. The large forestland tract has been accepted into trust by the BIA and final steps for the trust conversion should be completed in early 2024. Due to the sensitive nature of real estate information and the public consumption of this document, limited detail is being provide about specific activities.

Grand Ronde Reservation Act Thompson Strip Amendment (Goal L1.1) – An amendment to the Grand Ronde Reservation act which fixed the 1994 “Thompson Strip” error was signed into law on December 26th, 2023. The fix will allow the Tribe to pursue future surveying errors within the State of Oregon if other errors are found. <https://www.smokesignals.org/articles/2023/12/20/reservation-act-amendment-to-fix-thompson-strip-error-signed-into-law/>

2023 Appendix M: Roads & Pedestrian Pathways Summary

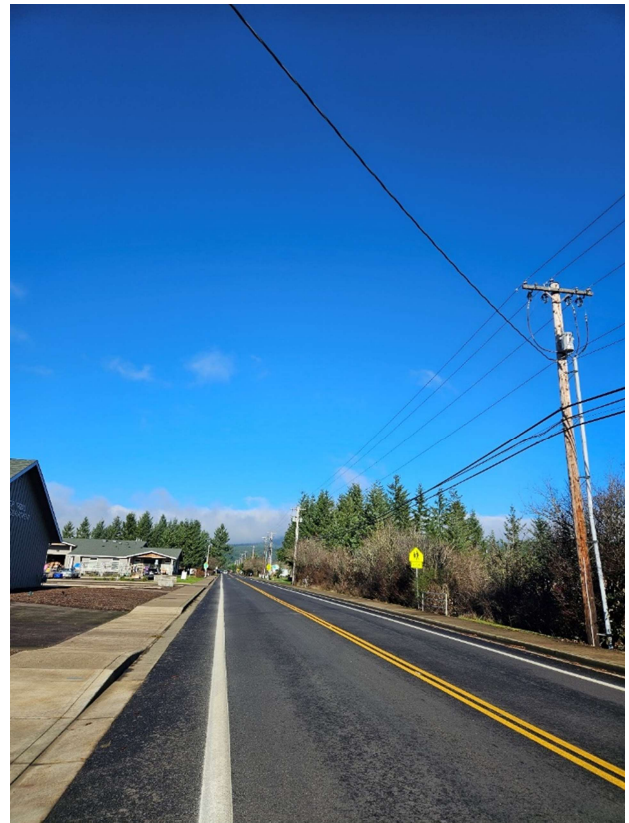


Goal Descriptions
Goal M1.1 To exert the Tribe's unique role as a collaborative partner to enhance the overall safety of Grand Ronde Road.
Goal M1.2 Ensure that as the community grows, there continues to be adequate roads and pedestrian pathways to provide convenient access.
Goal M2.1 Enhance the safety of Grand Ronde Road and help transform it from a thoroughfare to a Main Street.
Goal M3.1 Provide a network of non-motorized pathways that provide pedestrians and bicyclists with safe and convenient access to the major features of the Grand Ronde community.
Goal M4.1 Optimize the upgrade of Highway 18 into a four-lane expressway between the Coast and the Valley to benefit the Tribe's economic development efforts in the community.

Roads & Pedestrian Pathways 2023 Update – Featured Accomplishments

Grand Ronde Indian Reservation Long Range Transportation Plan (LRTP) Update (Supports all 5 Goals) – The update to the Tribe’s LRTP has been occurring throughout 2023. This document will update the 2019 plan to reflect the rapid growth and change happening with the Tribe’s transportation system. The Tribe received additional funding in 2023 to add a Multi-Modal section and to update the Safety section. The plan update is anticipated to be complete in spring 2024.

Grand Ronde Road Pavement Rehabilitation, TIP Project No. 16 (Goal M1.1, M2.1) – The Grand Ronde Road Pavement Rehabilitation project was completed during the summer of 2023 (see image to the right). The project was done in partnership with both Polk County and Yamhill County. Grand Ronde Road is the major north-south road through the community and provides access for both residential and tribal government activities.



Grand Ronde Road Paving – Summer 2023

ODOT OR-18 Re-alignment Project, TIP Project No. 4 & 20 (Goal M4.1) – The Public Works Coordinator, General Manager, and the Spirit Mountain Casino Management Team have continued to stay engaged and contribute to the discussions regarding ODOT’s OR18 Fort Hill Road to AR Ford Road Project (KN18854). Discussion on the Facility Plan have continued throughout 2023, to address concerns about impacts to the Spirit Mountain Casino <https://www.oregon.gov/odot/projects/pages/project-details.aspx?project=18854>.

