

STRATEGIC PLAN

Over the last year many of you have heard about the Tribe's strategic planning. This section of *Smoke Signals* describes how that plan has been developed, and asks for your advice on what it will contain.

The Confederated Tribes of The Grand Ronde recently celebrated their 10-year anniversary of Restoration. During those ten years, the Tribal Council focused on establishing a tribal organization, long-run endowments for operation and services, and a community center in Grand Ronde.

Those goals are now mostly accomplished. With a solid organizational foundation, the

Council is ready to begin the next phase of Tribal development, in which it can expand the services it offers to all Tribal members. The development of a gaming facility in Grand Ronde is just one of several economic opportunities the Council has been considering.

The big question for the Council, and for you, is how the Tribe should grow. Should that growth emphasize new facilities or new programs? Should it focus on the Grand Ronde area? What services should it emphasize?

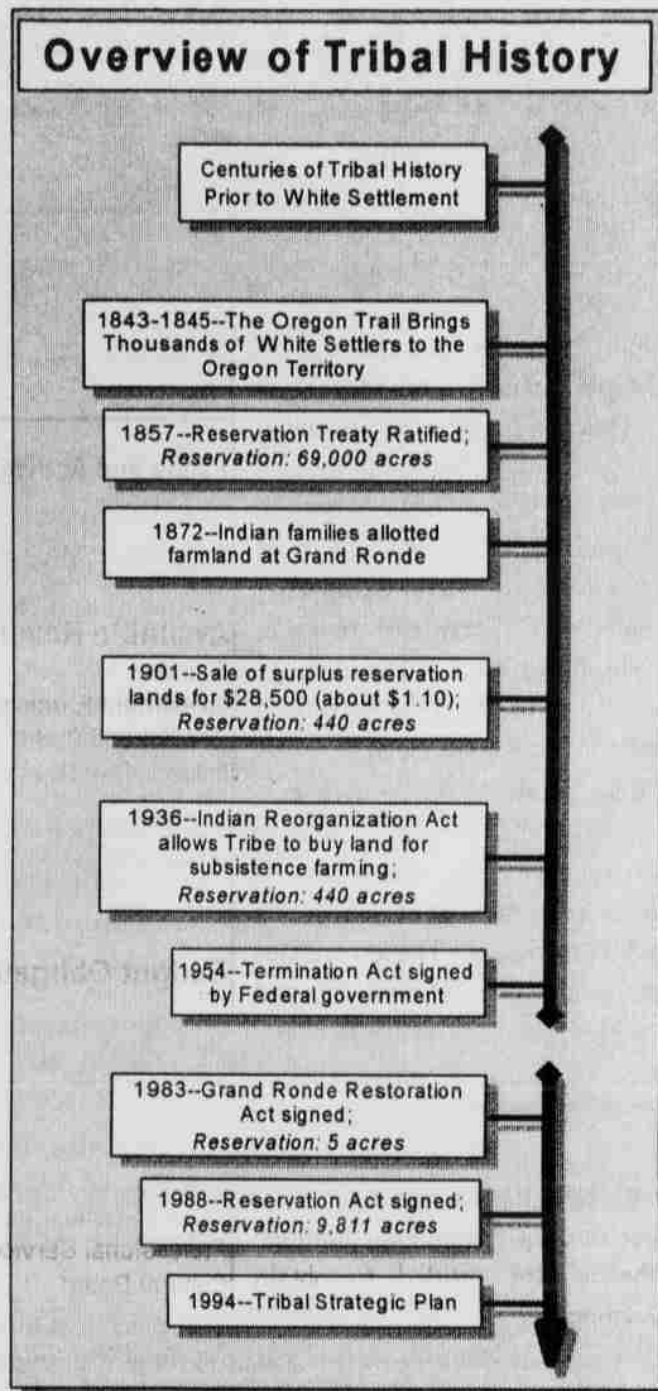
About a year ago, the Council and staff started a strategic planning process to help them and Tribe members answer these questions.

Strategic Planning Brings the Tribe's Past Into the Future

The past has shaped who we are today and it should be a part of our future. The timeline on this page summarizes the history of the Confederated Tribes of the Grand Ronde. It divides that history into two phases. The first, and by far the longest, includes all history prior to the recent efforts to restore the Tribe to federally recognized tribal status.

The second phase starts in about 1975 and continues to today. Since Restoration almost 11 years ago, the Tribe has:

- Acquired over 600 acres of land for use as a Homelands area and about 9,800 acres for timber;
- Developed facilities in Grand Ronde that benefit Tribal members (for example, the Community Center);
- Reorganized the Tribal government to increase its ability to deliver services to Tribal members. Reorganization resulted in the creation of separate divisions that focus on specific services to Tribal members (for



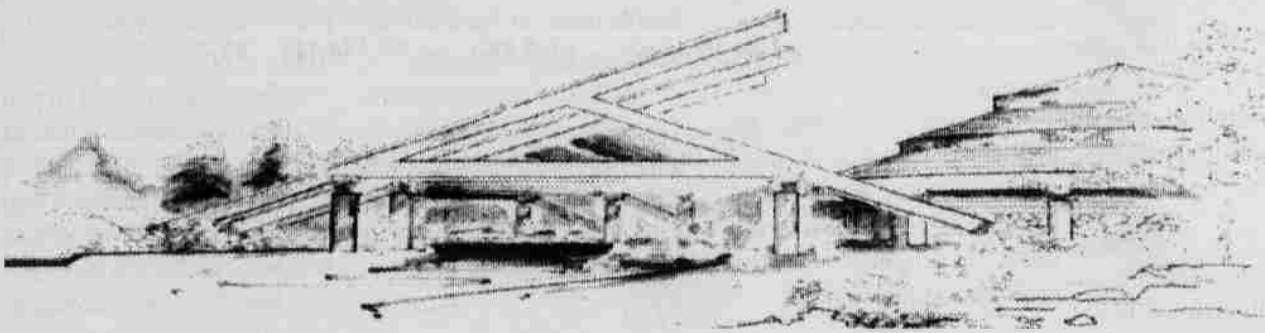
The Tribe's history can be seen as two distinct phases. The first includes all of time prior to white settlement in Oregon up to termination of the original Tribal reservation. The second phase includes the restoration of the Tribe and continues through the present.

example, for education, health, and business development); and

- Established the Spirit Mountain Development Corp. to assist the Tribe in diversifying its economy.

The Tribal organization is

now well established and provides a foundation for future growth of Tribal services and facilities. The strategic plan will describe what those services and facilities will be, and how they will be achieved.



The proposed gaming center as shown in an architectural rendering.