

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

2024 Annual Report

April 1, 2025

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Questions, comments, or concerns can be directed to the **Tribal Planner**.

Email: planning@grandronde.org

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 third 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 2024 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 at'qi*, 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 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 or policy changes. 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 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 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 Departments and Program Managers this cycle of activities will vary depending on individual preference and department function.



Figure 1: Community Development Plan Annual Cycle of Activities

2024 Celebrate Success

The Tribe continued achieved so much in 2024 and below is 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 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

Gathering of Grand Ronde Tilixam (GONA) (Goal F2.3) – The three-day event began on October 2 and had nearly 80-participants and was primarily funded by Warriors of Hope funding. The event provided an opportunity for the Grand Ronde community to come together, grow, and heal.

Property Acquisitions (Goal L1.2) – The Lands Department evaluated many properties throughout 2024 for potential acquisition both within the Grand Ronde Community and throughout the Tribe’s ceded lands. Property acquisitions underway in 2024 include Deer Path West (52.2-acres) – will close in 2025, the Kimsey Land Donation (5-acres), and the transferring the Fort Yamhill Property from Oregon Parks and Recreation to the Tribe, which became official on January 31, 2025. Additionally, the Tillamook Forest land, 884-acres of Tribal land, was transferred into Trust in January 2024. This transfer is the largest single trust conversion for the Tribe and brings the total trust and reservation lands to 12,546-acres.

shawash- ili?i skul (Goal G2.2) – The shawash- ili?i skul enrolled its first class of 15 full-day chinuk wawa immersion kindergarteners in Fall 2024. This is a full day chinuk wawa immersion school, and a new classroom grade will be added each subsequent school year. The shawash- ili?i skul, is located in the 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 Pre-K thorough 5th grade students. The building currently serves approximately 60 total students inclusive of 2 Pre-School Immersion Classes, a full-day Kindergarten, and half-day 1st-5th Grades.

Chachalu Exhibits – My Father’s Father’s Sister: Our Ancestor Shimkhin, stik, ikanum, Fire to Wood, and Transgressors (Goal J2.1, J3.1, and J4.1) – Chachalu continues to be a central gathering space for the community and hosted several different exhibits throughout 2024. The 2024 exhibits included *My Father’s Father’s Sister: Our Ancestor Shimkhin* which received wide acclaim and is now a traveling exhibit, the continuation of the *stik* exhibit which features stories from the forest, the *ikanum* exhibit featuring a variety of guest artists whose art focuses on stories from the pacific northwest, and the Fire to Wood exhibit featured Bobby Mercier. Transgressors is an exhibit presenting now and future Indigiqueer ancestors who move beyond boundaries in art and life.

The Grants Program spent much of 2024 responding to historic levels of funding being released through the Bipartisan Infrastructure Law (BIL). In total \$142 million dollars in funding was applied for in 2024, and \$62 million dollars was secured. Additionally the Grants Program is working to develop and implement a new grants management software system which will significantly increase efficiencies within the Grants Program and across Tribal Government.

The Engineering & Community Development Department in coordination with the Housing Department led the effort to complete a 2024 Housing Study and Needs Assessment. This study helps to inform the Tribe's need for housing over the next 20-years, and to better plan for land-use needs on properties owned by the Tribe. The Engineering & Community Development Department also initiated an update to the 2013 Campus Master Plan. The updated Campus Master Plan is anticipated to be complete in early 2025 and will lay the groundwork for future development throughout the Tribal Government Campus.

The Spirit Mountain Community Fund (SMCF) in 2024 celebrated 27 years of sharing and giving back to Oregon Tribes and surrounding communities. They also hit a tremendous milestone with over \$100 million in giving since the inception of the fund. The event was celebrated with a lunch at the Spirit Mountain Casino Event Center on December 6th, 2024, with more than 200 people in attendance to celebrate along with the fourth-quarter check presentations to nonprofits. The Community Fund receives 6-percent of proceeds from the Spirit Mountain Casino and awards that money to nonprofits in 11 northwest Oregon counties to fund efforts in the areas of arts and culture, environmental preservation, education, health, historic preservation and public safety. Since 1997 the Community Fund has awarded 3,394 grants. More information about the Community Fund can be found at www.thecommunityfund.com.

achaf-hammi turned 15-years old in October 2024,. A salmon dinner was served at the event before a night of drumming, singing, and dancing. Guests from Siletz, Warm Springs, Mukleshoot, Puyallup, Suquamish, Yakima and New Mexico attended the event to share their songs. Nearly 400 people attended the event to honor the Tribe's plankhouse.

Ground Breakings/Ribbon Cuttings

Child Development Center (Goal G2.1) – The Child Development Center is currently under construction and is anticipated to be open to students in March 2025, with the final move-in following Spring Break. The building includes 12 classrooms, is 26,000 sqft, and cost \$16 million dollars, most of which was paid for with grant dollars.

Elder Housing Phase III - Creekside (Goal A2.2) – On January 24, 2024, the Elder Housing Phase III was blessed and Elders moved in late spring; houses were designed and constructed as “net zero” homes. The 24 energy-efficient units are two-bedroom and one-bathroom homes just over 1,000 square feet each. Eight of the units were designated as low-income and the other 16- units are market rate.

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 included construction of 20-homes which have sold, with residents moving in during Spring/Summer 2024. Home sizes range from two- to four- bedroom 1,200- to 2,000 sqft on 10,000 sqft lots. A ribbon cutting ceremony was held in May 2024.

Fire Station Grand Opening (Goal B1.1, B2.2) – The Push-in Ceremony at the enhanced Fire Station was held on October 2, 2024, with the celebration of an additional 21,000 square feet. An estimated 100 people attended the grand opening. The Fire Department currently employs 45 people and the new construction provide for additional offices, storage, and training space.

Cheryle A. Kennedy Public Health Clinic (Goal E1.3, E2.1) – The new 10,000 sqft , \$7 million dollar Public Health Clinic opened on May 17, 2024 and offers a denturist lab, diabetic care, pediatrics, naturopathic care, an indoor demonstration clinic and presentation area, and an outdoor patio with kitchen for fish pit to bolster the overall wellbeing of tribal members. Oregon Governor Tina Kotek was at the Grand Opening Celebration where the official building name was revealed.

New Offerings/Amenities – Services/Resources for Tribal Members

State Parks Commission Approves Transferring Fort Yamhill to the Tribe (Goal L1.2) – In an effort led by the Tribe’s Lands Department, the Oregon Parks and Recreation Commission unanimously voted to approve a transfer of the 107.22-acre Fort Yamhill State Heritage Area to the Tribe. The transfer process was approved by Tribal Council on January 22, 2025, and took ownership January 31, 2025. The Tribe has assembled an interdepartmental team that is developing a property management plan.

Youth Gathering of Grand Ronde Tilixam (Youth GONA) (Goal F2.3) – For the first time in Grand Ronde a Youth GONA was convened. The event took place on March 28th, 2024, and there were 35 youth in attendance.

Nature Playground (Goal C2.1) – The Nature Playground construction began in 2024 and will be completed in 2025. 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 Nature Playground is located across the street from the Elders Activity Center and the playground was made possible with support of a Spirit Mountain Community Fund tribal grant for \$100,000.

Lineal Decent – On December 9, 2024, the Tribal Membership voted on a Constitutional Amendment allowing for a change to lineal descent for an enrollment requirement. The membership voted in favor of the amendment 765 to 380, just above the two-third margin required. The Bureau of Indian Affairs approved the FY24 Grand Ronde Secretarial Election for lineal descent on January 21, 2024.

Dog Park (Goal C2.1) – A Dog Park is now located adjacent to Tribal Housing. The Dog Park has two separate fenced areas for large and small dogs.

Communication, Community Outreach & Media Coverage

In the third year implementing the Community Development Plan outreach and organizational learning continued to make meaningful connections across programs and departments. During discussions with Department and Program Managers, 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 2024 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 2024)** – The spring meetings did not occur in 2024 due to extensive planning workload, staff shortages, and a robust effort by the Community Development to conduct Housing Needs Assessment interviews.
- **Tribal Council Update (June 2022)** – Tribal Council was updated on progress being made implementing the Community Development Plan, and highlights included updates on the Housing Needs Assessment and development of a new Capital Improvement Program currently under development.
- **Family Night Out (June 2024)** – 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.
- **Veteran's Powwow (July 2024) & Contest Powwow (August 2024) Poster Boards** – As a way to reach and connect with a wider audience three poster boards were developed for the summer powwows 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.
- **Fall Manager Meetings (October-December 2024)** – 30+ one hour meetings with Department and Program Managers. The focus was checking in on progress for 2024 and noting accomplishments, identifying any new/modified goals, and discussing themes for 2025.
- **Tribal Council Update (December 2024)** – Tribal Council was updated on progress being made implementing the Community Development Plan. An overview was given of the activities that occurred throughout 2024.
- **General Council Update (February 2024 & April 2025)** – The third annual report for the Community Development Plan will be presented at the General Council Meeting in April 2025. This is an opportunity to celebrate successes and update Tribal Council and the membership about both accomplishments and planned work. The 2023 Annual Report was presented to the General Council in February 2024. An update to the General Council on Community Development Plan progress is held annually, typically of the first quarter of the following reported plan year.



Figure 2: Community Development Plan Outreach at Grand Ronde Powwows, Summer 2024



Figure 3: Engineering, Community Development Department, and Grants Program team at Family Night Out, June 2025

Organizational Themes and Focus in the Year Ahead

During the Fall 2024 check-in meetings with Department and Program Managers, they were asked to identify themes and/or areas of focus for the organization in 2025. 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 2025.

2025 Themes and Focus Areas

The section below includes new themes and focus areas to consider as the Tribal Government looks forward to 2025.

Impact of Enrollment – On December 9, 2024, the Tribal Membership voted on a Constitutional Amendment allowing for the enrollment requirement to change to lineal descent. The Bureau of Indian Affairs approved the FY24 Grand Ronde Secretarial Election for lineal descent on January 21, 2024. The Tribe is preparing to enroll more tribal members in 2025, with the annual limit being 150 new members. Tribal Council may, by Tribal Council Resolution, increase the annual limit to no more than 200, further the annual limit shall not apply to minors under 6 months of age or who are the subject of pending juvenile dependency proceedings. Enrollment changes are anticipated to impact the organization in different ways and will be monitored throughout 2025.

Increase in Housing Opportunities – In 2025 several new housing opportunities will be constructed. These projects include Wind River Apartments Phase III (approximately 53 units) in Grand Ronde, and Stratus Village (approximately 25 units) in McMinnville. These additional units will help to support Grand Ronde Tribal Members wishing to live in and near Grand Ronde.

Funding Sustainability – Due to the Federal Administration changes taking effect in 2025, changes to Federal funding could occur. As the Tribe navigates a new Federal Administration, attention will be paid to shifts in funding and policy that could impact Tribal programs. As necessary plans will be developed to lessen the impact of funding changes.