Multi-Use Path Feasibility Study (Goal M2.2, M3.1) – In 2023 the Tribe was awarded funding through the ODOT Community Paths Program to advance the design of the multi-use path between Tribal Campus and the Spirit Mountain Casino to a 30-percent design. The analysis and design is anticipated to begin in 2024.

Route 312 Culvert Replacement (Goal M1.2) – This project is in the Tribe’s Transportation Improvement Program (TIP) list and is currently in design. This culvert is in need of replacement and the route is used by log trucks for timber harvesting in the area and is also being used for recreational activities by Tribal members and the general public. It’s anticipated that this project will be constructed in 2024.

2023 Appendix N: Government Facilities & Infrastructure Summary



Goal Descriptions
Goal N1.1 To develop an integrated and systematic approach that incorporates the development of adequate and appropriate livability features into all community development decisions.
Goal N1.2 To regularly review and refine governmental policies and ordinances to ensure the construction and operation of community facilities are accessible, efficient, and sustainable.
Goal N2.1 Enhance the livability and identity of the Grand Ronde community through providing accessible, adequate, and appropriate community facilities.
Goal N2.2 Ensure investments in infrastructure development are appropriate to meet the development needs of the community for the next 10 years.
Goal N3.1 To ensure there is adequate infrastructure to support Tribal members returning to celebrate and reconnect with the Grand Ronde community.
Goal N4.1 To support and empower viable economic development activities by the Tribe.

Government Facilities & Infrastructure 2023 – Featured Accomplishments

Electric Vehicle (EV) Charging (Goal N2.1) – In 2023 Tribal Government acquired its first electric vehicle charging station (see image to right) and EV charging stations were installed in all 24 new Elder Housing units. The Tribe was also successful in being awarded a Carbon Reduction Grant through the Oregon Department of Transportation and should receive an additional eight (8) EV charging stations inclusive of 16 total charging ports in 2024. The Tribe is being responsive to both Tribal members and employees who are seeking out more opportunities to pursue EV charging options for their personal vehicles.

Veteran’s Memorial Upgrade (Goal N2.2) – The Tribe received funding to add additional granite pillars to the Veteran’s Memorial. Two of the service areas were getting close to full on their existing pillars and so additional pillars were commissioned due to the large lead times in securing the materials. The new pillars were installed in 2023 and are ready for use when needed.

Resident & Recreation Center (Goal N2.1 & N2.2) – The design phase for the Resident and Recreation Center was kicked-off in 2023. This project will be located west of the existing Apartments on Tye Road and will include new recreation facilities, community space, a health and wellness component, additional office space for the Housing Department, and a meat processing facility for hunting/harvesting activities for Tribal members living in Tribal housing. Design completion is anticipated by the end of summer 2024.

Other Campus Building Infrastructure (Goal N2.1, N2.2, N4.1) – Several community buildings were in various stages of design and/or construction in 2023 on the Tribal Campus. More detail about several of these buildings can be found under the respective Focus Area served by that building (Housing, Education, Social Services, etc.). New/expanded buildings include the following: Health & Vaccination Clinic, Fire Station Expansion, Community Center Expansion, Language Education Building, Creekside (Elder Housing Phase III), the tipsu-ili?i Home Ownership Project, Tiny Home Villages, Resident and Recreation Center, and Wind River Phase III Apartments.

