

# shawash-ili?i 2033- nsayka k<sup>h</sup>apa 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*

## 2025 Annual Report

May 1, 2025

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

Email: [planning@grandronde.org](mailto: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 fourth 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 2025 are highlighted along with themes for work in the year ahead. More detail about “Featured Accomplishments” for each of the fifteen focus areas, near-term initiatives, support services, and off-reservation projects can be found at the end of the report. It should be noted that the “Featured Accomplishments” section does not include a comprehensive list of all accomplishments, and that those items listed are related to activities in the Community Development Plan with a focus on activities happening within the historic Reservation boundary.

### Background

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

This community planning effort sought to answer the question,

***“What will the Grand Ronde Community look like when we gather for the Tribe’s 50<sup>th</sup> 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. 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.

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 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 progress is being made 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.

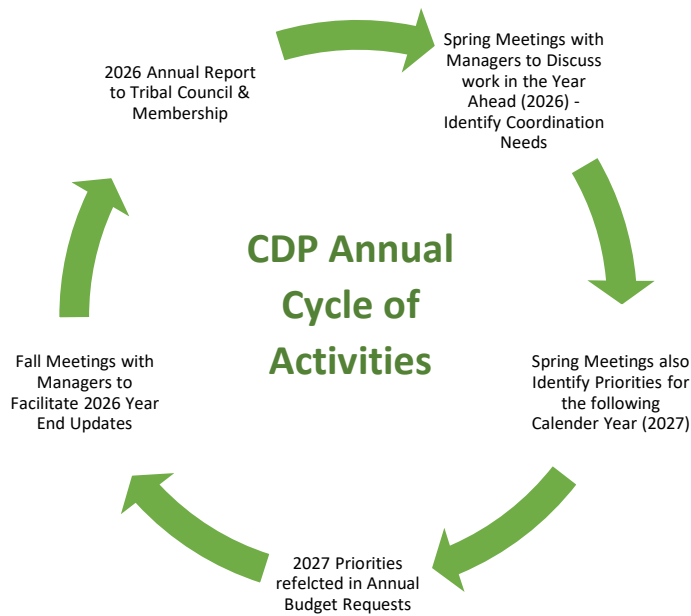


Figure 1: Community Development Plan Annual Cycle of Activities

## 2025 Celebrate Success

The Tribe continued making meaningful progress on the CDP goals and initiatives in 2025 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

**Temporary Tribal Assistance Nutrition Program (Goal F2.3)** – Following the Federal Government shutdown during fall 2025, Tribal Council declared a state of emergency on Wednesday November 5, 2025. The emergency was declared because of the loss of important federal nutrition benefits including Supplemental Nutrition Assistance Program (SNAP) and the Women, Infants and Children (WIC) nutrition program. The Tribe’s emergency temporary assistance program was able to provide an estimated 275 tribal members nutrition assistance during the shutdown.

**shawash- ili?i skul (Goal G2.2)** – The shawash- ili?i skul expanded its offerings in 2025 to add a first grade classroom. The school now serves two (2) preschool classrooms, and both a kindergarten classroom and 1<sup>st</sup> grade classroom. During the 2025 legislative session, HB3953 was passed which allows for federally regionalized Tribes in Oregon to ask the State Board of Education to directly sponsor a public charter school. This bill was sponsored by Representative Tawna Sanchez at the request of Grand Ronde. It’s anticipated that the Tribe will begin the process to establish a Tribal Charter school in 2026.

**Over 28,000 Hours Worked via TERO Programs (Goal H2.2, H2.3)** – In 2025, a total of 28,088 hours were worked through TERO programs, earning \$1.1 million dollars in wages. TERO also provided skilled workers on 31 different projects, registered 90 new workers to the program, and there were 77 active workers on jobsites. To celebrate these successes, the TERO Annual Appreciation Lunch was held on November 15th with approximately 200 in attendance representing TERO Dispatched Workers, Individual Funding Recipients, TERO Indian Owned Business owners, Tribal Contractors, ODOT executive staff, Tribal Council, and the TERO Commission.

**Integrated Pest Management Plan (Goal I1.1)** – Collaboration between Executive Team, Natural Resources Department and Facilities Department through 2025 has resulted in the development of a draft Integrated Pest Management Plan that’s anticipated to be adopted in 2026. Spurred by Tribal member concern, the Tribe stopped use of glyphosate, herbicides and pesticides on Tribal campus and housing and after a pause is proposing a set of three tiered zones that allow for different chemical intervention depending on location and purpose. More information can be found online via SmokeSignals <https://www.smokesignals.org/articles/2026/02/11/tribe-unveils-new-pest-management-policy/>

**Cultural Arts Program Mobile Arts Purchase** – In 2025, the mobile art purchases completed in 2024 (29 artworks purchased from 16 Grand Ronde Tribal Members) were installed in both the Tribal Gymnasium and the Tribal Governance Center. The next mobile art purchase call went out to tribal community members in 2025, and 20 pieces were purchased comprising of 14 Grand Ronde artists. Artworks range from carvings to photography, textiles to paintings and come from age ranges youth to elder. This

program showcases Tribal art in community buildings, and provides presence, notability, a pathway for artisans to build their portfolios, and have their work recognized by the community.

**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. The Tribe acquired 6 properties in 2025, including Fort Yamhill Park (107.22 acres), Noble Sisters Timberland (48.12 acres) and the OSU property (55.93 acres) located within the Grand Ronde Community, as well as Deer Path West (55.46 acres), Eel Rock 2 (.23 acres) and K’anawi (75.30 acres) located throughout the Tribe’s ceded lands. Property acquisitions underway in 2025 include three conservation properties with acquisition funding provided by the Willamette Wildlife Mitigation Program. Additionally, Agency Block 1 (6.4 acres) and South Yamhill 2 were accepted into trust and received reservation status in 2025. These acquisitions bring the Tribe’s landholdings to 17,556.70 acres with 11,660.26 acres having reservation status.

**The Grants Program** spent much of 2025 responding to the new Federal Administration. The team managed renegotiating grant contracts to better align with the new administration policies and also worked through the process of fighting several grant terminations. Total grant requests in 2025 was just under \$40 million dollars through 119 grant applications. Awards received in 2025, including requests made in 2024 came to just over \$35 million dollars. The Grants Program worked throughout 2025 to implement a new grants management software system which will significantly increase efficiencies within the Grants Program and across Tribal Government. The Grants Program also hosted a Funder’s Tour in August, inviting major foundations and funding organizations to visit Grand Ronde and learn more about the Tribe’s history, past success, and future projects. Guests included Ford Family Foundation, Meyer Memorial Trust, Willamette Health Council, The Roundhouse Foundation, Marie Lamfrom Charitable Foundation, Gray Family Foundation and Business Oregon, Spirit Mountain Community Fund and the Oregon Community Foundation.

**The Engineering & Community Development Department** in coordination with Department Managers led the effort to complete a 2025 Campus Master Plan Update. This study helps create a road map for campus development activities for the next 20 years. The Engineering & Community Development Department also initiated the development of a Climate Adaptation Plan. The updated Climate Adaptation Plan is anticipated to be complete in 2026 and will provide a comprehensive and overarching framework for our climate-related efforts that build on actions already underway. The plan will allow the tribe to better access funding to support resiliency efforts in the community.

### Ground Breakings/Ribbon Cuttings

**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. Groundbreaking for the 10 Tribally funded buildings occurred in 2025, and the RFP for the two (2) remaining HUD funded buildings is anticipated to occur in early 2026. The 10 Tribally funded buildings will include 25 1-bedroom units, and 20 2-bedroom units, with 45 units total. It’s anticipated that the first set of apartments will be complete by Fall/Winter 2026.

**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 Stratus Village, a new low-income housing in McMinnville. The Tribal Members will have access to 20 units (1-bedroom to 3-

bedroom) in the 174-unit housing development. Tribal members started moving into finished units at the end of 2025. The Stratus Village management also worked in partnership with the Grand Ronde Tribe's Cultural Arts Program to place tribal art in select locations throughout the new housing development. More information about the housing can be found at <https://stratus.hayc.org/>.

**Nature Playground (Goal C2.1)** – The ribbon cutting for the Nature Playground was held in June 2025. The playground is located across the street from the Elders Activity Center and includes features different from a typical playground like water, gravel, rocks, sandpits, logs and boulder piles. The Tribe's Nature Playground is part of a larger community development initiative to provide outdoor, sustainable, and culturally relevant recreational spaces and includes native plant landscaping, fishing platforms, and carvings. Smoke Signals coverage of the ceremony can be viewed here:

<https://www.youtube.com/watch?v=oi4nwtYLMLO>.

**chaku tush tæmtæm haws (E1.2, E2.1, E2.2, D2.3, E3.1)** – Main Street Recovery in Sheridan opened in 2025 and serves as the newest residential housing with treatment service location, which expands the Grand Ronde Tribe's continuum of care. The house features 18 bedrooms for intensive in-patient treatment. In addition a small hotel is located behind the main house which includes 13 additional beds meant for transitional housing once residents are recovered enough to live more independently, while still undergoing outpatient treatment and receiving mental health services. The facility focuses on substance abuse disorder and mental health support while integrating western medicine with Native cultural practices. While the program focus is substance abuse disorder, residents may also access mental health services. Mental health providers provide supports on-site.

<https://www.smokesignals.org/articles/2025/02/27/tribe-celebrates-opening-of-new-residential-treatment-center/>

**Early Care & Education Center (Goal G2.1)** – The Grand Ronde Early Care and Education Center is a new 26,000 sq. foot facility designed to provide culturally-rooted care for children ages 0-5. The new building was completed on March 24<sup>th</sup>, 2025, and students began using the classes on March 31st. The building includes 12 classrooms as well as outdoor play areas, a community room, a large commercial kitchen, 16 administrative offices, a break room, restrooms, and other support areas. An Open House and Ribbon Cutting was held on June 18th, with many attending, including Tribal Council and funders. The building was also recognized by both the local Oregon Chapter and the National American Public Works Association as a 2025 Project of Year due to the sustainability practices integrated into the design, the capital fundraising campaign, and the integration of culture and art throughout the building.