Smart Growth (Energy Resiliency) – This theme is getting pulled forward from 2024. 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 is done with care and intentionality. Looking at Energy Resiliency for the Tribe will be a way to engage and manage for the growth experienced by Tribal Government.

2024 Themes and Focus Areas – Year End Reflections

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. The section below includes the themes and focus areas identified for 2024, and reflections on how those identify areas were realized throughout the year.

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.

2024 Year End Reflection: In February of 2024, Angie Blackwell became General Manager of the Tribe after spending several years at the Tribe's Early Childhood Education Program Manager. In August 2024, Bryan Langley, who has worked for the Tribe for 33 years, was selected as the Assistant General Manager.

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.

2024 Year End Reflection: The Tribe was successful at securing federal funding to finalize a Climate Action Plan Framework in 2024, and received additional funding to develop a larger, comprehensive Climate Adaptation Plan that will contribute to future planning including natural resource management, structural design criteria, and educational opportunities.

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 is 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.

2024 Year End Reflection: In 2024, efforts began to update the Tribe's Campus Master Plan. This effort will help to identify suitable/buildable lands to continue to accommodate growth to respond to population increases by accounting for future housing, jobs, and resource management.

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 an update to the Tribe's membership requirements.

2024 Year End Reflection: On December 9, 2024 the Tribal Membership voted on a Constitutional Amendment allowing for a change to lineal descent for an enrollment requirement. The membership voted in favor of the amendment 765 to 380, just above the two-

third margin required. The Bureau of Indian Affairs approved the FY24 Grand Ronde Secretarial Election for lineal decent on January 21, 2024.

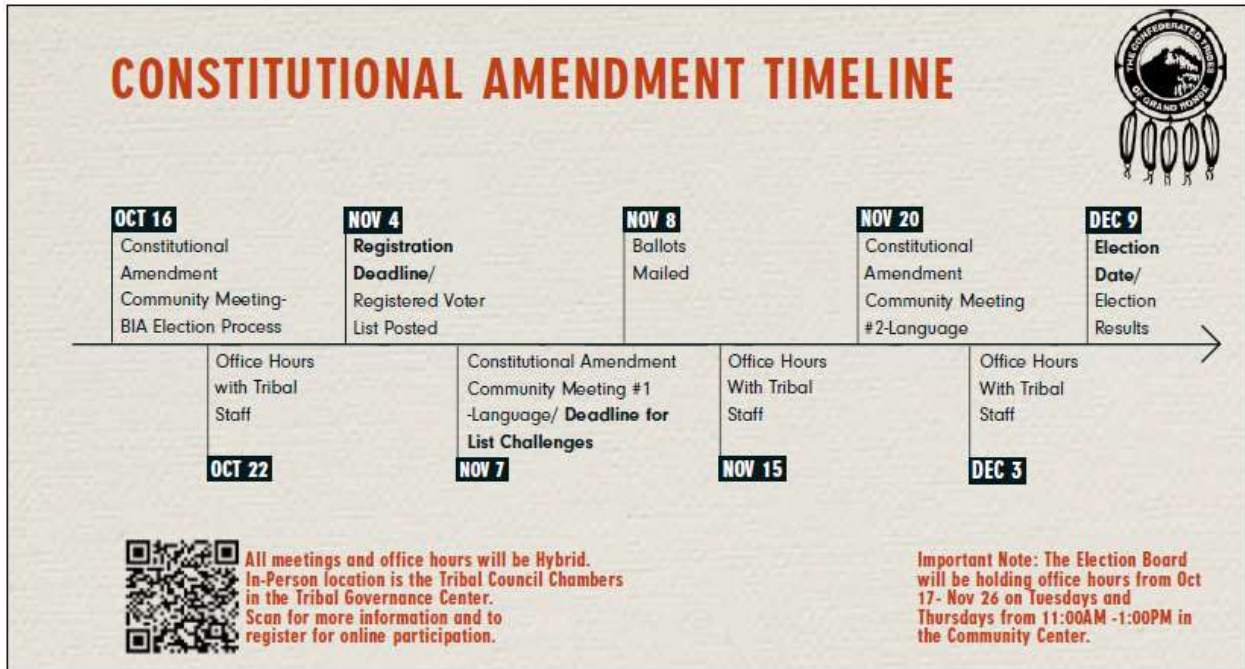


Figure 4: Constitutional Amendment Timeline 2024

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.

2024 Year End Reflection: There continues to be a shortfall in local and regional partners supportive of Tribal initiatives in both the policy and funding levels. In many instances, the Tribe can access more resources than our regional partners can, however, with a new administration at the federal level, future partnership initiatives and federal grant funding opportunities are uncertain. Regional partnerships will continue to be monitored in the year ahead while proactively engaging in state and federal legislation to support Tribal restoration, health, and natural resource management.

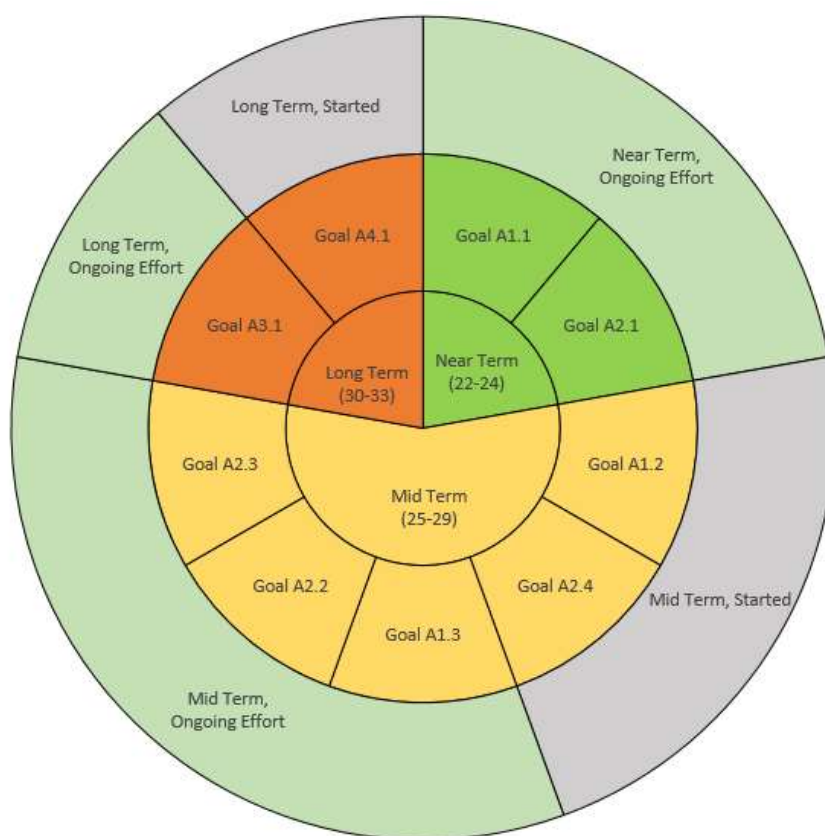
2024 Featured Accomplishments

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.

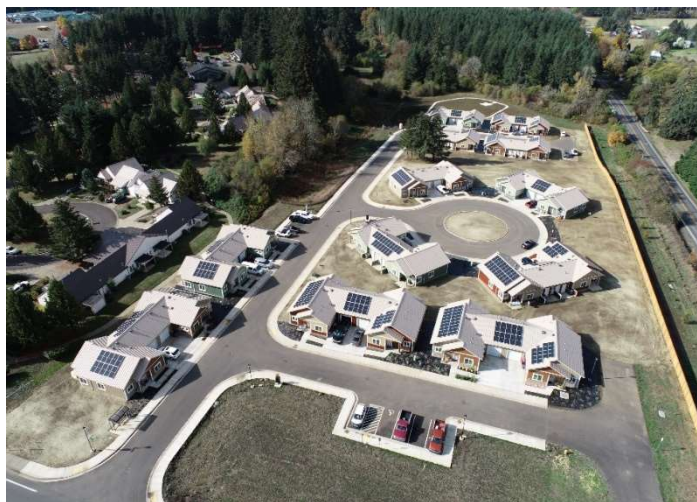
Housing 2024 Update – Featured Accomplishments

Annual Housing Policy and Planning Summit (Goal A1.1) – The Housing Department held its annual summit in 2024. 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.

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 included construction of 20 homes which have sold, with residents moving in during Spring/Summer 2024. Home sizes range from two to four-bedroom and are 1,200 to 2,000 sqft on approximately 10,000 sqft lots. A ribbon cutting ceremony was held in May 2024.

Wind River Phase III Apartments (A2.3, A4.1) – The Wind River Phase III Apartments consists of 10 Tribally funded buildings, and 2 HUD funded buildings. Ground breaking for construction is anticipated to occur in 2025. The 10 Tribally funded buildings will include 25 1-bedroom units, and 20 2-bedroom units, with 45 units total. The 2 HUD funded Buildings will include 8 low-income 2-bedroom units as a requirement of the grant funding received. It's anticipated that the 53 new units will come online for rental in the 2026 calendar year.

Elder Housing Phase III - Creekside (Goal A2.2) – On January 24, 2024, the Elder Housing Phase III was blessed and Elders moved-in in late spring; houses were designed and constructed as “net zero” homes. The 24 energy-efficient units that are two-bedroom, one-bathroom homes just over 1,000 square feet. Eight of the units were designated as low-income and the other 16 units are market rate.