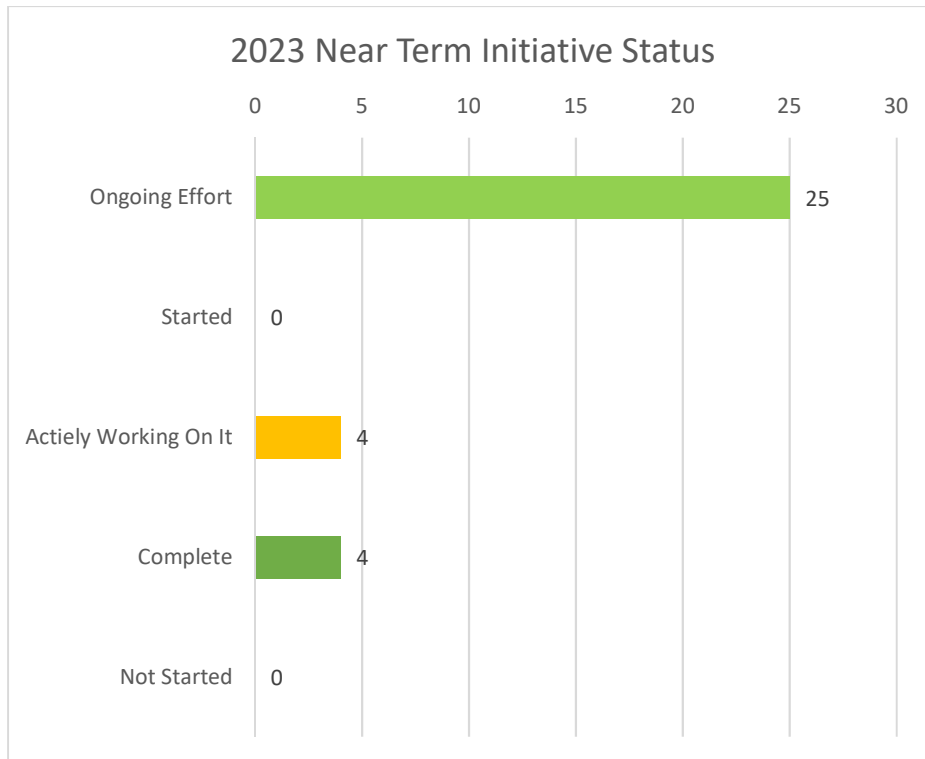
Other Facility Improvements (Goal N2.1, N2.2, N4.1) – Several other facility improvements occurred throughout 2023. These improvements include but are not limited to roof replacements for market rate housing units, upgrades to the Waste Water Treatment Plant (WWTP), and a new roof on the Health & Wellness Clinic due to warranty issues. The Tribe also received 19 towable generators for emergency purposes. These units are anticipated to primarily support Elder Housing and one is specifically designated for the WWTP.



Solar Electric Vehicle Charging Station near Governance Center

Community Development Plan Initiatives – Featured Accomplishments

The Community Development Plan has identified 77-initiatives that are concepts, ideas, and projects put forth that often are supported by one or more specific department goals. Of the 77-initiatives, 33 have been identified near term status with completion in 2022-2024. The status of the 33 near term initiatives at the end of 2023 can be seen below. All near term initiatives have either been complete, are being actively worked on, or have transitioned into an ongoing effort. One new initiative was completed in 2023, and the remaining four initiatives that are being actively worked on are anticipated to be complete in 2024.



Initiative 5.2o.13 Expand Domestic Violence Prevention and Recovery Services - The blessing ceremony for the Community Center Expansion occurred in summer 2023. The project provides an additional 2,100 square feet of space which is being used for the Warriors of Hope, a program for the prevention of domestic violence and sexual violence as well as providing survivor and victim assistance. New shelter space also opened in 2023.

Support Services - Department Accomplishments

There are many departments or program operations within Tribal Government, that provide support services to help achieve overall organizational goals and initiatives. While these departments are not directly tied to a focus area, they provide vital support roles for the success of the CDP goals and initiatives. Below is a list of department accomplishments completed by those departments that support both the overall organization and the Community Development Plan.

In January 2023, **Audit Services** signed an administrative services agreement to provide internal audit services to Spirit Mountain Casino. Additionally, Audit Services implemented new Audit Management Software at the end of the year to streamline audit processes, increase productivity, improve accuracy and efficiency, and enhance reporting to allow for better management and monitoring of audits for the Tribe and Tribal entities.

Ceded Lands provided Environmental Review & Compliance reports throughout 2023 that supported a variety of capital improvement projects throughout the Grand Ronde Tribal Campus. Project support for environmental compliance was provided for the Childhood Development Center, tumwata village, and Wind River Phase III.

The **Finance Department** worked in partnership with Tribal Employment Rights Office (TERO) and the Tribal Fire Station to establish Enterprise Funds for both programs. The Enterprise Funds allow for revenue generating Departments/Programs within the Tribe to retain those funds and reinvest them into their Department/Programs. The work to establish these funds began in 2022 and were officially established in May 2023. In 2022, TERO generated \$1.31 million dollars of revenue and the Tribal Fire Station generated \$75,521 in revenue.

In 2023 **Grand Ronde Station** continued offering the 30-cent per gallon gas discount for both Tribal members and employees. This program was instituted in January of 2022 as a cost saving measure for Tribal members and employees in response to rising gas prices. Grand Ronde Station is also anticipating the installation of 4 EV charging stations in 2024.

The **Grants Program** spent much of 2023 rebuilding while also providing grant support to nearly every Department and Program across Tribal Government. Both a Grant Program Manager and Grant Writer were hired in 2023, and an evaluation of a grant management software system is currently underway. Additionally, the Grant Program sent out donor stewardship letters to funders and underwent a robust goal setting process to identify areas of improvement and growth as the next iteration of the Tribe's grant program is envisioned.