**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 production of plant material. A pole barn to process seeds and conduct related activities in an indoor location was constructed as part of the Native Plant Nursery in 2025. The native nursery staff continue to support an array of Tribal projects and community activities for elders, adults, and children. Staff also supported the 2025 tribal funder's tour by providing a summary of seed processing activities that support both the cultural traditions of the Tribe and economic sustainability with third-party contracting for habitat restoration seeds/plants.

**Home Ownership (Goal A2.1)** – Phase II of the tipsu-ili’i Home Ownership Project broke ground in 2025. Phase 1 included 20 lots/homes, all of which have been sold and are occupied, and Phase 2 will include 32 additional lots/homes. Currently construction is underway to build the roadway extension and utility infrastructure (water, sewer, stormwater) for the Phase 2 lots. Securing funding for building the homes will begin in 2026.

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

**Public Safety Ordinance Update (B1.3)** – In June 2025 the Tribe amended the Public Safety Ordinance to provide protections and intervention for elders and vulnerable adults who are unable to protect themselves from abuse, neglect and exploitation. All Tribal Employees have now become Mandatory Reporters under the new policy update. This body of work was lead by a collaboration between Tribal Police, Tribal Court, Health & Wellness, and Social Services. The Elder Justice Program located in Health & Wellness Department oversees the Report Hotline along with Tribal Police.

The **Finance Department** supported and oversaw the implementation of the General Welfare Assistance Program. The new Ordinance was approved on August 20, 2025, and the first payment to the membership occurred on September 12, 2025. The General Welfare Assistance Program replaces the per capita payment and are non-taxable payments that are made to all eligible members to help maintain their health, well-being, independence, and quality of life. The payments will be made quarterly to the membership under the new program.

In 2025 the **Public Affairs Department** released ctgr alta, a secure app for enrolled Grand Ronde Tribal Members. Tribal members can stay up to date with all tribal events, tune-in to meetings and receive reminders for upcoming meetings, activities and events. The app provides secure messaging capabilities which will allow members to receive secure information often reserved for executive session directly on their device.

**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 the Tribe took ownership January 31, 2025. As interdepartmental team is developing a property management plan.

**Spirit Mountain Community Path Project (M3.1)** – In 2022 the Tribe was awarded funding through the Oregon Department of Transportation (ODOT) Oregon Community Paths (OCP) Program. After a long process to move the federal funding from ODOT to the BIA to our own Transportation Improvement Program, this planning project kicked off at the end of 2025. The project will evaluate locations where the path could be located (alignment options), select a preferred alignment, and develop concept design plans for the estimated 1.5-mile-long paved multiuse path connecting Grand Ronde Road to the Spirit Mountain Casino. The alignment evaluation and concept design will also include a preferred separated non-vehicular crossing of State Highway 18 (OR 18), and a preferred crossing of the South Yamhill River.

**Electric Vehicle (EV) Charging (Goal N2.1)** – The Tribe was successful in being award a Carbon Reduction Grant through the Oregon Department of Transportation, resulting in an additional eight (8) EV charging stations inclusive of 16 total charging ports. In 2025 the Tribe worked with ODOT, FHWA, and BIA to transfer the funds into the Tribe’s Transportation Improvement Program. It’s anticipated that the Tribe should be able to install the EV charging stations in 2026.

**Elder’s Parking (M1.2)** – Responding to community feedback from Tribal Elders, Elder parking stall designations were established throughout campus. The parking stalls are located adjacent to the ADA parking stalls near the entrances of buildings.

**Enrollment Ordinance**– 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 began enrolling tribal members under the new ordinance in 2025, with an annual limit of 150 new members (excluding emergency enrollments). 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.

## Communication, Community Outreach & Media Coverage

In the fourth year of implementing the Community Development Plan, outreach and organizational learning about the Tribe remained a central priority. Through conversations with Department and Program Managers, it became clear that many organizational efforts could benefit from better coordination across functional areas. These connections were made consistently throughout the year. Key communication, community outreach activities, and media coverage from 2025 are highlighted below:

- **Community Development Plan Website Update (ongoing)** – The website is updated annually with the most recent annual report and presentation from the General Council meeting where the annual report is presented. Additionally, the adopted Community Development Plan Executive Summary can be found on the Tribe’s website: <https://www.grandronde.org/press-media/project-updates/grand-ronde-2033/>.
- **Spring Manager Meetings (April-May 2024)** – The spring meetings with Managers in 2025 focused on the development of a Climate Adaptation Plan, and check-ins with managers consisted of interviews and stakeholder outreach related to the Climate Adaption Plan development.
- **Tribal Council Update (June 2025)** – The Tribal Council update typically held in June did not occur in 2025 due to Tribal Council scheduling. A robust presentation was given in December providing an overview of CDP efforts throughout the year.
- **Veteran’s Powwow (July 2025) & Contest Powwow (August 2025) Community Feedback Engagement for the Climate Adaptation Plan**  
To gather broad community input for the Climate Adaptation Plan, Community Development Staff engaged attendees at the summer powwows in Grand Ronde using informational poster boards designed to spark discussion. These displays helped facilitate conversations about climate-related concerns both on and off the reservation, ensuring community perspectives were reflected in the Plan’s analysis. Tribal Members, Community Members, and even visiting youth shared meaningful insights through these discussions.
- **Family Night Out (August 2025)** – Information about the development of the Climate Adaptation Plan was also shared during Family Night Out. Tribal members were invited to provide input on how climate change is affecting their community, and participants were encouraged to engage in an exercise to help prioritize climate adaptation actions for Grand Ronde.

- **Fall Manager Meetings (October-January 2026)** – The Fall Manager Meetings included more than thirty one-hour sessions with Department and Program Managers. These meetings focused on reviewing progress and accomplishments for 2025, identifying any new or modified goals, and discussing emerging themes for 2026.
- **Tribal Council Update (December 2025)** – Staff updated Tribal Council on progress implementing the Community Development Plan. They also provided an overview of 2025 activities, including updates on the forthcoming Utility Master Plans and the Climate Adaptation Plan.
- **General Council Update (April 2025 & May 2026)** – The fourth annual report providing a summary of 2025 accomplishments for the Community Development Plan will be presented at the General Council Meeting in May 2026. This is an opportunity to celebrate successes and update Tribal Council and the membership about both accomplishments and planned work. The 2024 Annual Report was presented to the General Council in April 2025. An update to the General Council on Community Development Plan progress is held annually, typically in the first quarter of the following reported plan year.



Figure 2: Community Development Plan Outreach at Grand Ronde Powwows, Summer 2025



Figure 3: Engineering, Community Development Department, and Grants Program team at Family Night Out capturing community feedback on the Climate Adaptation Plan, August 2025

## Organizational Themes and Focus in the Year Ahead

During the Fall 2025 check-in meetings, Department and Program Managers were asked to identify themes and/or areas of focus for the organization in 2026. This information was then aggregated to produce the following list. While the list does not reflect community themes or focus, it does reflect organizational themes and areas of focus in 2026.

### 2026 Themes and Focus Areas

The section below includes new themes and focus areas to consider as the Tribal Government looks forward to 2026.

**Impact of Enrollment** –The Tribe began enrolling tribal members under the new Enrollment Ordinance in 2025, which has an annual limit of 150 new tribal members excluding emergency enrollments. Some impacts to enrollment were felt in 2025 primarily from emergency enrollments, and the Tribe will continue to monitor enrollment impacts throughout 2026.

**Increase in Housing Opportunities** – In 2025 construction for several new housing opportunities began. These projects include Wind River Apartments Phase III (approximately 53 units) in Grand Ronde, and Stratus Village (approximately 20 units) in McMinnville. These additional units will help to support Grand Ronde Tribal Members wishing to live in and near Grand Ronde and they will fully come online in 2026 reducing housing waitlists.

**Leadership Changes** - The General Manager left the organization in March 2025, and the tribe had an interim General Manager for the remainder of 2025. The Tribe has hired a consultant to support an organizational assessment. A new General Manager may have different ways they engage with the organization as a whole and a period of transition is anticipated in 2026.

**Funding Sustainability** – The Federal Administration change with a new President took effect in January 2025. Due to different organizational priorities, there were changes to Federal funding that impacted different programs across the Tribe. In 2026, the Tribe will continue to monitor Federal Administration changes and priority shifts to be best positioned to maintain federal funding.

**Employee Wellness** – Throughout the fall discussions with Department and Program Managers, Employee Wellness came up many times. Economic and social-political policy shifts at local, state, and Federal levels occurred throughout 2025. Many recognized that these changes are putting pressure on Tribal employees that they may not have experienced in the past. Additionally, some believe that stresses experienced during the COVID-19 global pandemic are beginning to be fully processed and recognized.

## 2025 – Year End Reflections

During the Fall 2024 check-in meetings, Department and Program Managers were asked to identify themes and/or areas of focus for the organization in 2025. The section below includes the themes and focus areas identified for 2025, and reflections on how those identified areas were realized throughout the year.

**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 an annual limit of 150 new members. Tribal Council may, by Tribal Council Resolution, increase the annual limit to no more than 200, and 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.

**2025 Year End Reflection:** An Enrollment Drawing was held on July 29, 2025, and a Final Enrollment Order was released on the following day inclusive of 1,933 tribal descendants on a waitlist to be enrolled between the years of 2025-2037. The enrollment order assumes 150 Tribal Members will be enrolled each year, and that number does not account for infant enrollments or emergency enrollments. In discussion with Department Managers, some impact specifically related to emergency enrollments were experienced in 2025, and staffing adjustments were made accordingly.