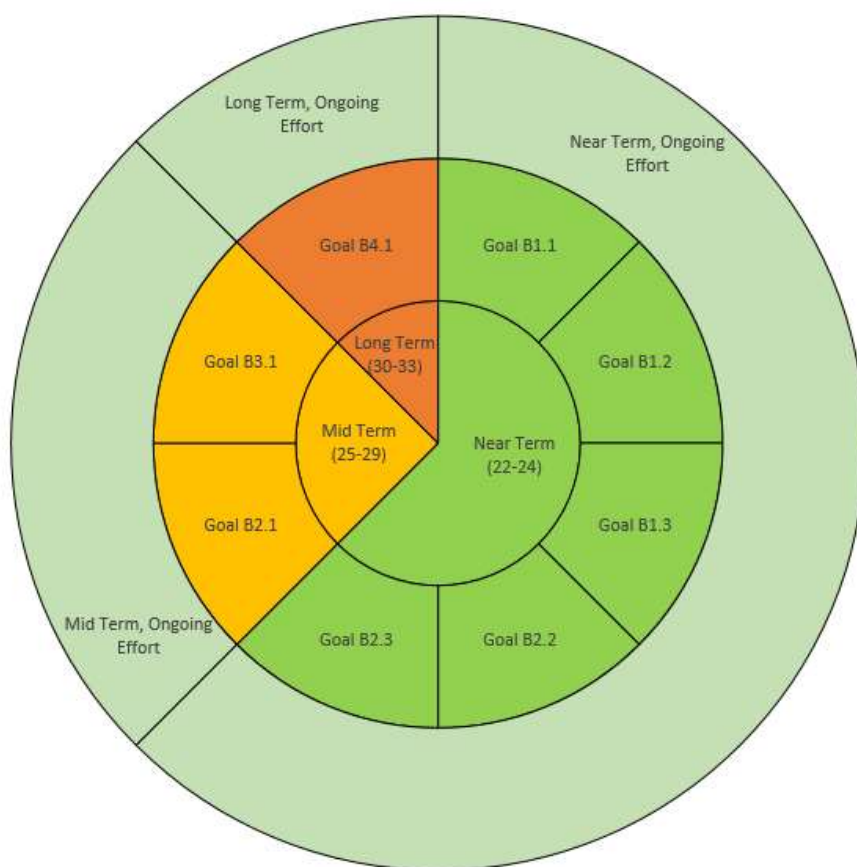


Elder Housing Phase III -

Stratus Village (A2.3, A4.1) – The Housing Department has been working in collaboration with Yamhill County Housing Authority (YCHA) to provide for Tribal members access to new low-income housing which will be constructed in McMinnville. The Tribe has partnered with YCHA to ensure Tribal member access to 25 units, (1-bedroom to 3-bedrooms) in the 174-unit housing development. The project is currently under constructed and it's anticipated that rentals could start occurring in 2026.

2024 Housing Study and Needs Assessment (Supports All Goals) – The Housing Department in partnership with Engineering & Community Development completed a Housing Study and Needs Assessment in 2024. This study helps to inform the Tribe's need for housing over the next 20-years.

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 participants 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 <u>gatherings/activities</u> .
Goal B4.1 Take proactive steps to address traffic congestion around the Casino during and after large events.

Public Safety 2024 Update – Featured Accomplishments

Fire Station Grand Opening (Goal B1.1, B2.2) – The Push-in Ceremony at the enhanced Fire Station was held on October 2, 2024, with the celebration of an additional 21,000 square feet. An estimated 100 people attended the grand opening. The Fire Department currently employs 45 people and the new construction provide for additional offices, storage, and training space.

Emergency Services

Trainings and Practice

Exercises (Goal B1.1)

– A variety of practices and trainings were held throughout 2024 including HazMat and Mass Casualty (March), the “Great Shake Out” (October), and Active Shooter Training (October). The Department continues to provide CPR/First Aid Training and CPR certifications across departments. An Emergency Preparedness Fair (September) was held with several vendors and planning for 2025 is on its way.

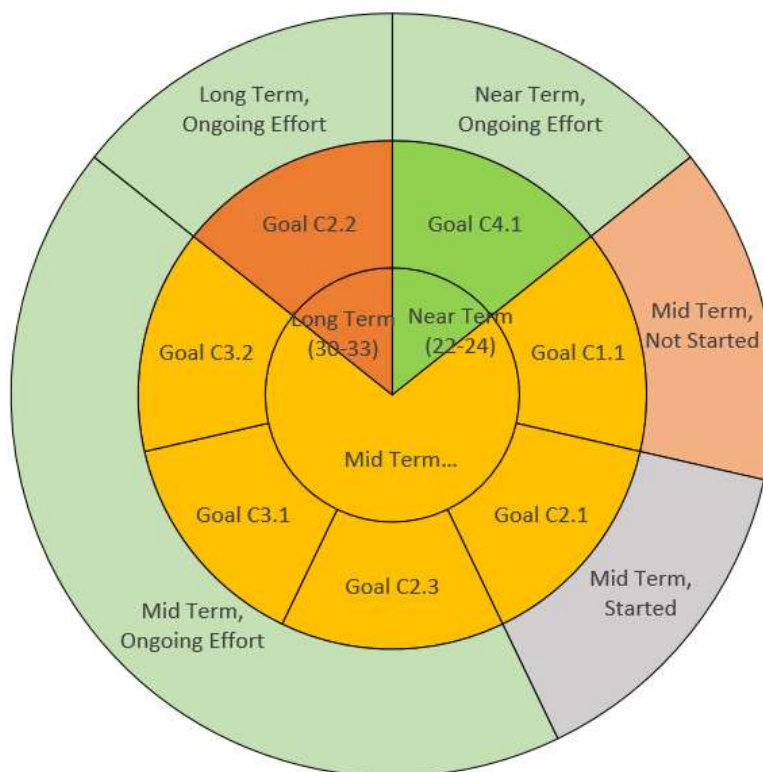


The Fire Station Expansion Project is underway, January

“Chat with the Chief” (Goal B2.2) – The Chat with the Chief event was held three times during the summer of 2024 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.

Medication Drop Box (B2.2) - The Medication Drop Box located inside of the Police Station is still being actively used. The drop box is located in the front lobby of Police Station and can receive any prescription or over the counter medication. Hundreds of pounds of medication are collected and then sent back to DEA and destroyed. This offering is being used by medical staff, elders, and people throughout the community and is heavily used.

2024 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 2024 Update – Featured Accomplishments

State Parks Commission Approves Transferring Fort Yamhill to the Tribe (C2.1) – In an effort led by the Tribe’s Lands Department, the Oregon Parks and Recreation Commission unanimously voted to approve a transfer of the 107.22-acre Fort Yamhill State Heritage Area to the Tribe. The transfer process was approved by Tribal Council on January 22, 2025, and took ownership January 31, 2025. The Tribe has assembled an interdepartmental team that is developing a property management plan.



Fort Yamhill State Heritage Area, looking toward Spirit

Nature Playground (Goal C2.1) –

The Nature Playground construction began in 2024 and will be completed in 2025. 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 Nature Playground is located across the street from the Elders Activity Center and the playground was made possible with support of a Spirit Mountain Community Fund tribal grant for \$100,000.

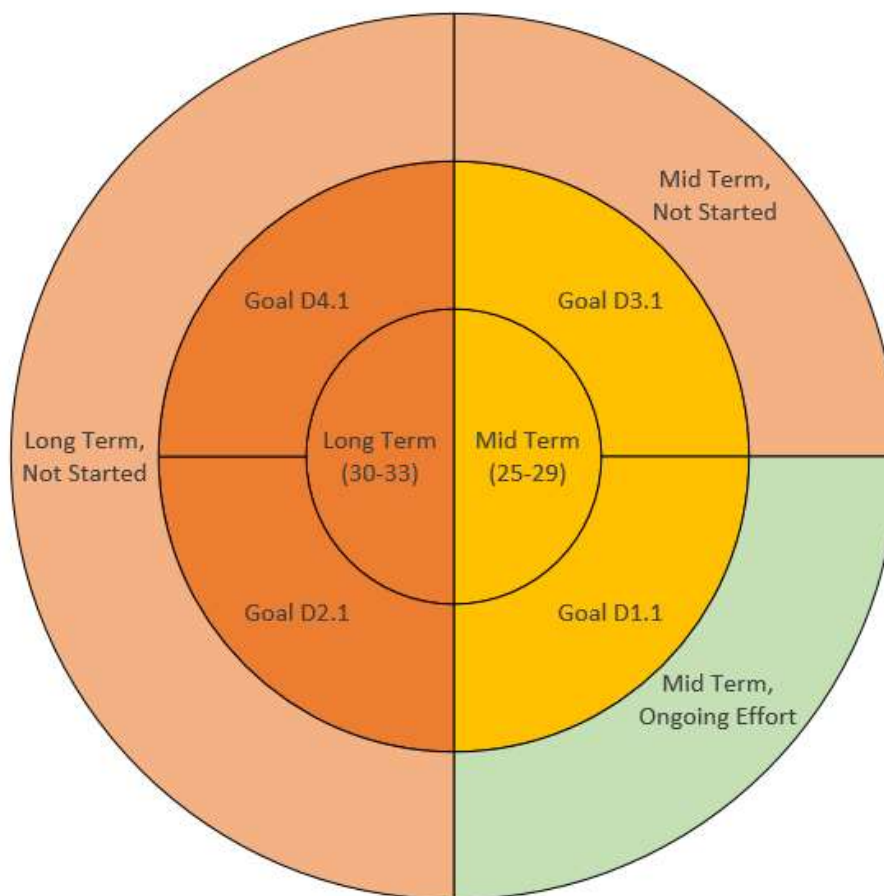
Dog Park (Goal C2.1) – A Dog Park is now located adjacent to Tribal Housing. The Dog Park has two separate fenced areas for large and small dogs.



Tribal Housing Dog Park

Online Booking for Big Buck Campground (Goal I2.1, I3.1) – The Natural Resources Department has purchased a new online software system to make online booking for reservations at the Big Buck Campground easier for both users and Department staff. Starting December 1, 2024, the software to allow for online reservations at Big Buck Campground became live. To make a reservation visit <https://appfirefyreservations.com/kiosk/property/bigbuck>

2024 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 2024 Update – Featured Accomplishments

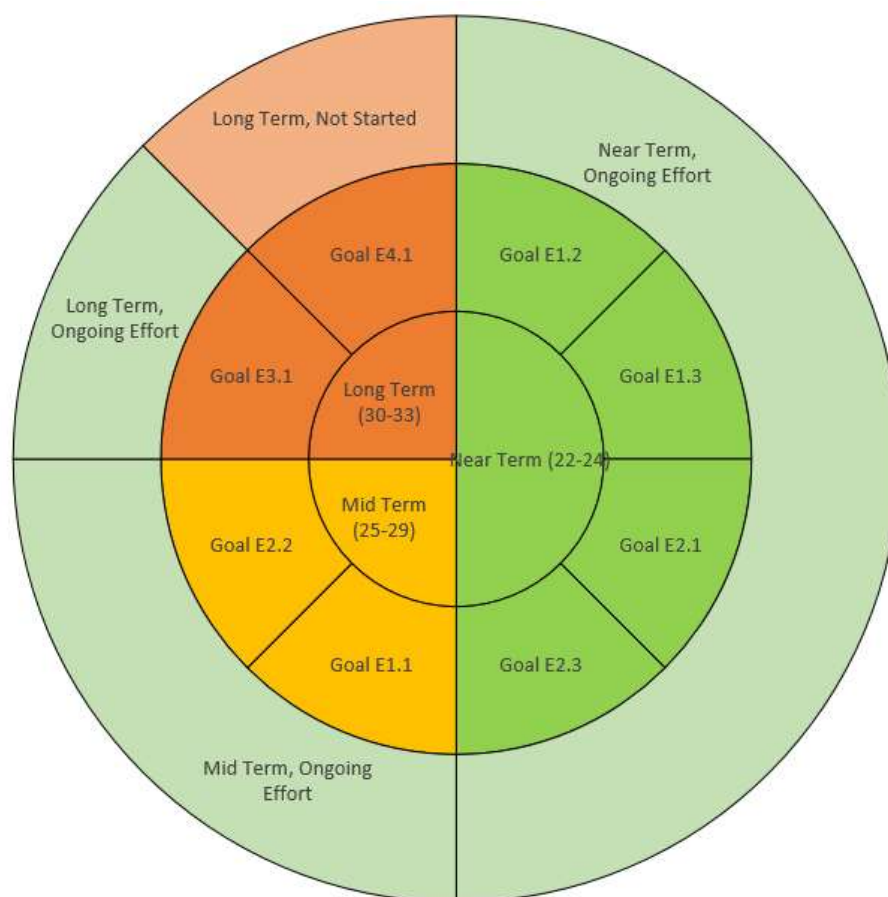
Family Entertainment Opportunities (D3.1) – In an effort to build a more vibrant commercial environment, several Department and Programs provide family entertainment activities in the Grand Ronde community throughout the year. Examples of these events include artist talks and show openings at Chachalu 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.