Information Services oversaw two large project implementations in 2023. The first project was an upgrade to the Tribal Government phone system, where the existing phone system was switch from Shoretel to Mitel. The second project included audio visual (AV) and sound system upgrades to the Tribal Gymnasium which should be completed in early 2024. Upgrades include a new speaker system in the gymnasium and speaker upgrades in the weight room. A new project and bigger screen have already been implemented as part of the upgrade to the overall system.

In an effort to provide more Security Awareness for online activities, **Information Services** rolled out a mandatory Security Awareness Training Program called KnowBe4. There was also an associated

Information Security Onboarding Policy rolled out to employees. The other new policy implemented by Information Services in 2023 included the OneDrive Cloud Policy.

Member Services continued to serve the Tribal Membership throughout 2023. Updates to services include an increase to the Burial Fund, which increased from \$7,000 to \$8,000. Additionally there was a focus around providing more messaging to the membership about benefit programs. Yearend totals for living Tribal membership in 2023 included 5,674 enrolled Tribal members. Additionally 91 Tribal members were enrolled in 2023.

The **Nutrition Program** supports Elders with food, activities, daytrips, crafts events; coordinates with the Marion Polk Food Share (Iskam Mək^hMək-Haws); provides both nutrition and education and cooking classes for the community; and provides catering to Tribal functions and larger meetings. The Nutrition Program in collaboration with the Iskam Mək^hMək-Haws is continuing to see a rise in food insecurity among community members and this year provided a record number of food boxes with over 500 food boxes provided for Thanksgiving and over 500 food boxes provided for Christmas.

In 2023 the **Spirit Mountain Community Fund (SMCF)** celebrated 26 years of sharing and giving back to the Tribes' surrounding communities. Since inception, the Community Fund has given more than 96 million dollars in grants to 501c3 nonprofit organizations doing work in northwest Oregon, as well as government agencies in Polk and Yamhill Counties, and to the nine federally recognized Tribes of Oregon. SMCF provides funding in seven broad programmatic areas that include: Arts & Culture, Education, Environmental Preservation, Health, Historic Preservation, Problem Gaming and Public Safety. In 2023, 124 grants were awarded, totaling \$3,958,133. More information about the Community Fund can be found at www.thecommunityfund.com.

Tribal Court has been working throughout 2023 to build and implement a new software system to manage and track court hearings. The program should be fully rolled out in the first quarter of 2024 and allow for quicker processing of hearings, swifter access to justice, and allow those party to court filings access documentation online.

In 2023 **Tribal Court** began implementation of a "roundtable approach" for some court proceedings. For court proceedings like name changes, juvenile cases, and non-contested divorces, the Judge joins the different parties at a roundtable. This approach allows for a more approachable courtroom experience and is accompanied by culturally informed practices, like smudging the court room, playing of traditional music along with a prayer/blessing song, and offering of sage to those in attendance to the proceedings.

Public Affairs – In 2023 the Public Affairs Department reported that the Confederated Tribes of Grand Ronde had over 830 "Earned Media"¹ articles/events across many different media platforms reaching over 2.7 million people. Examples of Earned Media include stories on Oregon Public Broadcasting, newspaper articles, blog posts, radio interviews, and podcasts. The Public Affairs team helps to facilitate these Earned Media articles/events by connecting Tribal Members and Tribal Staff to media requests.

¹ Paid Media vs. Earned Media – Paid media are media events that are paid for or initiated by the Tribe and could be inclusive of advertisements or TV commercials. Earned Media are media events that are free and "earned" by the Tribe. Examples of Earned Media include stories on Oregon Public Broadcasting, newspaper articles, blog posts, radio interviews, podcasts, etc.

In 2023 the **Lands Department** began the process to establish 105(l) lease agreements under the Bureau of Indian Affairs (BIA) Indian Self Determination and Education Assistance Act (ISDEAA). This program allows a Tribe to receive reimbursement dollars for facilities being used to carry out ISDEAA programs, functions, services, or activities (PFSAs). The first application package will be submitted in early 2024.

Ceded Lands (off-Reservation) Accomplishments

While the focus of the Community Development Plan is for activities occurring within the historic Reservation boundary or within the Grand Ronde Community (understood to include Willamina and Sheridan), a Ceded Lands Accomplishment section has been included herein. Many of the accomplishments listed below help contribute to economic prosperity for the Tribe, serve Tribal members, or ensure that culturally important areas are cared for and protected. This section captures some of the high-level “off-Reservation” accomplishments occurring throughout the Tribe’s ceded lands.

tumwata village (Also see Appendix K: Economic Development) – The Tribe acquired the former Blue Heron Paper Mill in 2019. In 2023 the property continued to undergo several redevelopment activities aimed at healing the site and restoring it to a place of economic prosperity for the Tribe and surrounding communities.