**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.

**2025 Year End Reflection:** Construction began in 2025 for both projects listed above. While some tribal members were able to move into the Status Village housing in McMinnville in 2025, the majority of this housing will become available to Tribal members in 2026.

**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.

**2025 Year End Reflection:** Federal funding changes happened throughout 2025. Grant funding in particular was impacted. As the new Federal Administration laid out their priorities, initiatives not in alignment were often defunded, examples include USDA funding for food boxes and EPA Community Change Grant funding for the Resident Resilience Center. The Tribe monitored these changes closely throughout the year. New funding sources for charter school education and community policing were also rolled out to reflect new and differing priorities of the new Administration.

**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.

**2025 Year End Reflection:** In 2025, the Tribe’s Campus Master Plan was completed which helps identify areas of future growth in the Grand Ronde community. The plan will go to Tribal Council in 2026 for adoption. This effort identified suitable/buildable lands to continue to accommodate growth to respond to population increases by accounting for future housing, jobs, and resource management.

## 2025 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.

## 2025 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 2025 Update – Featured Accomplishments

### **Annual Housing Policy and Planning Summit (Goal A1.1) –**

The Housing Department held its annual summit in 2025. 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.

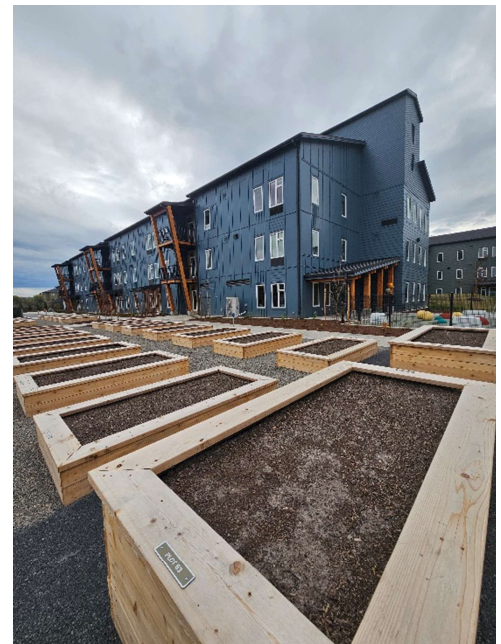


Wind River Phase III

### **Home Ownership (Goal A2.1) –**

Phase II of the tipsu-ili'i Home Ownership Project broke ground in 2025. Phase 1 included 20 lots/homes, all of which have been sold and are occupied, and Phase 2 will include 32 additional lots/homes. Currently construction is underway to build the roadway extension and utility infrastructure (water, sewer, stormwater) for the Phase 2 lots. Securing funding for building the homes will begin in 2026.

**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. Groundbreaking for the 10 Tribally funded buildings occurred in 2025, and the RFP for the two (2) remaining HUD funded buildings is anticipated to occur in early 2026. The 10 Tribally funded buildings will include 25 1-bedroom units, and 20 2-bedroom units, with 45 units total. It's anticipated that the first set of apartments will be complete by Fall/Winter 2026.



Stratus Village Apartments

**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 Stratus Village, a new low-income housing in McMinnville. The Tribal Members will have access to 20 units (1-bedroom to 3-bedroom) in the 174-unit housing development. Tribal members started moving into finished units at the end of 2025. The Stratus Village management also worked in partnership with the Grand Ronde Tribe's Cultural Arts Program to place tribal art in select locations throughout the new housing development. More information about the housing can be found at <https://stratus.hayc.org/>.

## 2025 Appendix B: Public Safety Summary



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

## Public Safety 2025 Update – Featured Accomplishments

**Emergency Services Trainings and Practice Exercises (Goal B1.1)** – A variety of practices and trainings were held throughout 2025 including quarterly CTGR-Spirit Mountain Casino exercises, and functional drill and tabletop exercises for HazMat and Mass Casualty type events. An active shooter training was also held in 2025. The Department continues to provide CPR/First Aid Training and CPR certifications across departments almost on a weekly basis.

**Emergency Services Community Events (Goal B2.2)** Emergency Services lead and participated in a variety of community events including the Safety Preparedness Fair (May), Water Safety Event (July), leading the Community Disaster Response Committee, and hosting the Grand Ronde Christmas Parade (December) in honor of Tribal Elder Veronica Gaston who walked on in 2024.

**“Chat with the Chief” (Goal B2.2)** – The Chat with the Chief event was held in June with over 100 community members in attendance. These community events build meaningful relationships between the community and Tribal 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. In 2025 the drop box was upgraded to accept liquids. Hundreds of pounds of medication are collected and then destroyed. This offering is being used by medical staff, elders, and people throughout the community and is a heavily used program.

**New Police Vehicles (B2.1)** – Tribal Police secured a Department of Justice Public Safety and Community Policing Grant and were able to provide a match to that funding with dollars from the Spirit Mountain Community Fund to purchase two new police vehicles and associated equipment. The vehicles became part of the fleet in 2025 and two older vehicles were retired.

**Public Safety Ordinance Update (B1.3)** – In June 2025 the Tribe amended the Public Safety Ordinance to provide protections and intervention for elders and vulnerable adults who are unable to protect themselves from abuse, neglect and exploitation. All Tribal Employees have now become Mandatory Reporters under the new policy update. This body of work was led by a collaboration between Tribal Police, Tribal Court, Health & Wellness, and Social Services. The Elder Justice Program located in Health & Wellness Department oversees the Report Hotline along with Tribal Police.



New Tribal Police Vehicle

## 2025 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.

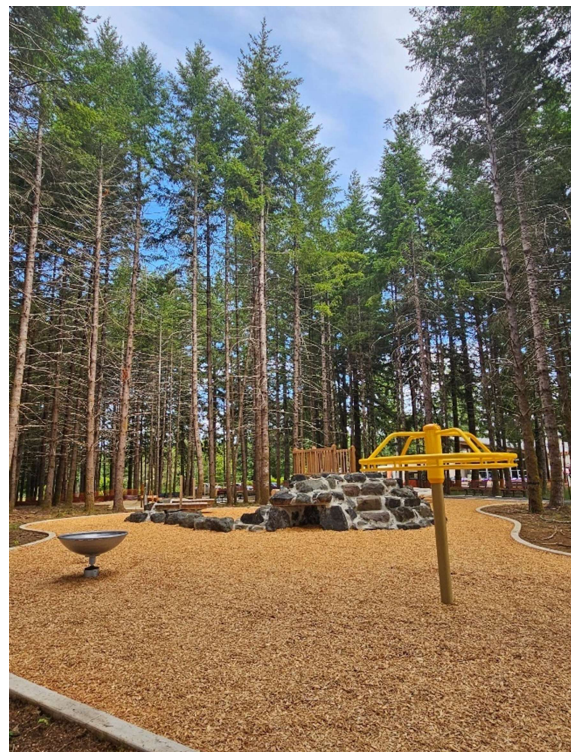
## Recreation and Gathering Spaces 2025 Update – Featured Accomplishments

**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 the Tribe took ownership January 31, 2025. As interdepartmental team is developing a property management plan.



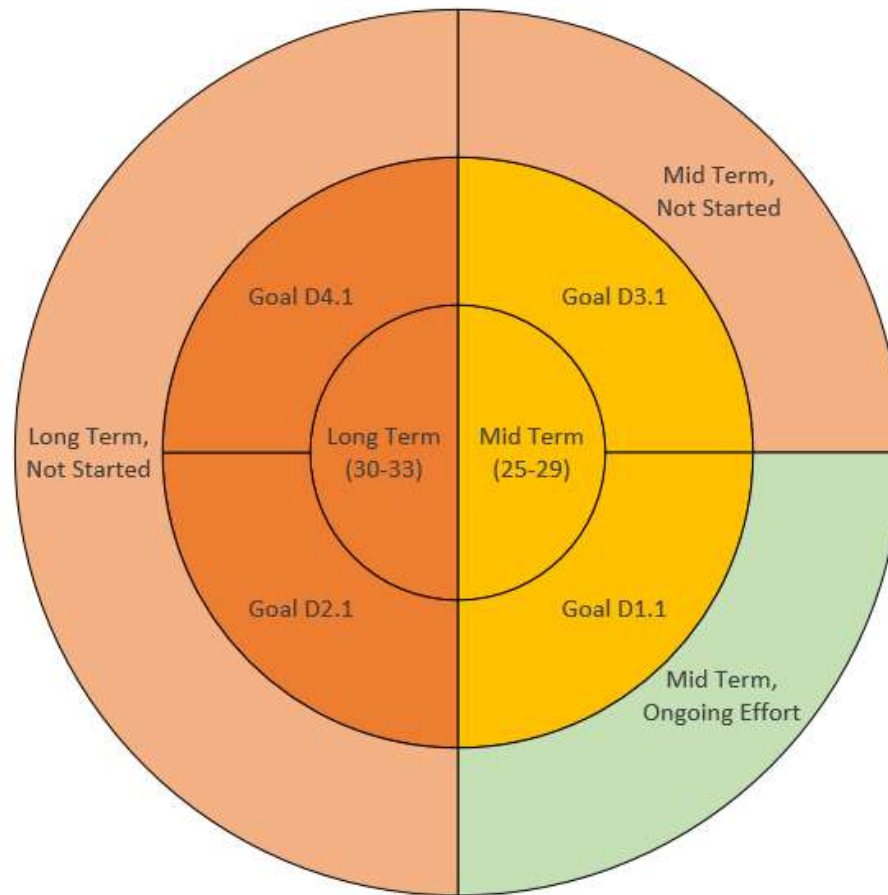
Fort Yamhill State Heritage Area, looking toward Spirit

**Nature Playground (Goal C2.1)** – The ribbon cutting for the Nature Playground was held in June 2025. The playground is located across the street from the Elders Activity Center and includes features different from a typical playground like water, gravel, rocks, sandpits, logs and boulder piles. The Tribe’s Nature Playground is part of a larger community development initiative to provide outdoor, sustainable, and culturally relevant recreational spaces and includes native plant landscaping, fishing platforms, and carvings. Smoke Signals coverage of the ceremony can be viewed here: <https://www.youtube.com/watch?v=oi4nwtYLMLO>.