Oregon Governor Tina Kotek and First Lady Aimee Kotek Wilson visit Chachalu Museum and Cultural Center

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.

2024 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 2024 Update – Featured Accomplishments

Cheryle A. Kennedy Public Health Clinic (Goal E1.3, E2.1) – The new 10,000 sqft, \$7 million dollar Public Health Clinic opened on May 17, 2024, and offers a denturist lab, diabetic care, pediatrics, naturopathic care, an indoor demonstration kitchen and presentation area, and an outdoor patio with kitchen for fish pit to bolster the overall wellbeing of tribal members. Oregon Governor Tina Kotek was at the Grand Opening Celebration where the official building name was revealed.



Cheryle A. Kennedy Public Health Clinic

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

Salem Medication Assisted Treatment (MAT) Clinic – Mental health services, and a Peer Resources Center are amenities available at the Salem MAT Clinic. Approximately 300 clients are served at the location, and expansion of services are planned for 2025. Onsite amenities also include a resource library, activities space, access to computers, support group spaces to facilitate lifestyle changes, clothing, job support, wellness classes, and a small food pantry.

Portland MAT Clinic – The Portland MAT Clinic is continuing to experience a rapid rate of growth since opening in February 2023, and is nearing capacity for clients served.

Mobile MAT Clinic – The Tribe is currently operating two Mobile MAT clinics with one focused on serving the Salem area and the other focused toward Portland.

Tiny Villages Emergency Housing (Goal A3.1, E2.2, E2.3, E3.1) – The Tribe has two current locations for emergency housing in Grand Ronde. There are 10 single occupancy units located near the Police Station and 20 family units located near the Community Garden. These units are completely full and waitlists exist for both housing types.

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 was a focus in 2023. This housing can be used to transition people out of either Emergency Housing or from the Main Street Recovery Facility. The Hanson House, the Black property,

the Sabey property, and the Liberty Street property are all currently occupied and provide peer supports, case management, and residents are engaged with the Behavioral Health Program.

chaku ʔush təmtəm haws (E1.2, E2.1, E2.2, D2.3, E3.1) – During 2024, the Tribe transformed the former Sheridan Country Inn to serve as the newest residential housing with treatment services location – expanding upon the continuum of care. The facility focuses on substance abuse disorder and mental health support. The facility is anticipated to open for service in early 2025.

ʔush lamatsin Program/Food Box Distributions (E2.1) – The Good Medicine Program began distributing food boxes in 2024 using funding from a USDA Grant. These food box distributions are coordinated with larger community gathering events in order to create healing spaces for Tribal members to gather. The events are happening monthly and are attended by several hundred tribal members.



chaku ʔush təmtəm haws
Main Street Recovery

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2024 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 2024 Update – Featured Accomplishments

Youth Gathering of Grand Ronde Tilixam (Youth GONA) (Goal F2.3) –

For the first time in Grand Ronde a Youth GONA was convened. The event took place on March 28th, 2024 and there were 35 youth in attendance.

Gathering of Grand Ronde Tilixam (GONA) (Goal F2.3) – The three-day event primarily funded by Warriors of Hope, began on October 2nd and had nearly 80-participants. The event provided an opportunity for the Grand Ronde community to come together, grow, and heal.

17th Annual Family Night Out (Goal F2.3) – The 17th Family Night Out was held June 24th and was supported by the entire Social Services Department as a community resource fair. This was the first event in Grand Ronde with carnival rides. A video of the event produced by Smoke Signals Newspaper which can be found here:

https://www.youtube.com/watch?v=WV_Kvp5D0BQ

Youth Empowerment & Prevention (Goal F2.3) – Youth Prevention and Empowerment provided a variety of educational and community engagement opportunities throughout 2024. Below is a list of some of the activities that occurred throughout the year: Canoe races; Native Wellness Warrior Camp; Mountain Bike, Hike, and Float Camp; Canoe Journey (Paddle to Puyallup which included 10-12 youth); Grand Ronde camp that hosted 100 tribal members; multiple trips to Lincoln City, Top Golf, Cool pool, Mini golf, and the Boys with Braids event.

Family Partnership (Goal F2.3) – Parent Connections Group met throughout the year, supporting parents and their navigation through parenthood.

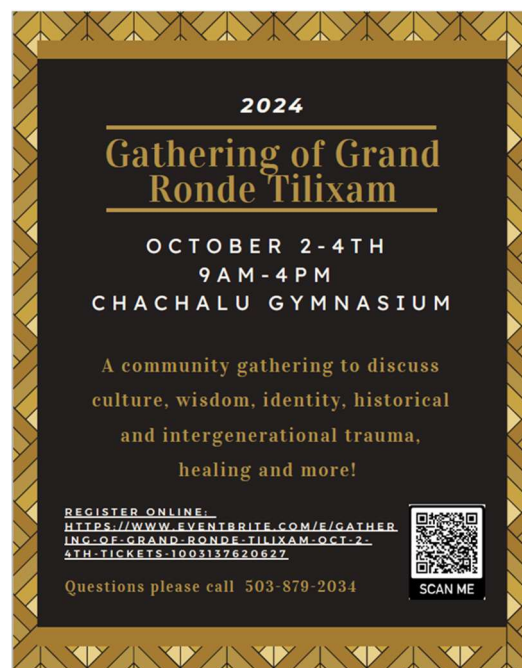
Children and Family Services (Goal F2.3) – Child Abuse Prevention Month is recognized in April, and this year a Family Fun Walk/Run was coordinated with the Annual Easter Egg Hunt in Tribal Housing

Community Programs (Goal F2.3, F2.4) – Community Programs provides a variety of different services to the membership. Updates in 2024 are provide below:

- **Elder Protection Ordinance** – Social Services, Tribal Police, and Tribal Court have all been collaborating in 2024 to develop an Elder Protection Ordinance. The Ordinance once passed will allow programs and Tribal Staff to better serve and protect Tribal Elders.
- **Adult Services** – The Adult Services program provided support to adults needing utility and housing assistance throughout 2024.



Youth Gathering of Grand Ronde Tilixam



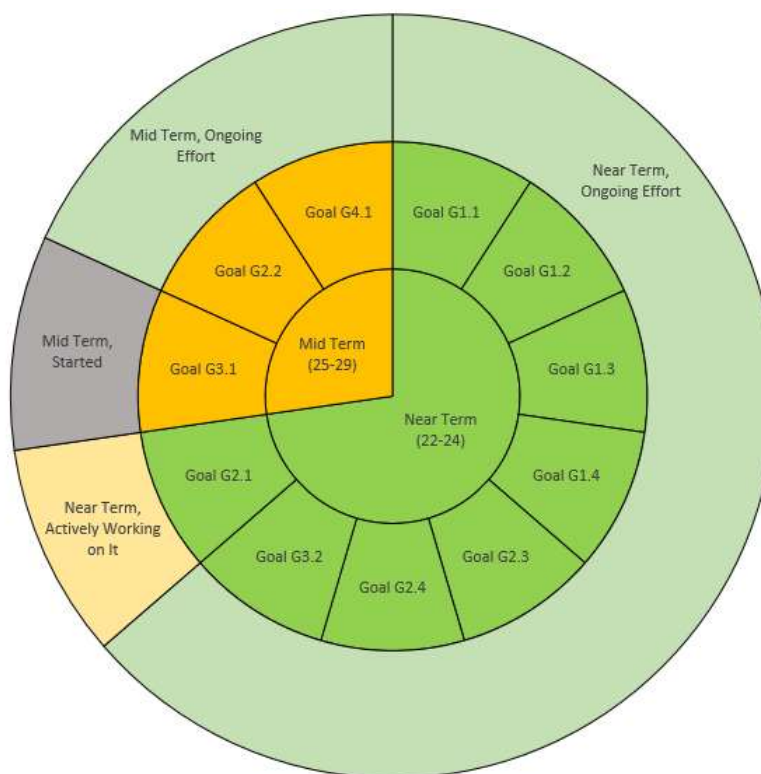
Gathering of Grand Ronde Tilixam (GONA)

- **Financial Literacy Class** – The Tribe’s partnership with DevNW continued in 2024. The Financial Foundations series was offered both virtually and in-person with the last class in November 2024).
- **Veteran Services** – The Tribe’s Veterans’ Services Program supports the Veteran’s Powwow, Memorial Day events, and Veteran’s Day annually. The Tribal Veterans’ Office also provides events to support Veteran Health such as beginner guitar lessons, tour of Chacahlu’s research room, yoga classes, building and maintain of raised gardens, Veteran’s golf, pool tournament, canoe journey, mental health awareness walk, cooking classes, and educational presentations. The 2024 Veteran’s Summit and Resource Fair attracted over 80 attendees!

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

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2024 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 2024 Update – Featured Accomplishments

shawash- ili?i skul (Goal G2.2) – The shawash- ili?i skul enrolled its first class of 15 full-day chinuk wawa immersion kindergarteners in Fall 2024. This is a full day chinuk wawa immersion school, and a new classroom grade will be added each subsequent school year. The shawash- ili?i skul, is located in the 6,600 sqft building north of the existing Education Building, and consists of six classrooms and associated office space, and currently is serving Pre-K through 5th grade students. The building currently serves approximately 60 total students inclusive of 2 Pre-school Immersion Classes, a full-day Kindergarten, and half-day 1st-5th Grades.

The greater shawash- ili?i skul program is inclusive of chinuk wawa language classes at the high school, and Community College classes at Lane Community College.

Education Monthly Newsletter (Goal G1.2) –

The Education Department sends out a monthly newsletter about department programs including skul, (formerly chinuk wawa Education Program), Early Childhood Education, Youth Education, hayu-munk 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 2024. Events included Halloween Literacy Night, Jeff Evans Magic Show, Indian Boarding School Listening Sessions, Oregon Coast Aquarium Presentation, Author visit Sara Calvosa Olson, Steph Littlebird, Emily Grosvenor, Seasonal reading program, and Blind Date with a Book. Additionally, a grant was received to develop 12 books that were written and illustrated by Tribal members and Tribal families. The books have a QR code that provides for translation into chinuk wawa and English. This was a two-year project and books have been distributed.