<https://www.tumwatavillage.org/>

- **Environmental Protection Agency (EPA) Multipurpose Brownfield² Grant** – In 2023, the Tribe used funding from this grant to being both investigative and remediation work onsite. Over 200 borings were completed to better define contamination locations and remediation actions. Additionally a production well was evaluated and two large underground storage tanks (UST) were drained and removed from the site.
- **Demolition** – In 2023 the Tribe continued to remove former paper mill buildings from the site which included the Third Street cover, Butler Building, Paper Machine No. 2, Paper Machine No. 3, and the Mill D building complex. All of these buildings were locate inside of “Block 2.” The Flour Mill Foundation and Warehouse Foundation were maintained during the demolition.
- **Site Master Planning** – In 2023 the Redevelopment Team has continued to work on understanding the existing site master plan adopted by Oregon City in 2014, re-envision development on-site to meet the Tribe’s needs and ancestral obligations, and propose a modified site master plan. This work will culminate in 2024 with a land-use application to amend the existing site master plan.
- **Federal Appropriations** – The Tribe received \$2 million dollars in Federal Appropriations through the *Consolidated Appropriations Act, 2022 – Community Project Funding Grant*. These



Underground Storage Tank removal at tumwata village site.

² A Brownfield Site is understood to be a former industrial or commercial site where future use is affected by environmental contamination.

dollars will be spent on redevelopment of roadways and utilities to occur in Block 1 where the existing Administration Building is located on the southwest corner of the OR99E/Main Street intersection. In 2023 the Tribe selected a consultant team to begin the design for this roadway infrastructure. Thirty percent (30%) plans have been submitted to both the Oregon Department of Transportation and the City of Oregon City to begin interagency coordination on the design.

Wood Village (See Appendix K: Economic Development) – The Tribe is continuing to evaluate different development opportunities onsite at the Wood Village property. This 26.5-acre property has been owned by the Tribe since 2015 is located in Wood Village, and is the former location of the Multnomah Greyhound Park.

Salem Medication Assisted Treatment (MAT) Clinic – The Salem MAT clinic added a Peer Resource Center in 2023 providing amenities including a resource library, activities space, access to computers, and support group spaces to facilitate lifestyle changes.

Portland MAT Clinic – The Portland MAT Clinic had its ribbon cutting ceremony in February 2023 welcoming tribal members and community members on their path to recovery.

Chemawa Station (See Appendix K: Economic Development) – The Grand Ronde Tribe and the Siletz Tribe are co-owners of the Chemawa Station development in Keizer, Oregon. The Federal Highway Administration transferred ownership of the 15.7-acre Chemawa Station property to the tribes under the Indian Self-Determination Act in 2002. In 2023 an amendment to the master plan was submitted and approved by the Keizer City Council. This amendment will allow for new retail development including three fast-food restaurants, a coffee/donut shop, brewery, retail space, quick lubrication vehicle outlet, convenience store with gas station, car wash, tire store and a 92-room hotel on the property.

Honoring our Homelands – Public Affairs oversaw and directed the development of the “Honoring Our Homelands” video series throughout 2023. Videos included featured locations throughout the Tribe’s 14-million acre ancestral homelands with narration by Tribal Council members and community members. Video locations included Obsidian Cliffs (Chris Mercier), Table Rocks (Jack Giffen Jr.), North Coast (Michael Langley), Sauvie Island (Kathleen George), Willamette Mission (Denise Harvey), Santiam River (Lisa Leno), Spirit Mountain (Michael Cherry), and soon to be released videos include Sandy River (Jon George), Willamette Falls (Cheryle Kennedy), and Mary’s Peak (Brenda Tuomi).



Honor our Homelands Video Series can be found on the Tribes YouTube Channel

Conclusion

A tremendous amount of progress was made toward goals and initiatives identified in the Community Development Plan in 2023. This annual report stands as a testament to that progress. However, it's important to remember that this report reflects just a snapshot of the highlights. The work to meet the goals and initiatives of the Community Development Plan happen every day in the offices, meetings, and phone calls had by staff and leaders across the organization. In 2023, the Tribe celebrated its 40th year of restoration, and we continue to work towards 2033 and the Tribe's 50th Restoration Celebration in the years ahead.