Nature Playground

## 2025 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 2025 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, show openings and farmers market at Chachalu Museum and Cultural Center, family movie nights and activities supported by Social Services, Tribal artisan bazaars supported by the Elders Activity Center and Spirit Mountain Casino, and a variety of other events throughout the year.

### **Tribal Employment Rights Office (TERO)**

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



Chachalu Friday Marketplace

## 2025 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 2025 Update – Featured Accomplishments

**Public Safety Ordinance Update (B1.3)** – In June 2025 the Tribe amended the Public Safety Ordinance to provide protections and intervention for elders and vulnerable adults who are unable to protect themselves from abuse, neglect, and exploitation. All Tribal Employees have now become Mandatory Reporters under the new policy update. This body of work was lead by a collaboration between Health & Wellness, Tribal Police, Tribal Court, and Social Services. The Elder Justice Program located in Health & Wellness Department oversees the Report Hotline along with Tribal Police.

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

**Salem Medication Assisted Treatment (MAT) Clinic** –During 2025, tenant improvements were made to the top floor of the Salem MAT Clinic which now hosts a medical detox facility. Mental health services and a Peer Resources Center are additional amenities available at the Salem MAT Clinic, along with 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 growth stabilized in 2025, after rapid growth since its opening in February 2023, and is now operating near capacity.

**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.

**Healing through Canoes** – The Tribe’s traditional canoes are currently being stored at the Black Property in the *kanim haws*. Health and Wellness and Youth Empowerment and Prevention supported Protocol Practice throughout 2025 to prepare tribal youth for the 2025 Paddle to Puyallup Canoe Journey, to ensure everyone is comfortable on the water and in the canoes. Health & Wellness will be adding another canoe in 2026 to support overall community objectives and healing through traditional practices.



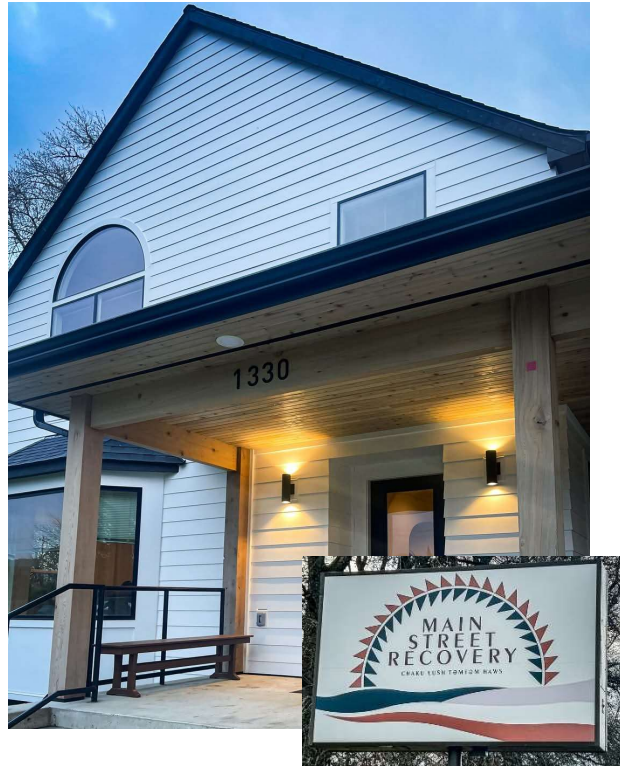
**kanim haws ~ Canoe Awakening**

**4ush lamatsin Program**– The Good Medicine Program continued to increase in popularity throughout 2025. Community gathering events are held monthly and are held to create healing spaces for Tribal members to gather. A brief overview of events includes Pajama Jam, Sweethearts Jam, Round Dance, Earth Day Jam, Canoe Journey Paddle Practice, ulali jam, Veteran’s Powwow, Contest Powwow, Elder Safety Fair, Every Child Matters Jam, Halloween Jam, etc.

**Community Transition Program (Goal A3.1, E2.2, E2.3, E3.1)** – To more effectively serve Tribal members affected by addiction and co-occurring conditions, the establishment of Transitional Housing is essential in addressing this critical need. 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. All Community Transition Program housing units received generators in 2025 to ensure stability during different types of weather events and power outages.

**chaku ʔush tæmtæm haws (E1.2, E2.1, E2.2, D2.3, E3.1)** – Main Street Recovery in Sheridan opened in 2025 and serves as the newest residential housing with treatment service location, which expands the Grand Ronde Tribe’s continuum of care. The house features 18 bedrooms for intensive in-patient treatment. In addition a small hotel is located behind the main house which includes 13 additional beds meant for transitional housing once residents are recovered enough to live more independently, while still undergoing outpatient treatment and receiving mental health services. The facility focuses on substance abuse disorder and mental health support while integrating western medicine with Native cultural practices. While the program focus is substance abuse disorder, residents may also access mental health services. Mental health providers provide support on-site.



**chaku ʔush tæmtæm haws**  
Main Street Recovery

<https://www.smokesignals.org/articles/2025/02/27/tribe-celebrates-opening-of-new-residential-treatment-center/>

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## 2025 Appendix F: Social Services Summary



<b>Goal Descriptions</b>
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 2025 Update – Featured Accomplishments

**18<sup>th</sup> Annual Family Night Out (Goal F2.3)** – The 18<sup>th</sup> Family Night Out was held on August 22<sup>nd</sup> at the Tribal Gymnasium and was supported by the entire Social Services Department as a community resource fair. Carnival rides and food were provided at the event, which was well attended by the community.

**Youth Empowerment & Prevention (Goal F2.3)** – Youth Prevention and Empowerment provided a variety of educational and community engagement opportunities throughout 2025. Some highlights this year included the Native Youth Wellness Warrior Camp and Paddle to Elwha 2025 Canoe Journey. This year’s Canoe Journey was unexpectedly impacted by a tsunami triggered by a massive 8.8-magnitude earthquake that struck Russia’s Kamchatka Peninsula. When the resulting tsunami waves reached the Oregon and Washington coast, they measured more than a foot high. A video clip covering the Paddle to Elwha produced by *SmokeSignals* can be found here:

<https://www.youtube.com/watch?v=xc4vYm4oCGQ>

**Children and Family Services (Goal F2.3)** – CFS has activities and programming throughout the year to support Grand Ronde families. Opportunities include ongoing parenting support and classes, highlighting Child Abuse Prevention Month in April, and collaborating with Tribal Housing for the Annual Easter Egg Hunt. With implementation of the new Enrollment Ordinance, CFS has been supporting Indian Child Welfare Act (ICWA) emergency enrollments as getting agreements in place with ICWA Courts and state agreements with ODHS to ensure families are protected not just in Grand Ronde but throughout the State of Oregon.

**Community Programs (Goal F2.3, F2.4)** – Community Programs provides a variety of different services to the membership. Updates in 2025 include:

- **Elder Protection Ordinance** – Social Services, Health & Wellness, Tribal Police, and Tribal Court finalized the Elder Protection Ordinance. The Ordinance directs training to ensure all Tribal Staff are now mandatory reporters.
- **Adult Services** – The Adult Services program provided support to adults needing utility and housing assistance throughout 2025. As overall prices continued to climb in 2025, there continued to be a struggle with housing affordability.
- **Financial Literacy Class** – The Tribe’s partnership with DevNW continued in 2025. The Financial Foundations series was offered virtually to provide a “self-paced” schedule for completion. Program funding for Financial Literacy classes were reduced in 2025 due to the Federal Administration change which reduced local funding.



2025 Family Night Out

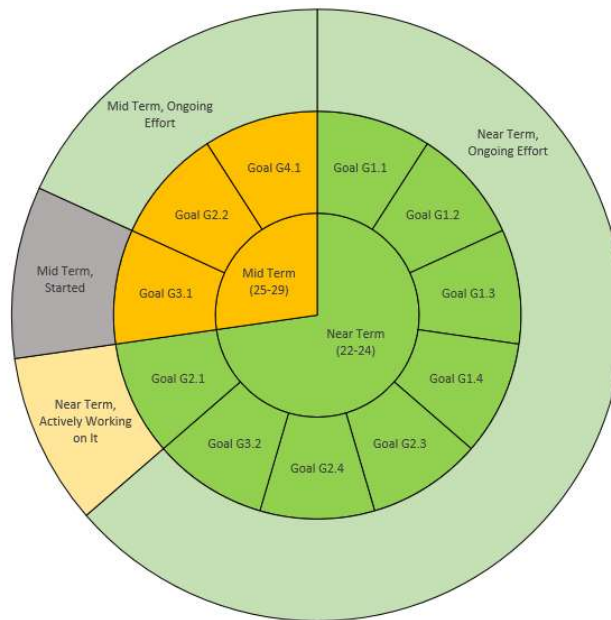
- **Veteran Services** – The Tribe’s Veterans’ Services Program supports the Veteran’s Powwow, Memorial Day events, and Veteran’s Day annually. The Tribal Veterans’ Office also provides events to support Veteran Health such as beginner guitar lessons, tours of Chacahlu’s research room, yoga classes, building and maintenance of raised gardens, Veteran’s golf, pool tournament, canoe journey, mental health awareness walk, cooking classes, and educational presentations. The 2025 Veteran’s Summit and Resource Fair was held prior to the Powwow and the human library project was completed.