Curriculum Development (Goal G1.4, G2.3) – The Tribe’s curriculum office continued to maintain and develop curriculum as well as provide professional development opportunities for school teachers in



shawash- ili?i skul
Classroom &
Seasonal Round



Oregon to educate students about the Tribe. There are currently over 100 lesson plans for grades K-12, and three units of pre-school curriculum. The office distributed approximately 300 books to local libraries and schools in Oregon and presented 12 professional development trainings to local districts. Curriculum and professional development resources can be found online here: <https://www.grandronde.org/history-culture/culture/curriculum/>. Additionally, the curriculum office is taking the lead in the development of new curriculum for the Tribally-operated school. The curriculum office coordinates an administrator day each year to bring together all school administrators for Districts with whom the Tribe has a Memorandum of Agreement.

2024 Grand Ronde Education Summit (Goal G1.4, G2.3) – The Education Department hosted their 8th Annual Education Summit at the Spirit Mountain Casino. This event had large attendance numbers with approximately 275 attendees, and was 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. The summit boasted 16 workshops in total.

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 80 students receiving transportation from Sheridan and Willamina schools to the after-school enrichment program. New funding in 2024 allowed for an expansion from the previous service level of 60 youth to 80 youth currently. In 2024, the Youth Center hours were expanded and 20 additional students were added to both the summer program and aftercare program. There is currently a waitlist for both programs in the Grand Ronde community.

Community Events (Goal G2.3, G3.1) – The Education Department hosted a variety of community events throughout 2024. Some of the larger education events including the Spring Carnival; chinuk wawa Family Language Retreat; ikanum pulak^hli, the Education Department 2024 Honor and Recognition Event – 87 graduates were honored; hayu-munk skukum K-5 Summer Program, Early Childhood Education (ECE) and chinuk wawa Graduation events; Last Blast Summer BBQ; Open House Event/Powwow; and the Rock Your Mocks event.

Child Development Center (Goal G2.1) – The Child Development Center is currently under construction and is anticipated to be open to students in March 2025, with the final move in following Spring Break. The building includes 12-classrooms, is 26,000 sqft, and cost \$16 million dollars, most of which was paid for with grant dollars.



Child Development Center under Construction - February 2025

2024 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 2024 Update – Featured Accomplishments

TERO Annual Appreciation Lunch (Goal H2.2, H2.3) –

The TERO Annual Appreciation Lunch was held on November 2nd and served as an opportunity to celebrate the success of those engaged with the various programs. There were more than 200 attendees at the event this year, which included TERO Dispatched Workers, Individual Funding Recipients, TERO Indian Owned Business owners, Tribal Contractors, ODOT executive staff, Tribal Council, and the TERO Commission. Wages earned through TERO employment in 2024 (January – October) approximately \$703,515. TERO currently has 72 registered Indian Owned Businesses (IOBs).



TERO Annual Appreciation Lunch (Photo by Michelle Alaimo)

TERO Trainings (Goal H2.3, H3.1) – TERO held several training events throughout 2024. Trainings offered included fall protection, forklift certification, grade reading/shooting, commercial driver's license training, flagging, heavy equipment operations, and quarterly Oregon Department of Transportation Contractor Certification Training Workshops. Additionally training highlights include:

- TERO launched the Indian Owned Business Grant program and provided funding to Indian Owned Businesses (IOBs) to help jumpstart their business. TERO interviewed approximately 15 applicants for this opportunity. 2024 Individual Funding Opportunities (IFOs) included training in addiction studies, esthetician state licensing fees, union dues and books, cosmetology course, licensed practical nursing program, nurse CNA training, heavy equipment operator, barber school, dental assistant school, tattoo ski repair from scarring, CRM training, billing and code class, CIA exams, and various apprenticeships with union and non-union entities.
- In 2024 the TERO Director also participated as a guest speaker at the October ATNI Conference in Portland, Oregon, and also presented to the Kalamath Tribe in October to provide information on setting up a TERO.
- **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 2024, TERO provided skilled workers on 17 different ODOT projects, and total of 18

Tribal projects. This is made possible by TERO maintaining a large skills bank with approximately 350 workers. At any given point throughout the year there are approximately 62 dispatch TERO workers on a combination of ODOT Projects and Tribal Projects. Additionally, the Tribe signed an MOU with ODOT extending the partnership another 5 years.

UKG Rollout (H1.1) – The Human Resources Department in coordination with Payroll, worked to rollout a new workforce management software system in 2024. The system keeps track of payroll, attendance, scheduling, and talent management, which were all designed to create a positive employee experience and optimize workforce productivity. This software is now being used by both Tribal Government and the Spirit Mountain Casino.

Employee Handbook Updates (Goal H1.1) – The Human Resources Department worked with Department Managers to update the Tribe’s Employee Handbook in 2024. The rollout of the new Employee Handbook is anticipated to launch in 2025 and will be located in the same section as Policy Management and Tracking.

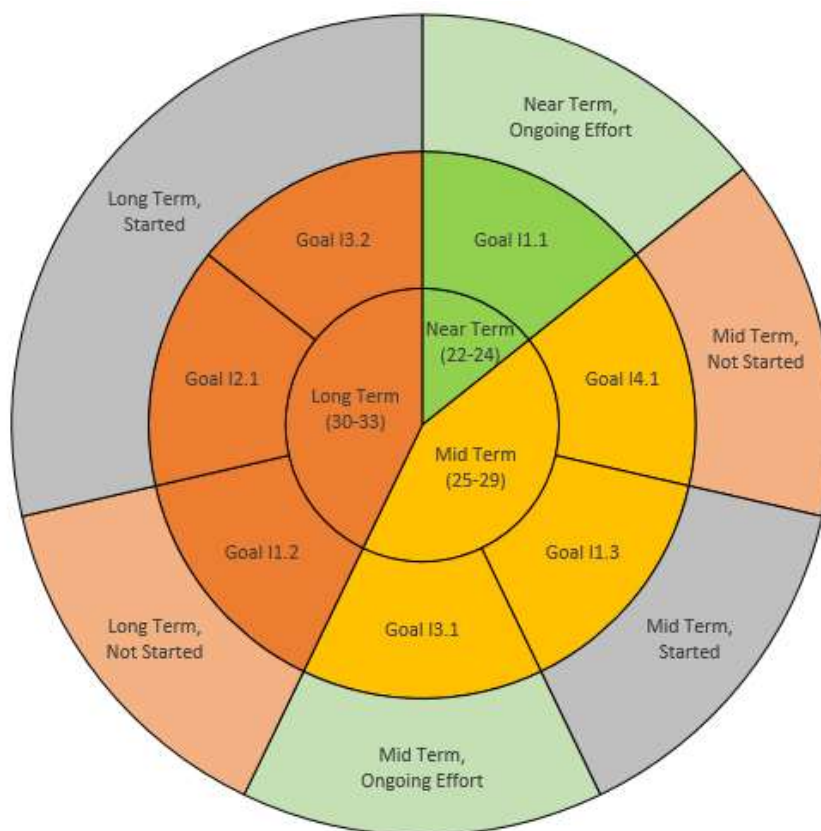
Human Resources Policy Updates (Goal H1.1) – In 2024 there was clarity on a variety of HR policies for employees. These policy updates included the Education Reimbursement Program – Tuition Reimbursement and Educational Leave, Parental Leave, Workers Compensation and Paid Time Off, and the COVID Policy expired.

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. In 2024, the Tool Lending Program was highly successfully and consistently used by participants.

Vocational Rehabilitation Service Delivery Consolidation – In October 2024, the Vocational Rehab Program was notified that they received authorization to combine Federal and State Vocational Rehabilitation Service funding to allow for one seamless service delivery model. This program is currently running 20 cases that were under a dual delivery format and can now be consolidated.

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2024 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 2024 Update – Featured Accomplishments

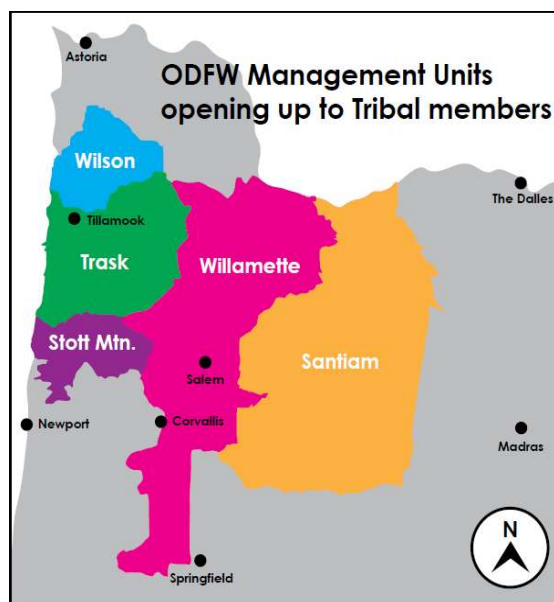
Oregon Department of Fish and Wildlife (ODFW) Memorandum of Agreement (MOA) (Goal I2.1, I3.1)

– In 2023, the Tribe in collaboration with ODFW signed a MOA that significantly expands subsistence and ceremonial hunting, fishing, and harvesting for tribal members. In 2024, staff adjustments were made to fully support the implementation of the MOU. In 2024 there were over 650 tags issued to Tribal Members.

Fire Management and Protection Program (Goal I1.1) –

The Fire Management and Protection Program trained and certified a crew of Wildland Firefighters in 2024. 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. Planned cultural fires were implemented on four experimental plots in August on the Bateman property. The purpose of the cultural burns was to mimic natural conditions for camas growth to enhance/sustain future harvest by Tribal members. Prescribed fires also occurred on the Noble Oaks, Rattlesnake Butte, and Lilly's Ranch properties.

Timber Program (Goal I1.1) – The Timber Program initiated the sale of the Tseqw Thin Logging Unit – commercial thinning 360-acres and the Paya Logging Unit – 85-acres in 2024.



ODFW Management Units Now Open to Tribal members Map

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. The Tribe was successful at receiving a Forest Service Grant in 2024 to expand the native plant nursery, which has nearly doubled the production. This grant provided additional funding for Tribal staff.

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. In 2024 the team participated educational efforts around the salmon health that resulted in a new law



Smoke Signals – Three part series

mandating Army Corps to shelve designs for its fish collectors, <https://www.propublica.org/article/oregon-willamette-river-dams-shutdown>. Additionally Smoke Signals is currently doing a Three Part Series called the “The Salmon Situation” to call attention to the concerns surrounding salmon health and recovery.

Nature Playground (Goal C2.1) – Activities related to the Nature Playground 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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2024 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 provide an authentic and welcoming environment where Tribal and non-tribal members will come to learn about the Grand Ronde history and plans for the future.
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 2024 – Featured Accomplishments

Cultural Arts Program (Goal J2.1, J3.1, and J4.1) – The development of a Cultural Arts Program was solidified in 2024 with the hiring of an Arts Program Manager. The development and promotion of indigenous artists and the Chinookan art form has been identified as a way for the Tribe to be more present and recognized throughout the Tribe’s homelands.

- **Indigenous Place Keeping Artist Fellowship (IPKA)** – In 2024, Leland Butler was selected as the Tribe’s IPKA fellow receiving \$20,000. Butler’s artistic focus is centering historic pieces of land through landscape photography, photojournalism, and environmental portraiture, read more here <https://chachalu.org/blog/2024/leland-butler-ipka-2024-fellow/>. The IPKA program also established residency partnerships in 2024 with the Sitka Center and the Spring Creek Project which allowed previous fellows to complete a two-week residency.
- **Creative Ways of Being Art Summit** – This new community offering was held October 23rd and 24th, and consisted of an artist gathering on the 23rd to convene conversations around Arts and Making Education, the Curator’s Perspective, IPKA Fellows, and What Does Native Art Look Like?, and an Open House was held for the community on the 24th which included displays from various artist, designers, and lifeways practitioners. Eighteen native artists were supported to share their perspectives and art, with over 30 attendees the first day, and 75 coming to the open house.
- **Arts Program Mobile Arts Purchase** – A mobile art purchase was completed in 2024. Pieces were purchased from community members and will be installed throughout the Tribal Campus. 29 artworks were purchased from 16 Grand Ronde members. Works are currently being framed and will be installed in March and April.

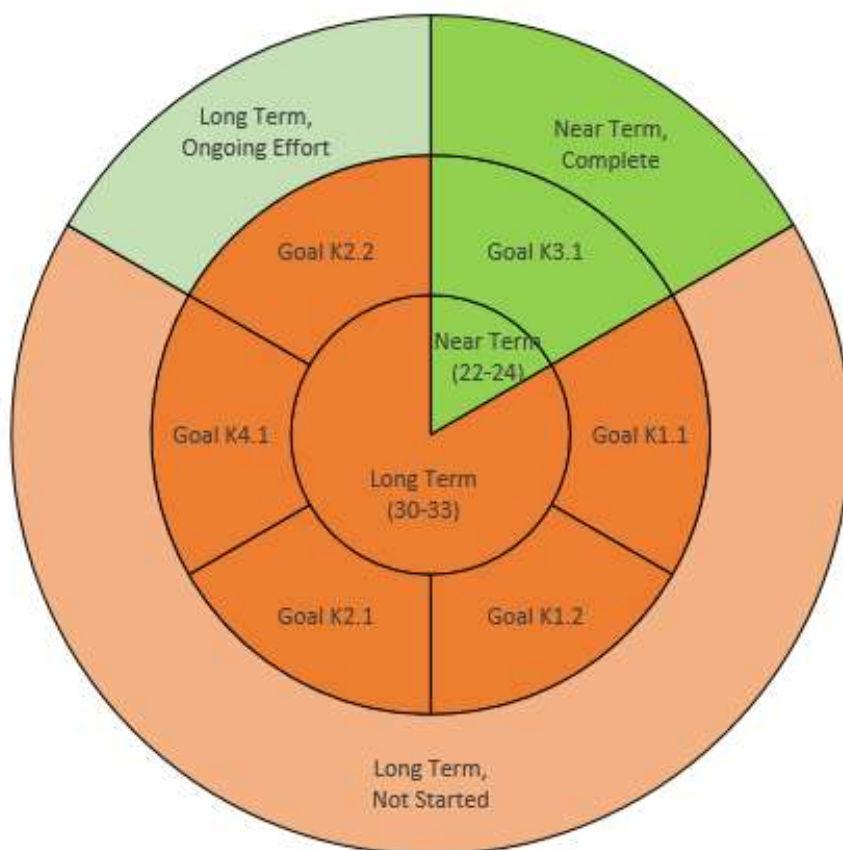
Chachalu Exhibits – My Father’s Father’s Sister: Our Ancestor Shimkhin, stik, ikanum, Fire to Wood, and Transgressors (Goal J2.1, J3.1, and J4.1) – Chachalu continues to be a central gathering space for the community and hosted several different exhibits throughout 2024. The 2024 exhibits included *My Father’s Father’s Sister: Our Ancestor Shimkhin* which received wide acclaim and is now a traveling exhibit, the continuation of the *stik* exhibit which features stories from the forest, the *ikanum* exhibit featuring a variety of guest artists whose art focuses on stories from the pacific northwest, and the Fire to Wood exhibit featured Bobby Mercier. Transgressors is an exhibit presenting now and future Indigiqueer ancestors who move beyond boundaries in art and life.



Chachalu Programming

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.

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 hired a new Economic Development Director that started in mid-September and reports directly to the Tribal Council. The Tribe is actively working on and/or investigating the feasibility of 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, which included a Strategic Plan update and the opening of the TopGolf Swing Suite.
- Redevelopment at tumwata village in Oregon City, which included a Master Plan Amendment which was approved in early 2025.
- Redevelopment occurring at former Multnomah Dog Track in Wood Village.
- 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.
- Investigating energy independence and revenue generation from renewable energy resources such as solar.
- Assessing feasibility of on-reservation commercial revenue generation such as food services, recreation, and expanding casino amenities.

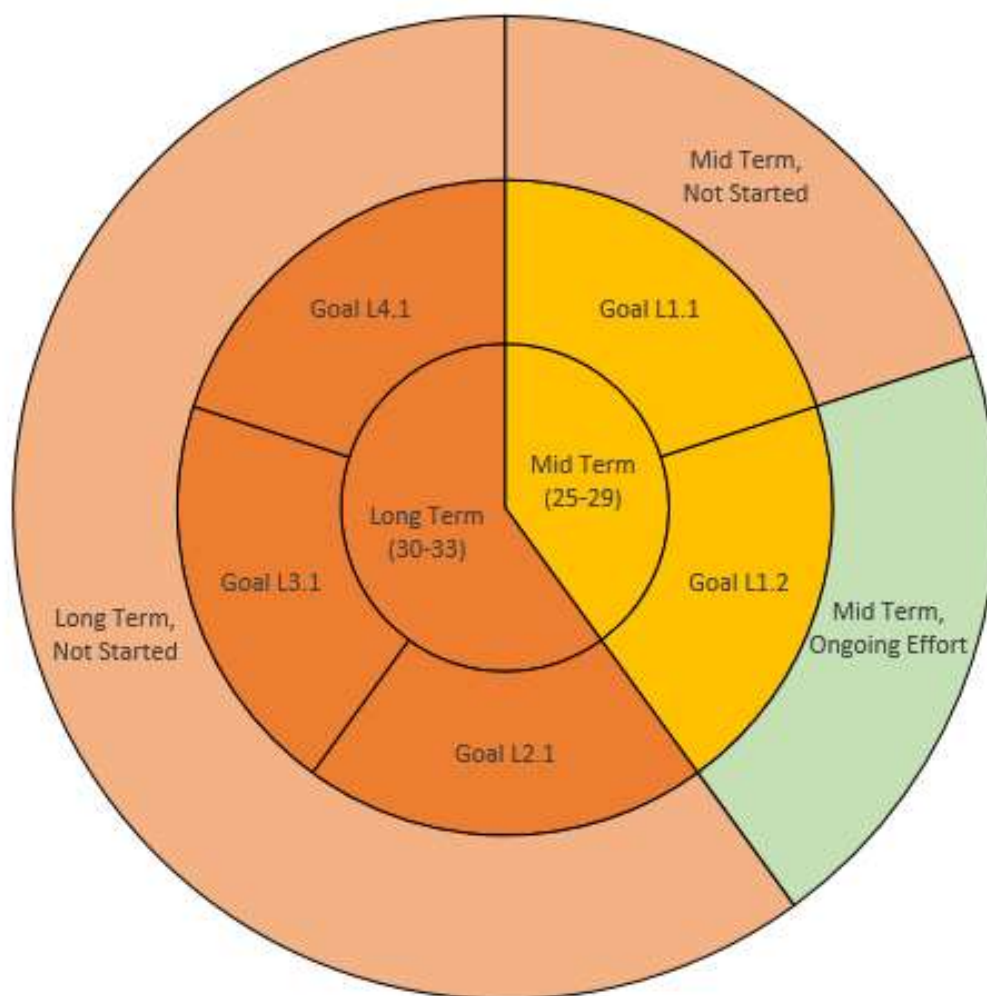
Chemawa Station (Goal K2.2, K3.1, K4.1) –

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. Construction in 2024 included the next phase of development onsite which includes over 15,000 sqft of commercial retail.



Chemawa Station - Phase 2 Under Construction

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

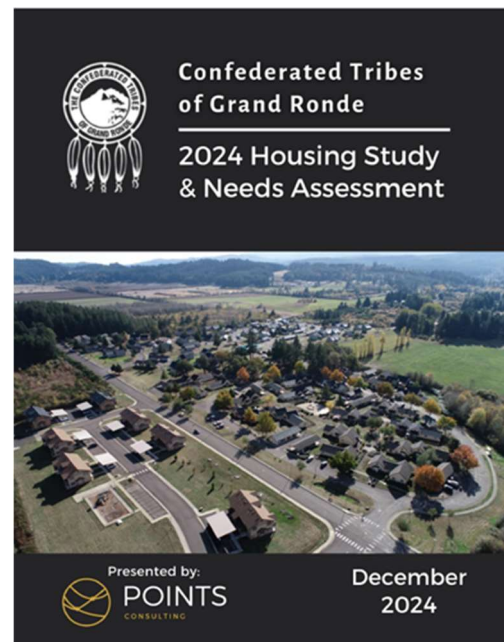
Property Acquisitions (Goal L1.2) – The Lands Department evaluated many properties throughout 2024 for potential acquisition both within the Grand Ronde Community and throughout the Tribe’s ceded lands. Property acquisitions underway in 2024 include Deer Path West (52.2-acres) – will close in 2025, the Kimsey Land Donation (5-acres), and transferring the Fort Yamhill Property from Oregon Parks and Recreation to the Tribe, which became official on January 31, 2025. Additionally, the Tillamook Forest land, 884-acres of Tribal land, was transferred into Trust in January 2024. This transfer is the largest single trust conversion for the Tribe and brings the total trust and reservation lands to 12,546-acres

State Parks Commission Approves Transferring Fort Yamhill to the Tribe (November 2024) - Activities related to the Fort Yamhill Land Transfer can also be found in *Appendix C: Recreation and Gathering Spaces*.