**Temporary Tribal Assistance Nutrition Program (Goal F2.3)** – Following the Federal Government shutdown during fall 2025, Tribal Council declared a state of emergency on Wednesday November 5, 2025. The emergency was declared because of the loss of important federal nutrition benefits including Supplemental Nutrition Assistance Program (SNAP) and the Women, Infants and Children (WIC) nutrition program. The Tribe’s emergency temporary assistance program was able to provide an estimated 275 tribal members nutrition assistance during the shutdown.

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

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## 2025 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 2025 Update – Featured Accomplishments

**Early Care & Education Center (Goal G2.1)** – The Grand Ronde Early Care and Education Center is a new 26,000 sq. foot facility designed to provide culturally-rooted care for children ages 0-5. The new building was completed on March 24<sup>th</sup>, 2025, and students began using the classes on March 31<sup>st</sup>. The building includes 12 classrooms as well as outdoor play areas, a community room, a large commercial kitchen, 16 administrative offices, a break room, restrooms, and other support areas. An Open House and Ribbon Cutting was held on June 18<sup>th</sup>, with many attending, including Tribal Council and funders. The building was also recognized by both the local Oregon Chapter and the National American Public Works Association as a 2025 Project of Year due to the sustainability practices integrated into the design, the capital fundraising campaign, and the integration of culture and art throughout the building.

**2025 Grand Ronde Education Summit (Goal G1.4, G2.3)** – The Education Department hosted their 8<sup>th</sup> Annual Education Summit at the Spirit Mountain Casino on August 6, 2025. Nearly 200 educators attended the summit. The Summit continues to seek to educate educators about the history of the Confederated Tribes of the Grand Ronde. Session highlights included a Native education panel, Chinuk Wawa 101, WESD’s implementation of the “Tribal History, Shared History” curriculum, dual language classrooms, an educator’s guide to culturally responsive books, and traditional and modern storytelling in Grand Ronde. A Smoke Signals article featured event highlights : <https://www.smokesignals.org/articles/2025/08/13/grand-ronde-education-summit-draws-nearly-200-educators/>



(Top) Ribbon Cutting Ceremony  
(Middle) Aerial Image of Completed Building  
(Bottom) Tribal Art & Ribbon Cutting Announcement

**Early Childhood Education Center**

**OPEN HOUSE AND RIBBON CUTTING**

June 18<sup>th</sup> 5:30pm – 7:00pm

Join us to say thanks, explore, and celebrate a new beginning in early childhood education for our community.

**shawash- ili?i skul (Goal G2.2)** – The shawash- ili?i skul expanded its offerings in 2025 to add a first grade classroom. The school now serves two (2) preschool classrooms, and both a kindergarten classroom and 1<sup>st</sup> grade classroom. During the 2025 legislative session, HB3953 was passed, allowing federally regionalized Tribes in Oregon to ask the State Board of Education to directly sponsor a public charter school. This bill was sponsored by Representative Tawna Sanchez at the request of Grand Ronde. It is anticipated that the Tribe will begin the process to establish a Tribal Charter school in 2026.

**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 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. 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.

**Community Events (Goal G2.3, G3.1)** – The Education Department hosted a variety of community events throughout 2025. Some of the larger education events including the Spring Carnival; chinuk wawa Family Language Retreat; ikanum pulak<sup>h</sup>li, the Education Department 2025 Honor and Recognition Event; hayu-munk skukum K-5 Summer Program, Early Childhood Education (ECE) and chinuk wawa Graduation events, Open House Event/Halloween Jam, and Friendsgiving.

**Higher Education (Goal G1.1, G2.3, G4.1)** – In 2025 the Education Department continued to see a large uptick of Tribal Members pursuing higher education with almost 250 members engaged in some type of education program. This increase in higher education interest is thought to be the result of both State of Oregon and Tribal support for native students.



shawash-ili?i skul Community Flyer

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## 2025 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 2025 Update – Featured Accomplishments

**Over 28,000 Hours Worked via TERO Programs (Goal H2.2, H2.3)** – In 2025, a total of 28,088 hours were worked through TERO programs, earning \$1.1 million dollars in wages. TERO also provided skilled workers on 31 different projects, registered 90 new workers to the program, and there were 77 active workers on jobsites. To celebrate these successes, the TERO Annual Appreciation Lunch was held on November 15th with approximately 200 in attendance representing TERO



TERO Annual Appreciation Lunch (Photo by Michelle Alaimo)

Dispatched Workers, Individual Funding Recipients, TERO Indian Owned Business owners, Tribal Contractors, ODOT executive staff, Tribal Council, and the TERO Commission.

**TERO Trainings (Goal H2.3, H3.1)** – TERO held several training events throughout 2025. Trainings offered included fall protection, forklift certification, grade reading/shooting, commercial driver’s license training, flagging, concrete training, heavy equipment operations, and quarterly Oregon Department of Transportation Contractor Certification Training Workshops. Additionally, TERO supported the Indian Owned Business Grant program which provided funding to Indian Owned Businesses (IOBs) to help jumpstart their business.

**UKG Rollout (H1.1)** – The Human Resources Department, in coordination with Payroll, implemented a new workforce management software system in 2024, which has now been fully in use for one year. The system keeps track of payroll, attendance, scheduling, talent management, and provides updates for events, policies, and Tribal news. This software is now being used by both Tribal Government and the Spirit Mountain Casino and continues to be an efficient, valuable resource.

**Employee Handbook Updates (Goal H1.1)** – The Human Resources Department worked with Department Managers to update the Tribe’s Employee Handbook throughout 2025. The rollout of the new Employee Handbook is anticipated to be launched in 2026.

**Human Resources Policy Updates (Goal H1.1)** – In 2025, the Human Resources Department rolled out two new policies for employees. The first policy, the “Domestic Violence, Sexual Assault, or Stalking Leave Policy” supports employees who need access to confidential resources and assistances as well as

ensure safety in the workplace. The second policy was an update to the Public Safety Ordinance that provides protections for Elders and Vulnerable Adults and resulted in all employees becoming Mandatory Reporters. Human Resources was able to support the rollout and training tracking in UKG in support of the Health & Wellness Elder Justice Program.

**Employee Training & Profession Development (H1.1)** – The Human Resources Department brought a variety of training opportunities to the Tribe in 2025, including programming from the Native Wellness Institute and several rounds of Dale Carnegie training. Additionally, several trainings were provided through the UKG platform including Supervisor 101, Foundations of Respectful Leadership, Mindfulness, Improving Self-Awareness, and Increasing Your Happiness trainings.

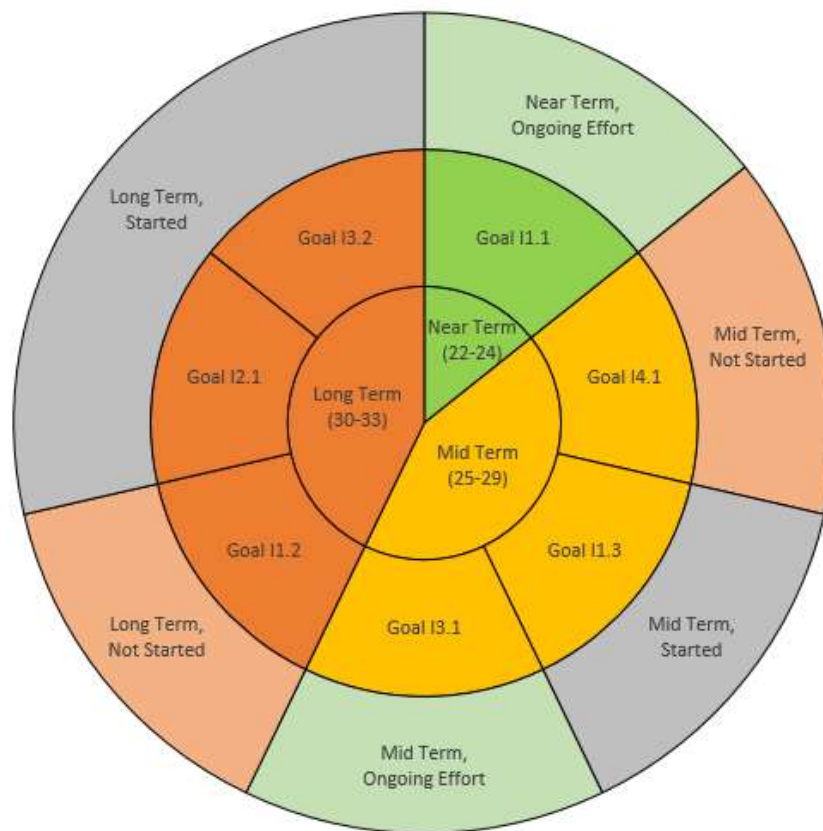
**VR & 477 Programs (Goal H2.3, H2.4, H3.1)** – In 2025 there was ongoing collaboration with multiple community partners and CTGR departments to provide On the Job Training (OJT) opportunities for Tribal Members living with disabilities. The 477 program Tool Lending Program (TLP) has been very successful and the program was expanded to add a Laptop Lending Program. This expansion supports Tribal members who are engaged in post-secondary education, trade programs, certificate training, or other coursework by ensuring access to the technology needed to successfully complete their studies.

**Vocational Rehabilitation Service Delivery Consolidation (Goal H2.3, H2.4, H3.1)** – 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. A new streamlined management model allows clients to access both programs through a single caseworker. Two case managers have now completed cross training and are actively managing dual cases, helping ensure seamless and coordinated services for participants.