Lands Department Activities (Goal L1.2) – In 2024, 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 Tribal members purchase and close on 20 house on leased Tribal reservation lands and provided housing department with direct services during closing process. Other activities include three applications for Willamette Wildlife Mitigation Program (WWMP), Cherry City and Portland office property management (the Portland office is completely leased and parking lot was renovated), and coordinating with Economic Development Director for future opportunities.

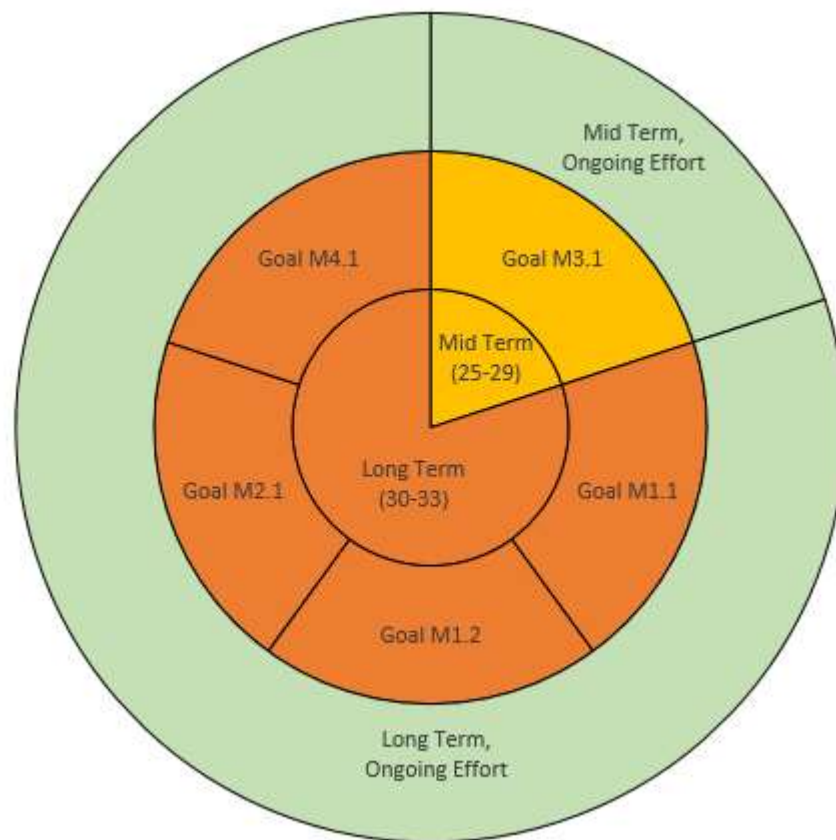
2024 Housing Study and Needs Assessment (Goal L1.1, L1.2, L2.1) – The Engineering & Community Development Department in coordination with the Housing Department led the effort to complete a 2024 Housing Study and Needs Assessment. This study helps to inform the Tribe’s need for housing over the next 20-years, and to better plan for land-use needs on properties owned by the Tribe.

2024 Tribal Campus Master Plan (Goal L1.1, L1.2, L2.1) - The Engineering & Community Development Department initiated an update to the 2013 Campus Master Plan in 2024. The plan is anticipated to be complete in early 2025.



2024 Housing Study and Needs Assessment

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)

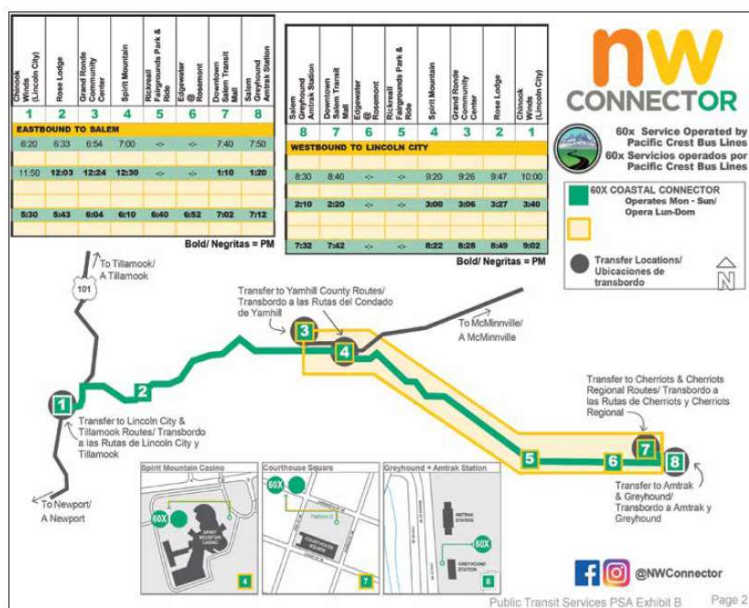
– The update to the Tribe’s LRTP was adopted by both the Tribe and the Bureau of Indian Affairs (BIA) in 2024. This document will updates the 2019 plan to reflect the rapid growth and change happening with the Tribe’s transportation system. The Tribe received additional grant funding for this update to add a Multi-Modal section and to update the Safety section.

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)*.

Route 312 Culvert Replacement (Goal M1.2) – This project is in the Tribe’s Transportation Improvement Program (TIP) list and was constructed in 2024. This culvert replacement was needed because the route is heavily 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. The culvert was significantly upsized for fish passage and utilizes a bottomless arch design.

Transit Service Updates (M1.1) – In September 2024 Tribal Council approved a transit service agreement with Pacific Crest Bus Lines of Ben which will bring back daily bus service from Salem to Grand Ronde and Lincoln City. This line is being reestablished after the route formerly provided by Tillamook County Transportation District was discontinued in December 2023 due to a driver shortage.

Shadow Lane Bridge (M1.2) – Shadow Lane Bridge crosses Cosper Creek, and has come to its end of life. The design and permitting for the bridge replacement took place in 2024, and funding for construction is currently being identified. This project is not in the Tribe’s Transportation Improvement Program, but the bridge is an important resource to the Grand Ronde community.



2024 Housing Study and Needs Assessment

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

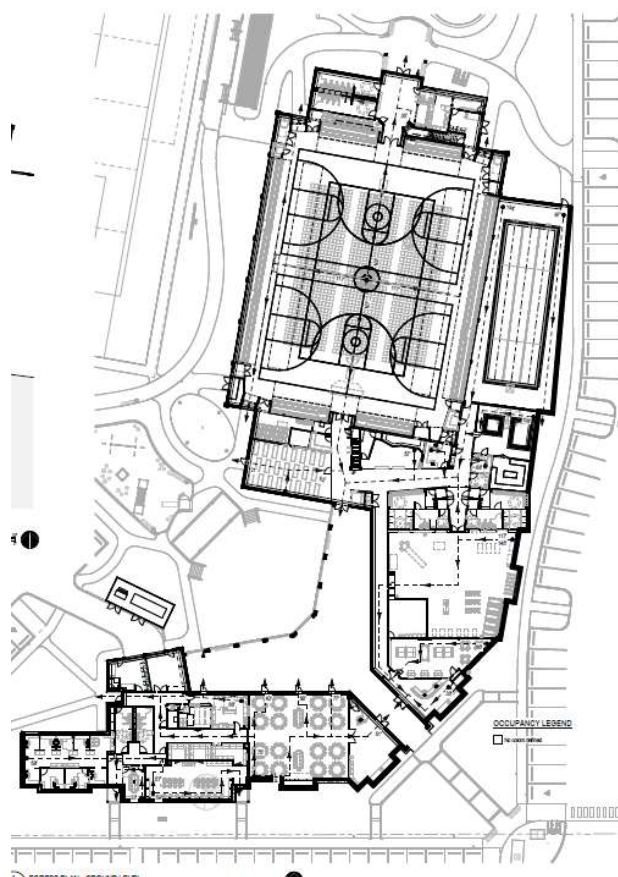
Electric Vehicle (EV) Charging (Goal N2.1) – The Tribe was successful in being awarded a Carbon Reduction Grant through the Oregon Department of Transportation and should receive an additional eight (8) EV charging stations inclusive of 16 total charging ports. In 2024 the Tribe worked with ODOT, FHWA, and BIA to get the funds transferred into the Tribe's Transportation Improvement Program. It's anticipated that the Tribe should be able to install the EV charging stations in 2025.

Outdoor Lighting LED Upgrades (N2.1) – Outdoor street and area lights around Tribal campus were upgraded in 2024, and the poles will be repainted in 2025. In total, over 200 light fixtures were upgraded, which will result in a monthly savings of nearly \$40,000 in electricity. The Tribe also received over \$28,000 in incentives from Energy Trust of Oregon for completion of this project.

Resident & Recreation Center (Goal N2.1 & N2.2) – In 2024, programming options for the Resident and Recreation Center were presented in a Tribal-wide survey, as well as a follow-up meeting at Tribal Council in November. Survey results indicated Option 1 (which included the addition of a swimming pool) was preferred by the community.

Other Campus Building Infrastructure (Goal N2.1, N2.2, N4.1) – Several community buildings were in various stages of design and/or construction in 2024 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: Cheryle A Kennedy Public Health Clinic, Fire Station Expansion, Child Development Center, Creekside (Elder Housing Phase III), tipsu-ili?i Home Ownership Project, Resident and Recreation Center, and Wind River Phase III Apartments.

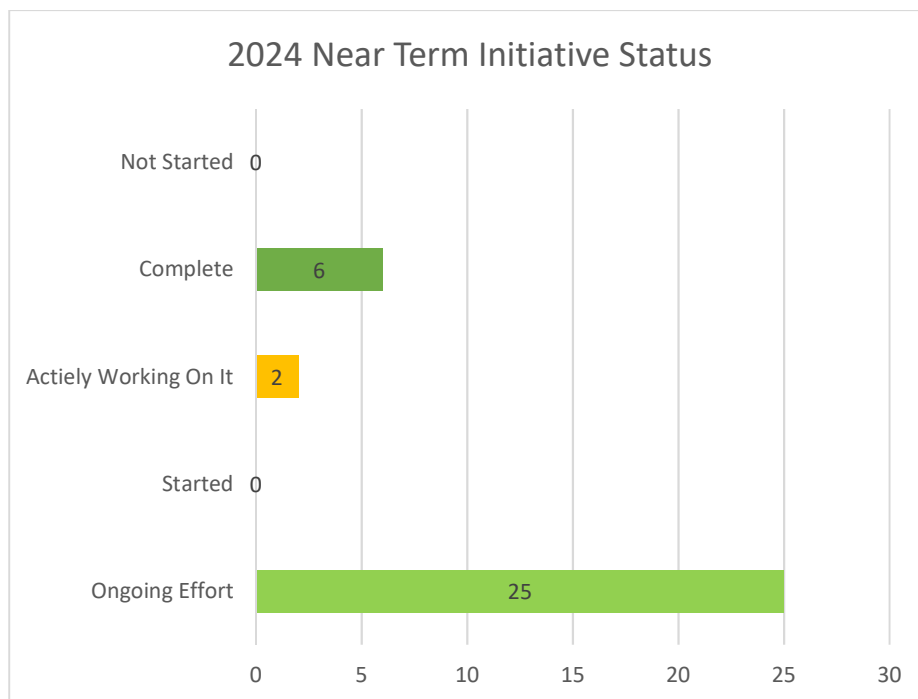
Other Facility Improvements (Goal N2.1, N2.2, N4.1) – Several other facility improvements occurred throughout 2024. Facility improvements on campus included new siding and paint on the Natural Resources Department building. Replacing desks and other safety upgrades at the Governance Building. A new roof (warranty replacement) was installed on the Health & Wellness Building, and cracks were filled in floor and new carpet were installed.