**Oregon Department of Human Services (OHDS) WorkSource Oregon (Goal H3.1)** – In 2025 the Tribe began a new partnership with ODHS WorkSource Oregon. Through this collaboration, a mobile unit will be available twice per month to provide services to Tribal Members and community members, increasing access to employment and training resources within our service area.

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## 2025 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 2025 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. New Hunting and Fishing Opportunities for the 2025-2026 season included expanding the MOA season lengths, issuance of 639 deer and elk tags per year, and providing over the counter tags for fall bear, general cougar, and wild turkey.

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

The Fire Management and Protection Program trained and certified a crew of Wildland Firefighters in 2025. 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 forest lands, conservation lands and other scattered ceded lands. The purpose of the cultural burns is to mimic natural conditions enhance and sustain harvest of different culturally important foods and plants.

The 2025 fire season was mild compared to prior 5-10 years, however fire crew staff stayed busy supporting fire efforts in the Cascade Mountains and throughout Oregon. Additionally, staff provided two fire engines to the Cherokee Tribe located in North Carolina to help with controlled burns prior to their November fire season.

**Timber Program (Goal I1.1)** – In January 2025, Tribal Council approved the commercial timber sale of Tseqw Thin Logging Unit (360-acres) and the Paya Logging Unit (85-acres) and approved an amendment to the fee schedule for the Win Thin Logging Unit timber sale. Since log prices are dropping, the Tribe is avoiding selling timber if the pricing is too low. The Tribe continues to monitor the market rate of timber sales.

**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 production of plant material. A pole barn to process seeds and conduct related activities in an indoor location was constructed as part of the Native Plant Nursery in 2025. The native nursery staff continue to support an array of Tribal projects and community activities for elders, adults, and children. Staff also supported the 2025 tribal funder’s tour by providing a summary of seed processing activities that support both the cultural traditions of the Tribe and economic sustainability with third-party contracting for habitat restoration seeds/plants.



Native Plant Nursery

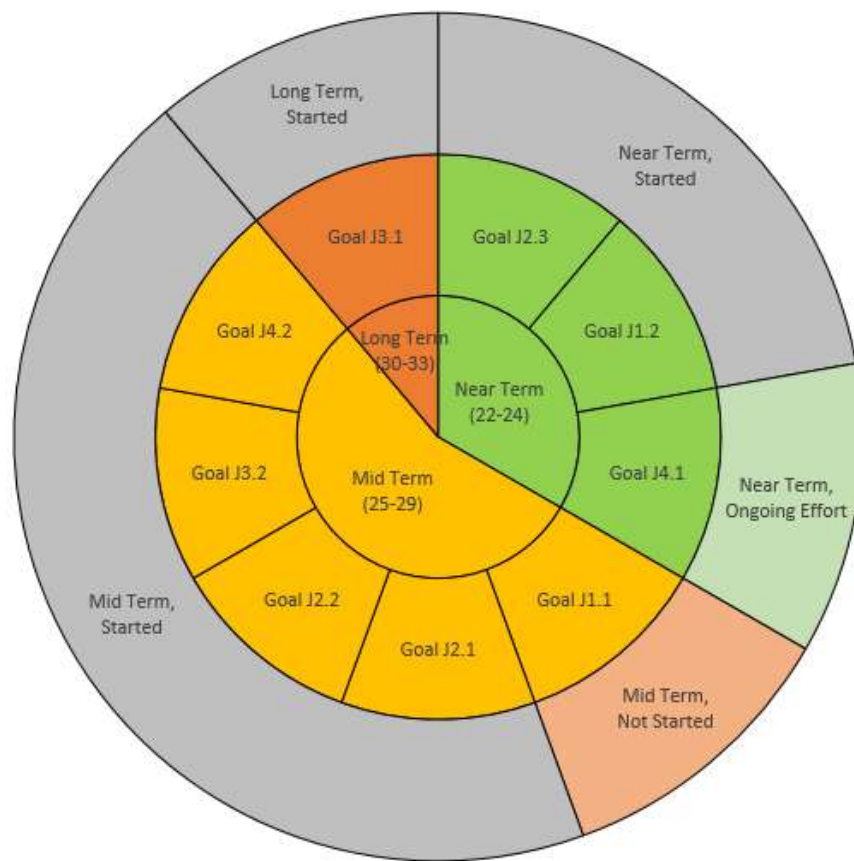
**Environmental Protection Ordinance (Goal I1.1)** – Throughout 2025 a team of staff members worked collaboratively with the Tribe’s legal team to revise, finalize, and eventually adopt an Environmental Protection Ordinance. The ordinance is the result of several years of collaborative effort across departments, and it is anticipated that the Ordinance will be adopted in 2026. The Ordinance will set out values, policies, and procedures that the Tribe and those working on Tribal lands must follow.

**Integrated Pest Management Plan (Goal I1.1)** – Collaboration between Executive Team, Natural Resources Department and Facilities Department through 2025 has resulted in the development of a draft Integrated Pest Management Plan that is anticipated to be adopted in 2026. Spurred by Tribal member concern, the Tribe stopped use of glyphosate, herbicides and pesticides on Tribal campus and housing and after a pause is proposing a set of three tiered zones that allow for different chemical intervention depending on location and purpose. More information can be found online via Smoke Signals: <https://www.smokesignals.org/articles/2026/02/11/tribe-unveils-new-pest-management-policy/>

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

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## 2025 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 2025 – Featured Accomplishments

**Cultural Arts Program (Goal J2.1, J3.1, and J4.1)** – The Cultural Arts Program provided opportunities to the community throughout 2025.

- **Indigenous Place Keeping Artist Fellowship (IPKA)** – In 2025, Douglas Burgess (Grand Ronde) and Chantele Rilatos (Siletz) were selected for the Tribe’s IPKA fellowship. Burgess designed and built a mobile glassblowing unit to host hands-on workshops in Grand Ronde. Rilatos wove a ceremonial basket cap and a maple bark skirt for naa-yvhl-sri nee-dash, the winter solstice world renewal ceremony. More information about both artists can be found here: <https://www.smokesignals.org/articles/2025/05/13/indigenous-place-keeping-artist-fellows-selected/>
- **Art Summit: Carving out space for keeping place** – The Art Summit for native artists was hosted again this year in October at Chachalu Museum & Cultural Center. The event creates space for artist to convene conversations and be in fellowship with one another. An Open House was held for the community to meet with the artists, view their art, learn more about the fellowships, tour the museum and enjoy shopping at the marketplace for Native-made art, crafts,, produce, flowers and homemade foods.
- **Arts Program Mobile Arts Purchase** – In 2025, the mobile art purchases completed in 2024 (29 artworks purchased from 16 Grand Ronde Tribal Members) were installed in both the Tribal Gymnasium and the Tribal Governance Center. The next mobile art purchase call went out to tribal community members in 2025, resulting in the purchase of 20 pieces comprised of 14 Grand Ronde artists. Artworks range from carvings to photography and from textiles to paintings, created by artists spanning ages from youth to elder. This program showcases Tribal art in community buildings, providing presence, notability, and a pathway for artisans have their work recognized by the community while building their portfolios.
- **Community Printing Circle** with artist Marie Watt (Seneca) was held on May 8<sup>th</sup>. The Community print project will contribute to artwork in the Oregon State Capitol, and final artwork developed by Marie will include components of print making workshop that occurred in Grand Ronde. Marie also attended the Wellness Warrior Camp on June 25<sup>th</sup> and interacted with over 90 tribal youth.

**Chachalu Exhibits –Transgressors, MY ANCESTORS ARE HERE, (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 2025. The



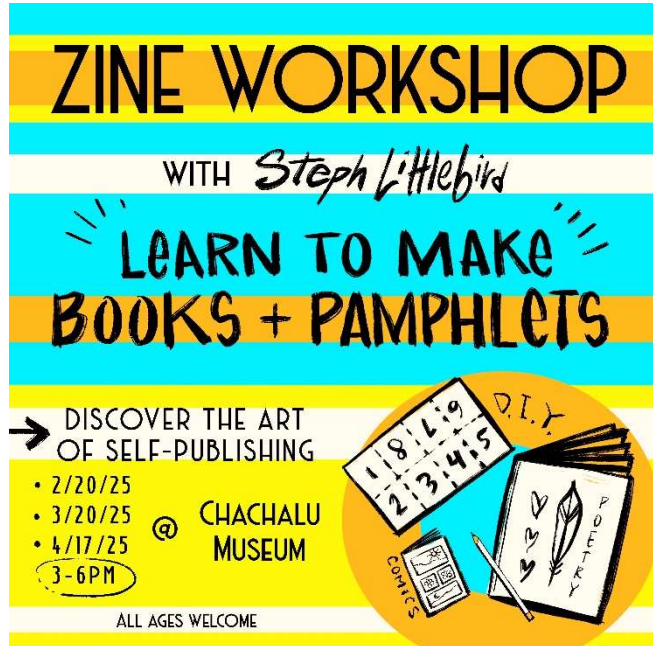
MY ANCESTORS ARE HERE – Leland Butler

2024 exhibits included Transgressors an exhibit presenting now and future Indigiqueer ancestors who move beyond boundaries in art and life, and MY ANCESTORS ARE HERE, a photographic exhibit by Leland Butler from his time as the Indigenous Place Keeping Artist Fellow in 2024.

**Support at tumwata village (J2.2)** – The Tribal Historic Preservation Office (THPO) has provided support for the tumwata village redevelopment throughout 2025. 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.

**National Poet Laureate & Zine Workshop (J2.2)**

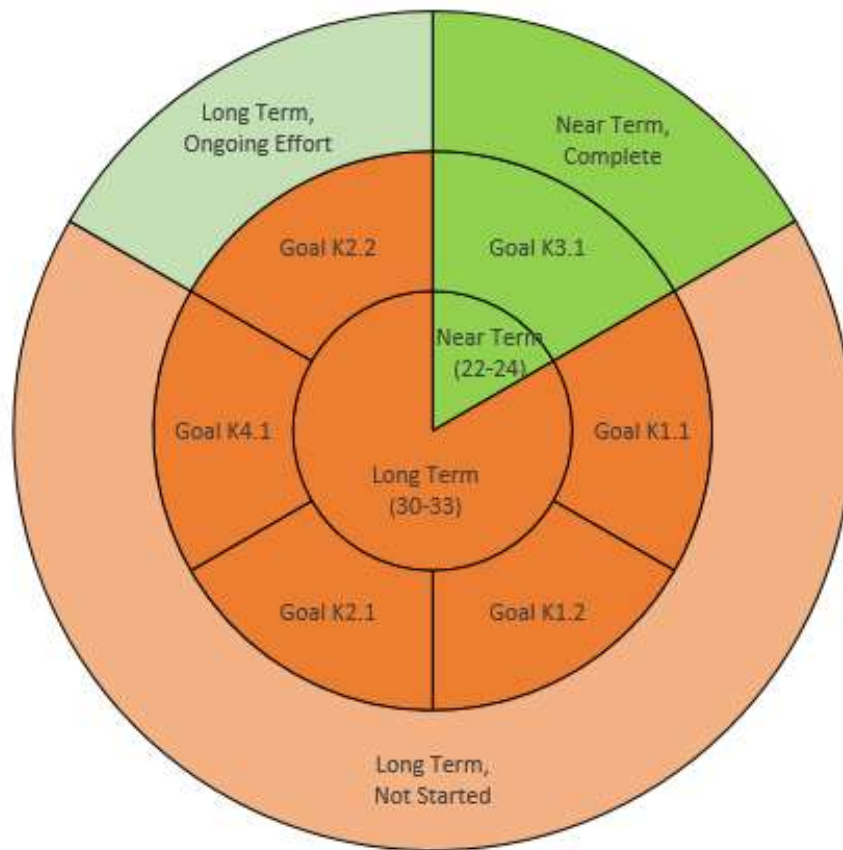
Starting in February 2025, Grand Ronde artist Steph Littlebird held a series of workshops on Zines (pronounced zeens) a self-published booklet than can be made from one or multiple pieces of paper. In February, March, and April over 35 Grand Ronde residents gathered for these workshops. Participants learned about writing, poetry, comics, and printed matter and came together to publish the first Grand Ronde zine which was gifted to the US Poet Laureate Ada Limón upon her visit in May. On May 19th Poet Laureate of The United States Ada Limón gave a reading at the Chachalu Museum for a group of 20 visitors. This was a collaborative project with Sitka Center for Art & Ecology and Nestucca Valley School District.



Zine Workshop – Chachalu Museum

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## 2025 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 2025 Update – Featured Accomplishments

**Economic Development Activities (Goal K2.2, K3.1, K4.1)**– The Economic Development Program is now housed inside of the Lands Department, a change that occurred in July 2025. The Tribe hired an Economic Development Analyst to support program operations. 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, Oregon
- The Spirit Mountain Casino in Grand Ronde, which includes a remodeled outdoor courtyard, RV Park inclusive of 12 cottages, and a fully upgraded Clubhouse for guests.
- 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); Iskum II (Cherry City); and Grand Ronde Food & Fuel Company
- Commercial real estate holdings/leasing, agricultural permits, 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 2025 included the next phase of development onsite which includes a multi-story hotel.



Chemawa Station – Hotel Under Construction

**EcDev Program Development (Goals K1.1, K1.2 & K2.1)** - The Economic Development (EcDev) program of the Lands Department began work to create processes to inform decision-making associated with economic development investment and activities. In 2025, EcDev began research on funding options and capacity, began drafting a formal Opportunity Assessment Process, and began research and scoping for a Sustainable Economic Development Strategy.

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## 2025 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 2025 – 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. The Tribe acquired 6 properties in 2025 which includes Fort Yamhill Park (107.22 acres), Noble Sisters Timberland (48.12 acres) and the OSU property (55.93 acres) located within the Grand Ronde Community as well as Deer Path West (55.46 acres), Eel Rock 2 (.23 acres) and k’anawi (75.30 acres) located throughout the Tribe’s ceded lands. Property acquisitions underway in 2025 include three conservation properties with acquisition funding provided by the Willamette Wildlife Mitigation Program. Additionally, Agency Block 1 (6.4 acres) and South Yamhill 2 were accepted into trust and received reservation status in 2025. These acquisitions bring the Tribe’s landholdings to 17,556.70 acres with 11,660.26 acres having reservation status.

**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 2025, the Lands Department managed and executed a variety of activities that responded to the needs of Tribal Government including a reorganization of the department to include the following programs: Tribal Realty, Commercial Real Estate, Economic Development, Self-Governance, and Support Services. The Realty Program oversaw Property Management for lands owned by the Tribe inclusive of development support, encroachment abatement, and oversight of Property Taxes including exemptions and special assessments. Other Department activities include, but are not limited to, Economic Development (EcDev) program development, EcDev related opportunity assessments, Cherry City and Portland office property management and leasing, Central Phones and Records operations, and Self-Governance reporting.

**2025 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 was completed in 2025 and serves as a roadmap for campus development activities for the next 20 years.

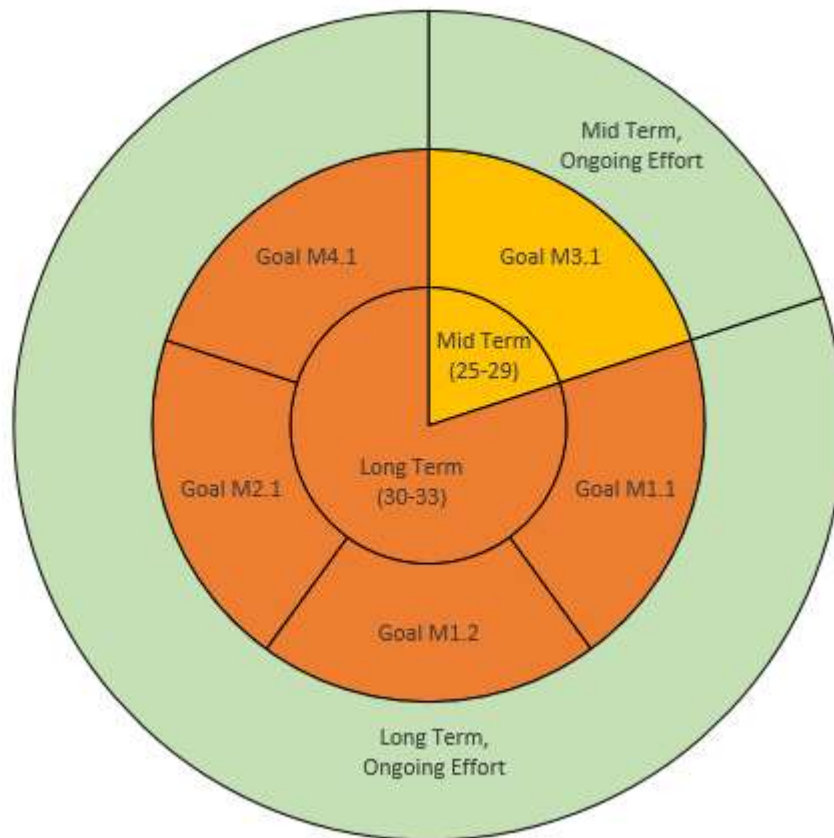
**Climate Adaptation Plan (Goal L1.1, L1.2, L2.1)** – The Engineering & Community Development Department initiated the development of a Climate

Adaptation Plan for the Grand Ronde Tribe in 2025. The purpose of the plan is to provide a comprehensive and overarching framework for our climate-related efforts that build on actions already underway. This will allow the Tribe to better access funding to support resiliency efforts in the community.



2025 CTGR Campus Master Plan

## 2025 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 2025 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 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.

**Emergency Access Road – Tribal Housing (M1.2)** – Working with an adjacent property owner, the Tribe established an emergency access road to support access in and out of Tribal housing. The Tribe is also seeking funding through FHWA’s Rural and Tribal Assistance Pilot Program to establish a secondary permanent access into Tribal Housing from OR 22, award notification is expected in early 2026.

**Elder’s Parking (M1.2)** – Responding to community feedback from Tribal Elders, elder parking stall designations were established throughout campus. The parking stalls are located adjacent to the ADA parking stalls near the entrances of buildings.

**Spirit Mountain Community Path Project (M3.1)** – In 2022 the Tribe was awarded funding through the Oregon Department of Transportation (ODOT) Oregon Community Paths (OCP) Program. After a long process to move the federal funding from ODOT to the BIA to our own Transportation Improvement Program, this planning project kicked off at the end of 2025. The project will evaluate alignment options, select a preferred alignment, and develop concept design plans for the estimated 1.5-mile-long paved multiuse path connecting Grand Ronde Road to the Spirit Mountain Casino. The alignment evaluation and concept design will also include a preferred separated non-vehicular crossing of State Highway 18 (OR 18), and a preferred crossing of the South Yamhill River.