Resident & Recreation 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 2024 can be seen below. All near term initiatives have either been complete, are being actively worked on, or have transitioned into an ongoing effort. Three new initiatives were completed in 2024, and the remaining two initiatives that are being actively worked on are anticipated to be complete in 2025.



5.2a Home Ownership - 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 included construction of 20-homes which have sold, with residents moving in during Spring/Summer 2024. Home sizes range from two-bedrooms to four-bedrooms totaling 1,200- to 2,000 sqft on approximately 10,000 sqft lots.

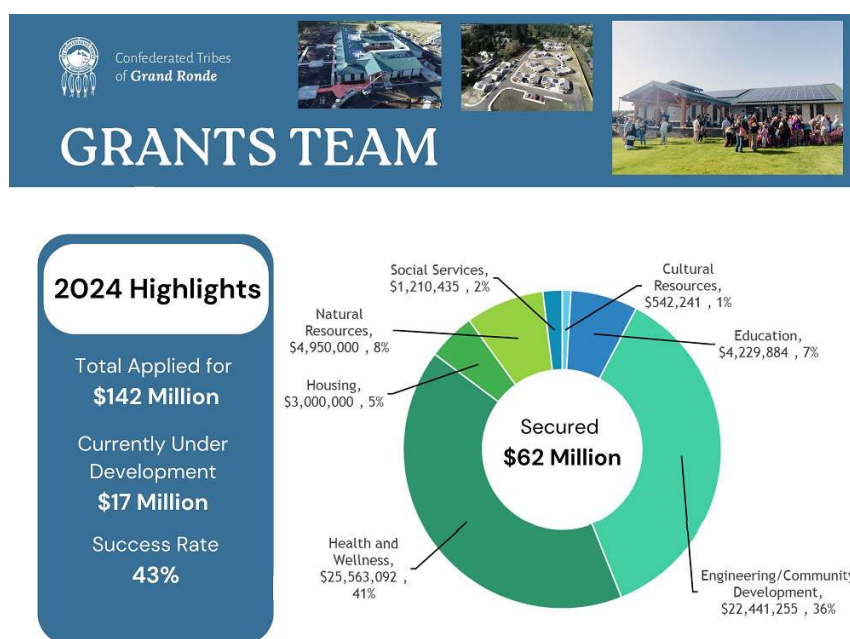
5.2i Childcare - The Child Development Center is currently under construction and is anticipated to be open to students in March 2025, with the final move in following Spring Break. The building includes 12classrooms, is 26,000 sqft, and cost \$16 million dollars, most of which was paid for with grant dollars.

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.

The **Finance Department** at the direction of Tribal Council increased the loan amount for the Tribal member loan program from \$1,000 to \$3,000 in 2024. The loan program is very popular among Tribal members and is used to support a variety of needs. In 2024, the Finance Department also supported the Human Resources Department with the implementation and rollout of the UKG Software system which is used for timesheets and payroll.

The **Grants Program** spent much of 2024 responding to historic levels of funding being released through the Bipartisan Infrastructure Law (BIL). In total \$142 million dollars in funding was applied for in 2024 across all government programs, and \$62 million dollars was secured to fund Tribal programs, projects, and services. Additionally, the Grants Program is working to develop and implement a new grants management software system which will significantly increase efficiencies within the Grants Program and across Tribal Government.



2024 Grant Program Highlights

In 2024 **Information Services**

began working with Departments and Programs across the Tribe to update and upgrade the <https://www.grandronde.org/> website. A comprehensive review of existing context is being performed and a new website rollout is anticipated in early 2025. Additionally, in 2024 Information Services commissioned a Cyber Security Risk Assessment, and they now have a work plan to implement to insure policies and procedures are updated over the next 24-months.

Member Services continued to serve the Tribal Membership throughout 2024. Yearend totals for living Tribal membership in 2024 included 5,689 enrolled Tribal members. Additionally, 62 Tribal members were enrolled in 2024.

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 Māk'hMāk-Haws is continuing to see a rise in food insecurity among community members.

In 2024 the **Spirit Mountain Community Fund (SMCF)** celebrated 27 years of sharing and giving back to Oregon Tribes and surrounding communities. They also hit a tremendous milestone with over \$100 million in giving since the inception of the fund. The event was celebrated with a lunch at the Spirit Mountain Casino Event Center on December 6th, 2024, with more than 200 people in attendance to celebrate along with the fourth-quarter check presentations to nonprofits. The Community Fund receives 6 percent of proceeds from the Spirit Mountain Casino and awards that money to nonprofits in 11 northwest Oregon counties to fund efforts in the areas of arts and culture, environmental preservation, education, health, historic preservation and public safety. Since 1997 the Community Fund has awarded 3,394 grants. More information about the Community Fund can be found at www.thecommunityfund.com.



2024 Spirit Mountain Community Funding – Celebrating a \$100 million In Giving

Tribal Court has been working throughout 2024 to implement a new software system to manage and track court hearings. The program allows for quicker processing of hearings, swifter access to justice, and allow those party to court filings access documentation online.

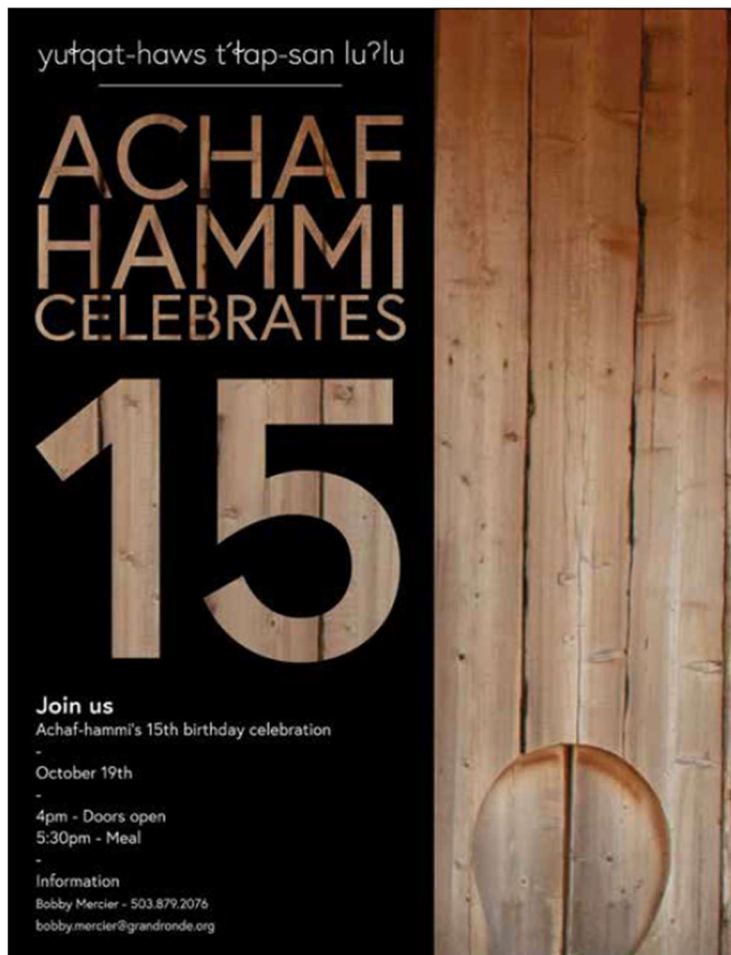
In 2024 **Tribal Court** participated in an assessment and evaluation of the current Tribal court through a BIA assessment. This is a tremendous opportunity to improve court operations using grant funding

resources for the next 5 years. The evaluation will look at gaps and process improvements, make recommendations and then help to fund the recommendations identified. Recommendations should be provided to the Tribe in early 2025.

In 2024 the **Public Affairs Department** reported that the Confederated Tribes of Grand Ronde had over 588 “Earned Media” articles/events across many different media platforms reaching over 1.9 million people. Examples of Earned Media include stories in the Oregonian, Oregon Public Broadcasting, newspaper articles, blog posts, tv and 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.

In 2024 the **Lands Department** submitted paperwork 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). Additionally Self-Governance executed the new 10-year Funding Agreement.

In October 2024, **achaf-hammi** turned 15-years old. A salmon dinner was served at the event before a night of drumming, singing, and dancing. Guests from Siletz, Warm Springs, Mukleshoot, Puyallup, Suquamish, Yakima and New Mexico attended the event to share their songs. Nearly 400 people attended the event to honor the Tribe’s plankhouse.



Celebrating achaf-hammi’s 15th Birthday

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 2024 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 Brownfield¹ Grant** – In 2024, the Tribe used funding from this grant complete ongoing work related to the chemical inventory and disposal, mapping and cleaning of the stormwater conveyance system, and began to evaluate the work to repair and reinstate a production well onsite.
- **Demolition** – In 2024 the Tribe continued to remove former paper mill buildings from the site which included the Administration Building, located inside of “Block 1.”
- **Site Master Planning** – In 2024 the Redevelopment Team submitted the Master Plan Amendment for the tumwata village property. The proposed Amendment revises the development plan onsite to meet the Tribe’s needs and ancestral obligations. A hearing was held in January 2025 and the Master Plan Amendment was approved by the Oregon City Planning Commission.
- **Federal Appropriations** – The Tribe received \$2 million dollars in Federal Appropriations through the *Consolidated Appropriations Act, 2022 – Community Project Funding Grant*. These 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 2024 the Tribe worked with the consultant team to design this roadway infrastructure. It’s anticipated the roadway work will begin in summer 2025.

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, and is the former location of the Multnomah Greyhound Park in Wood Village.

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. In 2023 an amendment to the master plan was submitted and approved by the Keizer City Council. Construction in 2024 included the next phase of development onsite which includes over 15,000 sqft of commercial retail.

¹ A Brownfield Site is understood to be a former industrial or commercial site where future use is affected by environmental contamination.

Conclusion

A tremendous amount of progress was made toward goals and initiatives identified in the Community Development Plan in 2024. 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 2024, the Tribe celebrated its 41st year of restoration, and we continue to work towards 2033 and the Tribe's 50th Restoration Celebration in the years ahead.