Elder Parking stall in front of the Governance Center

**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)*.

**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.

## 2025 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 2025 – Featured Accomplishments

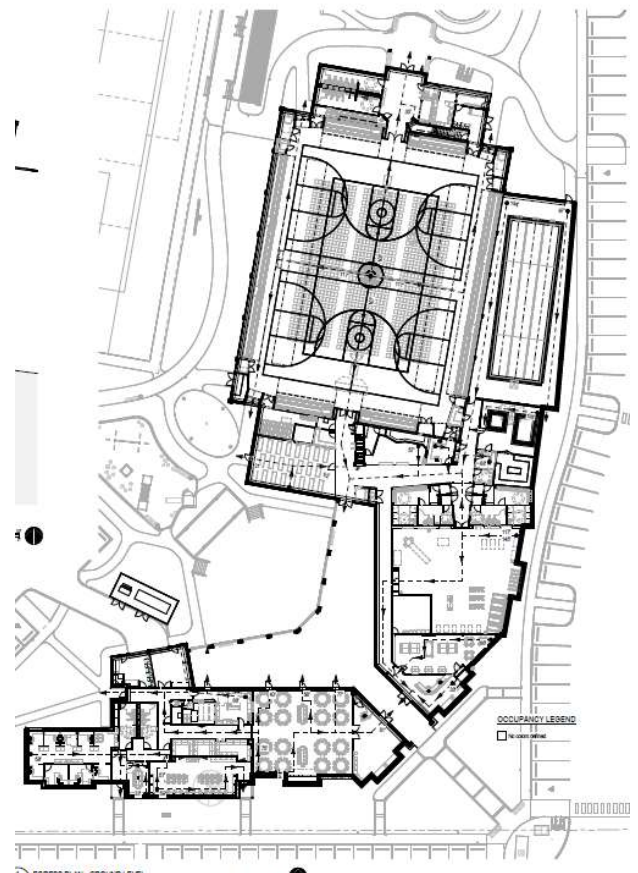
**Electric Vehicle (EV) Charging (Goal N2.1)** – The Tribe secured a Carbon Reduction Grant through the Oregon Department of Transportation and should receive an additional eight (8) EV charging stations inclusive of 16 total charging ports. In 2025 the Tribe worked with ODOT, FHWA, and BIA to get the 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 2026.

**Outdoor Lighting LED Upgrades (N2.1)** – Outdoor street and area lights around Tribal campus were upgraded in 2025 along with painting the light poles. In total, over 250 light fixtures were upgraded, which is anticipated to save the Tribe 170,720 kilowatt-hours (kWh) or approximately \$24,000 annually.

**Resident & Recreation Center (Goal N2.1 & N2.2)** – In December of 2024, the Tribe was awarded \$20 million dollars through the EPA Community Change Grant to help construction the Resident & Recreation Center which was to serve as a resiliency center in the community during climate events. Unfortunately, with the Federal Administration change in January 2025, the funding agreement was terminated. The estimate cost for the 47,000 sqft building and indoor amenities ranged between \$22-\$25.5 million dollars. Fundraising efforts began again in mid-2025 to start the effort to fill the gap left by the grant termination.

**Other Campus Building Infrastructure (Goal N2.1, N2.2, N4.1)** – Several community buildings were in various stages of design and/or construction in 2025 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, etc.). New/expanded buildings include the following: Child Development Center, tipsu-ili?i Home Ownership Project, and Wind River Phase III Apartments.

**Other Facility Improvements (Goal N2.1, N2.2, N4.1)** – Other facility improvements occurred throughout 2025. Facility improvements on campus included planning for expansion of the Pharmacy and upgraded HVAC system in the Health & Wellness Clinic and resealing the outside of the Governance Building. The Tribe is also working with Energy Trust of Oregon to replace all outdated lighting in buildings throughout campus. The Tribal Gym and Health & Wellness Clinic will be next to receive the lighting upgrades.



Resident & Recreation Center

## 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 in the Community Development Plan, they provide vital support roles for the success of the Community Development Plan 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 **Ceded Lands Department** supports and informs Tribal engagement for government-to-government consultation efforts throughout the Tribe's homelands advocating to protect culturally important resources for both the Tribal government and its membership. Larger consultation efforts in 2025 included engagement with Army Corps of Engineers on the Bradford Island Superfund Site near Bonneville Dam, engagement with Army Corps of Engineers on the NOAA Willamette River Biological Opinion in regards to the Willamette Valley Flood Control Project consisting of 13 dams that adversely impact salmon and steelhead along with other culturally significant species, and the Cascade Renewable Transmission Project which is proposing to bore underneath the Columbia River to install transmission lines. Ceded Lands staff engage on over 100 active consultation projects at any given time.

The **Finance Department** supported and oversaw the implementation of the General Welfare Assistance Program. The new Ordinance was approved on August 20, 2025, and the first payment to the membership occurred on September 12, 2025. The General Welfare Assistance Program replaces the per capita payment and are non-taxable payments that are made to all eligible members to help maintain their health, well-being, independence, and quality of life. The payments will be made quarterly to the membership under the new program.

The **Grants Program** spent much of 2025 responding to the new Federal Administration. The team managed renegotiating grant contracts to better align with the new administration policies and also worked through the process of fighting several grant terminations. Total grant requests in 2025 was just under \$40 million dollars through 119 grant applications. Awards received in 2025, including requests made in 2024 came to just over \$35 million dollars. The Grants Program worked throughout 2025 to implement a new grants management software system which will significantly increase efficiencies within the Grants Program and across Tribal Government. The Grants Program also hosted a Funder's Tour in August, inviting major foundations and funding organizations to visit Grand Ronde and learn more about the Tribe's history, past success, and future projects. Guests included Ford Family Foundation, Meyer Memorial Trust, Willamette Health Council, The Roundhouse Foundation, Marie Lamfrom Charitable Foundation, Gray Family Foundation and Business Oregon, Spirit Mountain Community Fund and the Oregon Community Foundation.

In 2025 **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 was performed and a new website rollout occurred in 2025. Additionally, in 2025 Information Services completed the Windows 11 Upgrade. An AI Policy was also implemented in 2025 to guide the organization through the use of this new and evolving technology.

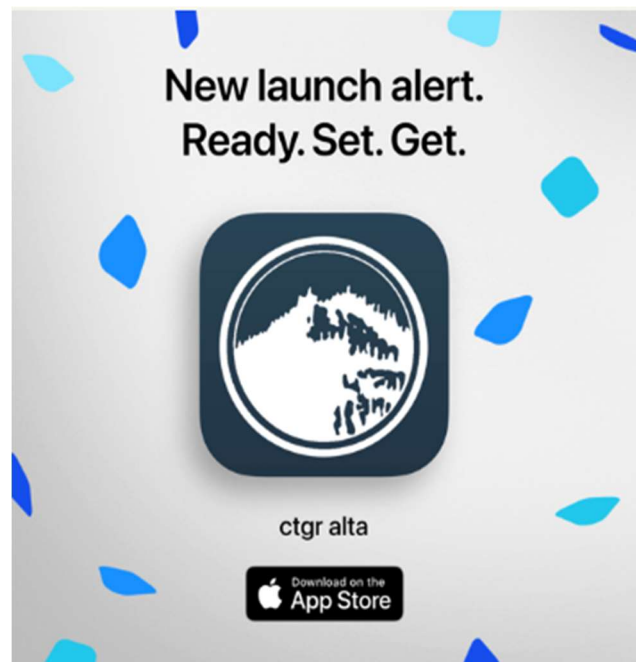
The **Nutrition Program** supports Elders with food, activities, daytrips, crafts events; coordinates with the Marion Polk Food Share (Iskam Mək<sup>h</sup>Mək-Haws); provides both nutrition and education and cooking

classes for the community; and provides catering to Tribal functions and larger meetings. The Nutrition Program in collaboration with the Iskam Mək<sup>h</sup>Mək-Haws is continuing to see a rise in food insecurity among community members.

**Tribal Court** has been worked throughout 2025 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 2025 **Tribal Court** participated in an assessment and evaluation of the current Tribal court through a BIA assessment. The recommendations from the assessment will then be prioritized and implementation will begin in 2025. Anticipated work is expected to include updates to administrative rules, development of a court clerk manual, and intertribal trainings.

In 2025 the **Public Affairs Department** released ctgr alta, a secure app for enrolled Grand Ronde Tribal Members. Tribal members can stay up to date with all tribal events, tune-in to meetings and receive reminders for upcoming meetings, activities and events. The app provides secure messaging capabilities which will allow members to receive secure information often reserved for executive session directly on their device. In 2025 the **Lands Department** continued to work with the Bureau of Indian Affairs (BIA) to submit necessary files 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).



Alta App – Tribal Member Information App

## 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, Oregon City** – The Tribe acquired the former Blue Heron Paper Mill in 2019. In 2025 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 Brownfield<sup>1</sup> Grant** – In 2025, the Tribe completed spending the funds from the \$800,000 EPA Multipurpose Grant awarded in 2021. Work completed under the grant included: production well assessment and sampling, subsurface investigation work, underground storage tank (UST) removal and remediation, ground water monitoring wells, production well repair, contaminated media removal, and annual public involvement meetings. The Tribe will be pursuing additional EPA Brownfield funding in 2026 to continue cleanup work onsite.
- **Demolition** – In 2025, the Tribe continued to remove former paper mill buildings from the site which included the Deink Building, Mill B, and the Paper Machine No. 4 complex which was damaged by a fire on the property in January 2025.
- **Site Master Planning** – In January 2025 a Notice of Decision for the tumwata village Master Plan was issued by the City of Oregon City adopting the Master Plan Amendment as well as a Detail Development Plan to build the street network onsite. The adopted Master Plan establishes a redevelopment plan onsite spanning the next 20-years.
- **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. Roadway and utility design occurred throughout 2025, and a contractor is expected to begin work in Q2 of 2026 to start building the first streets and utilities to serve redevelopment of the site.

**Former Multnomah Greyhound Park, Wood Village** – 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, Keizer** – 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

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

approved by the Keizer City Council. Construction in 2025 included the next phase of development onsite which includes a hotel.

## Conclusion

A tremendous amount of progress was made toward goals and initiatives identified in the Community Development Plan in 2025. 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 2025, the Tribe celebrated its 42<sup>nd</sup> year of restoration, and we continue to work towards 2033 and the Tribe's 50<sup>th</sup> Restoration Celebration in the years ahead.